



**.community** | Wellesley Strategic Plan for 2019 – 2023

Prepared for The Township of Wellesley  
By Ward & Uptigrove Consulting  
February 17, 2020  
Working Draft

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## Executive Summary

Over the next five years and beyond our Vision is:

**.comunity | One Township of many communities. Rural by nature. Modern by design. United by technology. Empowered by best practices.**

We will achieve this by:

1. Working with the communities within our Township to build common understanding and celebrate our uniqueness.
2. Working with our neighbouring Townships to seek out operating efficiencies.
3. Partnering with the world-class technical and agricultural institutions at our doorstep to enable low-impact growth via leading edge technologies.
4. Engaging regional, provincial, and federal governments, as well as industry and academic institutions, to seek out and deploy best practices in rural/urban planning and governance.

Our initial focus is to address 14 strategic issues. In alphabetical order, they are:

### **Affordable/Age-Appropriate/Available Housing**

As per Opportunities for Youth & Seniors, adopt a full-life-cycle approach to planning, approving/promoting and when needed providing affordable/age-appropriate housing in those areas where it is required. Bring in expertise from local institutions to participate in the identification and development of solutions.

### **Business and Tourism Support**

Elevate the importance and priority of business and tourism support by working with stakeholders, local/regional groups/businesses, and community leaders to:

- qualify and quantify the problem/opportunity;
- identify best practices; and
- define a formal plan to implement short-term (quick hits) and longer-term (one to five years and beyond) objectives.

### **Environmental Stewardship**

Adopt a holistic approach to township life and environmental stewardship. Proactively seek out best practices and adopt leading edge programs. Seek expertise of local institutions to complement the skills and knowledge within the community.

### **Fiscal Responsibility**

Seek operational efficiencies to manage costs and hold tax increases at bay. Benchmark against other rural municipalities to identify strengths and weaknesses relative to cost control and spending. This initiative is tightly coupled with Internal Efficiencies & Shared Services.

**Health Promotion**

Elevate health and healthy living within the municipality by complementing national, provincial and regional initiatives. with feet-on-the street, ground-level health programs and recreational infrastructure and programs.

**Infrastructure Improvement & Management (Includes Road Management and Recreational infrastructure)**

Refine and improve upon current practices via improved records keeping, asset management, assessment, and the introduction of best practices where applicable.

**Intensification, Zoning, Development and Growth**

Rethink and reimagine land use. Adopt leading edge best practices and technology enablers. Bring in expertise from local institutions to participate in the development of long-term solutions.

**Internal Efficiencies & Shared Services**

Establish an Internal Efficiency & Shared Services Office/function within the municipality. Use a three-prong approach to seek out and enable improved efficiencies and operational effectiveness:

- Lean for Service
- Cloud and tech-based tools
- Shared services

**Non-Motorized Vehicle Management**

Investigate economic impact and develop a detailed plan to manage and where appropriate promote safer interaction of motorized and non-motorized vehicles for residents and non-residents.

**Opportunities for Youth & Seniors**

Adopt a full-life-cycle approach to planning and providing community services that considers leisure, education, transportation, and accommodation. Bring in expertise from local institutions to participate in the identification and development of solutions.

**Public Engagement**

Proactively develop a public engagement program. Leverage technology and social media where/when possible for greatest impact and lift.

**Public Transit/Access to Urban Services**

Region of Waterloo (ROW) is responsible for public transit in the Township of Wellesley. The Township of Wellesley can play an important role by identifying issues, quantifying, reporting and advocating. The Township will work with others to develop a long-term transportation plan that services both residents and businesses.

**Recreation/Community Facilities & Programs**

Funding, design and construction of a new recreation complex is a primary objective for the Township within the next five years. Facility planning and programming will likewise impact, Opportunities for Youth & Seniors and Public Transit/Access to Urban Services and will be reflected in those strategic initiatives as well. For both short and long-term insights on township use/engagement, we will establish mechanisms to monitor community use/uptake of recreation/community facilities and programs. This initiative will be coordinated with Infrastructure Improvement & Management.

**Retention of Small Town/Rural Culture and Identity(s)**

In all things, our intention is to retain our distinctive rural culture. It should be reflected and

***This plan provides SMART (Specific, Measurable, Achievable, Relevant, Time-bound) operational tactics to address and manage each of these 14 issues for the next five years and beyond.***

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## 1. Introduction

The purpose of this plan is to define the path forward for the Township over the next five years: 2019 to 2023. The plan was developed during a seven-month period, from May to November 2019. Building up from a PEST (Political, Economic, Social, Technical) Trend Analysis, this plan identifies strategic initiatives in the following five functional areas:

1. Thriving Economy
2. Sustainable Transportation
3. Environment and Sustainable Growth
4. Healthy, Safe and Inclusive Communities
5. Responsive and Engaging Government Services

and culminates in SMART (Specific, Measurable, Achievable, Relevant, Time-bound) operational tactics.

Management, execution and ownership of this plan is the responsibility of the Township's CAO (Chief Administrative Officer), Senior Management Team (SMT) and Council. The planning calendar includes Quarterly Plan Review meetings and an Annual Planning meeting to review progress, reset priorities, refine plan detail, and hold task-owners accountable to milestones, performance metrics and budgets.

## 2. Did you know?

Preparation of the 2019-2023 Township of Wellesley Strategic Plan was a very in-depth exercise involving Council, staff and residents of the Township. There are many obstacles that can affect the ability of the municipality to move forward and to remain a viable, healthy community. No single solution will be accepted by every member of our society, but the goals and outcomes of this strategic plan have been prepared in the best interest of the Township as a whole.

Several factors need to be considered in addressing the overall well-being of the municipality and its residents. There is a common perception in rural municipalities that the largest population area gets all the amenities. Confining growth to one area has economic benefits for the entire Township. Economies of scale are encountered by consolidating growth and growing the tax base helps reduce the tax burden on residents and business owners.

The Region of Waterloo's (ROW) Official Plan outlines specific areas where growth is allowed to occur. This is done in order to protect and maintain productive farmland and environmental features. The Region's Official Plan provides what is known as the Countryside Line around settlements which is a hard boundary beyond which growth is not permitted. In the Township of Wellesley, the Village of Wellesley is the only settlement area that has been designated with any additional room for growth. This is due to the fact that only Wellesley has wastewater treatment. Wastewater treatment allows for greater population density so that less area needs to be used for

new housing and employment opportunities. This is because space is not required for septic systems which in turn helps to protect the ground source drinking water supply.

In order to expand the Village of Wellesley, a planning study needs to be completed to determine the most effective land use considering factors such as land use compatibility and servicing capability. The Township will be advocating for growth during the current review of the Region's Official Plan in order to ensure a healthy and prosperous future for the Township we call home. A great place to live, work and play!

### 3. About the Township of Wellesley Strategic Plan

The purpose of this plan is to define the path forward over the next five years: 2019 to 2023. The plan was developed during a seven-month period, from May to November 2019, and draws detail from:

- **291** online open Public Surveys completed\*;
- **27** participants in an open Public Consultation held at the Linwood Community Centre on August 21, 2019;
- **12** telephone interviews with local business owners and service group leaders
- **4** one-to-one and group interviews with the Mayor, the Chief Administrative Officer, Township Council and Strategic Planning Committee members;
- **2** planning workshops with Council and the Township's Senior Management Team (SMT);
- ongoing review of internal and external reports, communications and publications; and
- Budget reviews of all initiatives



Building up from the PEST (Political, Economic, Social, Technological) Trend Analysis, this plan identifies strategic initiatives in five functional areas (Thriving Economy; Sustainable Transportation; Environment and Sustainable Growth; Healthy, Safe and Inclusive Communities; Responsive and Engaging Government Services) and culminates in SMART (Specific, Measurable, Achievable, Relevant, Time-bound) operational tactics.

Ward & Uptigrove Consulting assisted with the preparation of the plan.

The Township plans to conduct another public survey before the end of this Council's mandate to gauge progress on the 14 initiatives contained in this report.

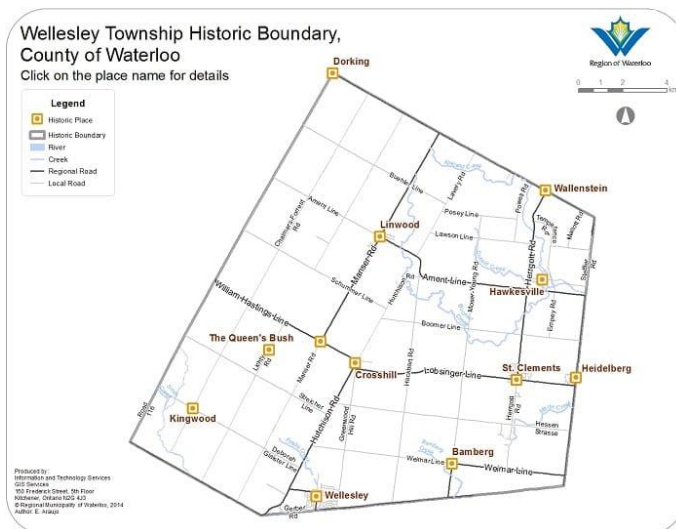
\*Note: Results of the survey have been posted on the Wellesley website as part of the August 21, 2019 public meeting minutes and slides

## 4. Township of Wellesley: The community at a glance

The Township of Wellesley is a vibrant, growing and financially strong Township. Residents derive income from local farming, farm-based shops, local businesses and commute-to jobs in the Kitchener Waterloo area.

By the numbers the Township is denoted by:

- a land mass of **278 km<sup>2</sup>** and only 3% is urban
- **11,260** residents and a **5.1%** growth rate for the five-year period ending in 2016
- a Mennonite population of approximately 3,000 or **26%**
- 3,600 or **32%** living in the town of Wellesley
- **89%** of residents identifying with a strong sense of community



Go to [www.wellesley.ca](http://www.wellesley.ca) for more information.

## 5. External and Internal Challenges

Wellesley has historically been a farming community. Recent growth, country scenery, and proximity to Kitchener and Waterloo, is reshaping the Township as urbanites migrate into the Township in search of lower priced property and small-town charm. Major PEST trends (Political, Social, Economic and Technological) at play include:

- Demographic shifts
- A broadening cultural mix



- Increased demand for infrastructure by urbanites
- Environmental awareness
- Morphing communication preferences brought about by social media
- Regional and local growth

### PEST Analysis: Trends Impacting Township Management

Political Trends	Economic Trends
<ol style="list-style-type: none"> <li>1. Government structure/use of power shifting to manage provincial and federal objectives.</li> <li>2. Escalating incidence and regional discussion regarding amalgamation.</li> <li>3. Changes to legislation with respect to revenue generation:               <ol style="list-style-type: none"> <li>a. DC charges</li> <li>b. Community benefit charges</li> <li>c. User fees</li> </ol> </li> <li>4. Lack of funding due to cutbacks at the provincial and federal levels, e.g., OMPF, OCIF.</li> </ol>	<ol style="list-style-type: none"> <li>1. Rising costs of energy, materials, and labour.</li> <li>2. Lack of skilled trades.</li> <li>3. Evolving/escalating training and safety requirements.</li> <li>4. Environmental impact of equipment now a purchasing/use consideration.</li> </ol>
Social Trends	Technological Trends
<ol style="list-style-type: none"> <li>1. Demographic shifts and broadening cultural mix brought about by an aging population, migration of youth to larger urban areas, and urbanites moving into to the Township.</li> <li>2. Shifting values mirroring demographic and cultural changes.</li> <li>3. Lack of employment and higher paying jobs within the Township.</li> <li>4. Increasing economic divide between low and high wealth households with a significant portion of Wellesley's older residents living below the poverty line.</li> <li>5. Social media has expedited and broadened the dissemination of community information (and</li> </ol>	<ol style="list-style-type: none"> <li>1. Increased efficiency in booking facilities, voting, and applying for permits via new tools.</li> <li>2. Technology creates the expectation of instant communication and results</li> <li>3. Increased cost of staying current.</li> <li>4. Agricultural innovation empowered by emerging digital and non-digital technologies.</li> <li>5. Automated vehicles are on the horizon. Their abilities (e.g. winter driving) and impact (e.g., on horse and buggies) not yet fully understood.</li> <li>6. Telecommuting empowered by increase bandwidth and improved applications on a slow rise.</li> <li>7. Internet of things.</li> </ol>

<p>disinformation) and has the power to change the direction of the dialogue.</p> <p>5. Increasing public demand and appetite for infrastructure.</p>	<p>8. On-line retail impact on “brick and mortar” stores.</p>
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This transformation is further complicated by:

- Urban sprawl
- Lack of commercial and residential land
- NIMBY (Not in my back yard) resistance to infrastructure and social projects
- Community-centric objectives
- Aged and aging current infrastructure
- Lack of affordable/age-appropriate housing
- Migration of youth to larger urban areas
- An aging demographic segment
- Township staff retirements
- Fiscal limitations

## 6. Core Strengths

To address these challenges, we’ve identified and plan to leverage six core strengths:

1. Highly desirable **rural setting** which includes a significant Mennonite population, that supports and promotes land stewardship.
2. A strong **agricultural base** with many farm-based businesses that support and promote environmental stewardship.
3. **Proximity** to major urban centres, services, and attractions including Kitchener, Waterloo and the GTA (Greater Toronto area).
4. Proximity to **world-class** technical and agricultural institutions
5. Forward looking council and Township staff with a history of **sound fiscal management**



6. A Township of unique and distinct **communities** seeking to be engaged and involved

## 7. Our Vision for the Future

Based on these core strengths, input from our residents, and the work conducted through this planning period, we have established a Vision, Mission and Value statements to shape and guide our planning initiatives and decision-making process. Over the next five years and beyond our Vision (what we aspire to) is:

**.comunity | One Township of many communities. Rural by nature. Modern by design. United by technology. Empowered by best practices.**

We will achieve this by relentlessly:

1. Working with the communities within our Township to build common understanding and celebrate our own uniquenesses
2. Working with our neighbouring Townships to seek out operating efficiencies
3. Partnering with the world-class technical and agricultural institutions at our doorstep to enable low-impact growth via leading edge technologies
4. Engaging regional, provincial, and federal governments, as well as industry and academic institutions, to seek out and deploy best practices in rural/urban planning and governance

### Vision, Mission, Values


<b>Vision (What we aspire to)</b>  One Township of many communities. Rural by nature. Modern by design. United by technology. Empowered by best practices.	<b>Values (How we work)*</b>  <b>Service:</b> Satisfy and build confidence We provide excellent public service and strive to understand and meet the needs of all those we serve.  <b>Integrity:</b> Instill trust We practice high standards of ethical behaviour and conduct ourselves with an openness and transparency that inspires trust.
<b>Mission (What we do)</b>  To maintain our unique cultures and the	<b>Respect:</b> Value and recognize We create an environment where people are included, valued and treated with dignity.

<p>individuality of our communities as we meet the challenges of a constantly evolving world. To protect, preserve, and enhance our natural environment and ensure the health, safety, and happiness of our residents.</p>	<p><b>Innovation:</b> Make ideas happen We foster an environment of leadership, excellence and creativity.</p> <p><b>Collaboration:</b> Involve and engage others We build internal and external relationships to achieve common goals and resolve differences.</p> <p>*shared with Waterloo Region</p>
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## 8. Framing the Plan


For the purpose of framing the plan, the five focus areas as developed by the Region of Waterloo (ROW) have been adopted by the Township of Wellesley's Strategic Plan for 2019-2023. They are:

### Thriving Economy



**Thriving Economy**  
The Region will support the work of the Waterloo Region Economic Development Corporation to achieve a shared vision for our economic prosperity that is locally rooted, internationally competitive and globally recognized. The Region will plan for and provide the infrastructure and services necessary to create the foundation for innovation and economic success.

### Sustainable Transportation



**Sustainable Transportation**  
The Region will offer more travel choices to residents, and strive to ensure that our transportation system is affordable and environmentally sustainable. The transportation network will be integrated and accessible and will contribute positively to urban intensification and economic prosperity. The Region will encourage more active transportation by enhancing facilities that make it more comfortable and convenient to walk and cycle in our community.

### Environment and Sustainable Growth



**Environment and Sustainable Growth**  
The Region plays a key role in protecting and enhancing the natural environment including, clean air, water and land, and protected green spaces and sensitive environmental features. The Region will work in partnership with the community and area municipalities to manage growth in environmentally sustainable ways and create spaces and places that enhance living, working and travelling experiences for the community.

## Healthy, Safe and Inclusive Communities



### Healthy, Safe and Inclusive Communities

The Region will work with the community to provide quality services and programs to improve access to the supports that contribute to a healthy, safe and inclusive community. The Region will continue efforts to improve population health, support healthy living, disease and injury prevention as well as enhance community safety and crime prevention. The Region will also increase the range of affordable and supportive housing options and mobilize efforts to reduce poverty.

## Responsive and Engaging Government Services



### Responsive and Engaging Government Services

The Region will strive to inspire public trust by engaging citizens and collaborating with community partners to foster meaningful and open conversations about Regional programs and services. The Region will attract, recruit and retain a skilled, engaged and caring workforce, that delivers excellent citizen-centered services to meet the diverse needs of the community. Organizational processes, facilities and resources will be reliable, cost efficient and effective, and will strive to provide excellent value to the community.

***All 14 strategic issues described in the following five focus areas are interconnected. As implementation plans and timing for each of the 14 strategic issues are developed, Council & the Senior Management Team (SMT) will ensure that all the initiatives are well coordinated to avoid duplication and conflict.***

## 9. Thriving Economy

### Business and Tourism Support (Wellesley Champion: Chief Administrative Officer)

Many business owners feel the Township is not doing enough to promote/support current business or attract businesses/start-ups. They also feel existing businesses are taken for granted and not consulted. The Township needs to create a new position to handle small business development. Wellesley residents are not aware and aren't encouraged to support their local businesses.

#### *Strategic Initiative:*

Elevate the importance and priority of business and tourism support by working with stakeholders, local/regional groups/businesses, and community leaders to:

- qualify and quantify the problem/opportunity;
- identify best practices; and
- define a formal plan to implement short-term (quick hits) and longer-term (one to five years and beyond) objectives.

#### *Tactics & Timing:*

#### *2020 Quarter 1 (January 1 to March 31) (Q1)*

- Establish a captain for this strategic initiative. **Completed**

*2020 Quarter 2 (April 1 to June 30) (Q2)*

*2020 Quarter 3 (July 1 to September 30) (Q3)*

*2020 Quarter 4 (October 1 to December 31) (Q4)*

## **2021**

*2021 Quarter 1 (January 1 to March 30) (Q1)*

*2021 Quarter 2 (April 1 to June 30) (Q2)*

*2021 Quarter 3 (July 1 to September 30) (Q3)*

- Organize and start a study to better define and quantify the Business and Tourism problems and opportunities at hand.
  - Consider engaging to do the study:
    - Business students at WLU
    - OMAFRA and University of Guelph for ideas related to agri-businesses
  - Identify, and quantify where possible, current support activities.
  - Benchmark current support activities against other local rural townships.
  - Seek out best practices for business and tourism support.
  - Identify Ontario government initiatives, e.g., rural community broadband as an essential service.
  - Identify quick hits (achievable within 90 days).
  - Select a key performance metric to measure/report progress.

*2021 Quarter 4 (October 1 to December 31) (Q4)*

- Continue with Q3 initiatives

## **2022**

- Continue to work on Business and Tourism Study started in Q4
  - Establish a Business and Tourism Panel to participate in the Study:
    - provide input
    - vet ideas
    - prioritize initiatives
    - solicit input from other stakeholders/business owners
  - Make recommendations
    - Establish a business and tourism panel
- Formally define the strategic goals for 2020 to 2023
- Confirm key performance metric to measure/report progress.
- Establish annual budgets for 2021 to 2023
- Receive Business and Tourism Study started in Q2
- Implement quick-hits identified in Study.



- Begin working with other municipalities to develop a Community Integrated Master Plan IF Study recommends.
- Engage Waterloo Region Tourism Marketing Board to promote more Tourism in Township.
- Collaborate/Partner with local Service Groups (Lions, A.B.C.) and Volunteers agencies to make it easier for them to operate and grow.
- Consider a BR+E (Business Retention and Expansion) Study – for rural/agricultural areas.
- Consider the need for an Industrial Park in the Village of Wellesley or elsewhere
- Assess value of a new Staff Position to handle business & tourism promotion and programs

*Tentative Key Performance Metrics:*

- Number of vacant store fronts
- Measure Number of Community Improvement Plan applications
- Event Attendance

*Related Planning Initiatives/Documentation:*

- TBD in Q1

**Infrastructure Improvement & Management (Includes Road Management and Recreational infrastructure) (Wellesley Champion: Director of Public Works)**

Those that have moved to the area to take advantage of the housing/property prices seem to be more open to, and are in fact demanding, infrastructure improvements and enhanced community services: community/sports centres and internet speed. They are also looking for more paved and/or wider roads within the Township. This initiative will be coordinated with **Non-Motorized Vehicle Management and Recreation/Community Facilities & Programs.**

*Strategic Initiative:*

Refine and improve upon current practices via improved records keeping, asset management, assessment, and the introduction of best practices where applicable.

*Tactics & Timing:*

*2020 Quarter 1 (January 1 to March 30) (Q1)*

- Establish a captain for this strategic initiative. **Completed**

*2020 Quarter 2 (April 1 to June 30) (Q2)*

*2020 Quarter 3 (July 1 to September 30) (Q3)*

*2020 Quarter 4 (October 1 to December 31) (Q4)*

**2021**

*2021 Quarter 1 (January 1 to March 30) (Q1)*

*2021 Quarter 2 (April 1 to June 30) (Q2)*

*2021 Quarter 3 (July 1 to September 30) (Q3)*

- Seek out best practices from other rural Townships.
- Increase condition assessments of assets when not required by legislation
- Continue legislated inspections and assessments and incorporate results into the Asset Management plan

*2021 Quarter 4 (October 1 to December 31) (Q4)*

- Implement quick-hits.
- Formally define the strategic goal(s) for the life of the plan
- Assign costs to required roads maintenance inspections.

**2022**

- Update Roads Master Plan
- Formally define the strategic goals for 2020 to 2023
- Confirm key performance metric to measure/report progress.
- Establish estimated annual budgets for 2021 to 2023
- Inventory all current infrastructure through Asset Management Program.
- Implement conditional Road Surface Assessment based upon best practices throughout the industry

*Tentative Key Performance Metrics:*

- Priorities based on condition index of assets in Asset Management Plan
- Ensure road assets are maintained to the minimum condition index outline in Asset Management Plan (AMP)

*Related Planning Initiatives/Documentation:*

- Fire Master Plan
- Road Master Plan
- Asset Management Plan
- Provincial MMS
- Township Development Standards

**Intensification, Zoning, Development and Growth (Wellesley Champion: Planner)**

Lack of commercial/industrial property (other than farms) and lack of space for residential development is hampering growth and unnaturally shifting the demographics of our community.

*Strategic Initiative:*



Rethink and reimage land use. Adopt leading edge best practices and technology enablers. Bring in expertise from local institutions to participate in the development of long-term solutions.

*Tactics & Timing:*

*2020 Quarter 1 (January 1 to March 30) (Q1)*

- Establish a captain for this strategic initiative. **Completed**

*2020 Quarter 2 (April 1 to June 30) (Q2)*

*2020 Quarter 3 (July 1 to September 30) (Q3)*

*2020 Quarter 4 (October 1 to December 31) (Q4)*

**2021**

*2021 Quarter 1 (January 1 to March 30) (Q1)*

*2021 Quarter 2 (April 1 to June 30) (Q2)*

*2021 Quarter 3 (July 1 to September 30) (Q3)*

- Seek out best practices.
- Consider Google's Sidewalk Labs approach to rethinking rural street planning.
- Consider engaging post secondary institutions to develop tech-enabled planning ideas.
- Advocate & receive ROW growth allocation for the Township of Wellesley
- Formally define the strategic goals for the life of the plan
- Confirm key performance metric to measure/report progress.
- Establish estimated annual budgets for 2021 to 2023

**2022**

- Formally define the strategic goal(s) for one year, five years and twenty years out.
- Advocate to ROW for expansion of Wellesley Waste Water Treatment Plant.
- Complete Wellesley Village Secondary Plan.
- Prepare & execute an educational program on the benefits of growth.

*Tentative Key Performance Metrics:*

- Additional land area allocated for growth & development

*Related Planning Initiatives/Documentation:*

- Places to Grow
- ROW official plan

- Township official plan
- Wellesley Village Secondary Plan

### **Opportunities for Youth & Seniors (Wellesley Champion: Director of Recreation)**

Opportunities for youth (& young adults) are required to improve community engagement and long-term employment. By 2050 there will be more people over 65 than under 25. Programs and facilities are needed for seniors.

#### *Strategic Initiative:*

Adopt a full-life-cycle approach to planning and providing community services that considers leisure, education, transportation, and accommodation. Bring in expertise from local institutions to participate in the identification and development of solutions.

#### *Tactics & Timing:*

##### *2020 Quarter 1 (January 1 to March 30) (Q1)*

- Establish a captain for this strategic initiative. **Completed**

##### *2020 Quarter 2 (April 1 to June 30) (Q2)*

##### *2020 Quarter 3 (July 1 to September 30) (Q3)*

##### *2020 Quarter 4 (October 1 to December 31) (Q4)*

### **2021**

##### *2021 Quarter 1 (January 1 to March 30) (Q1)*

##### *2021 Quarter 2 (April 1 to June 30) (Q2)*

##### *2021 Quarter 3 (July 1 to September 30) (Q3)*

- Seek out best practices from other rural townships as well as urban centers.
- Ensure inclusion of youth/senior facilities in planning for Township of Wellesley Parkland.
- Coordinate these programs with those offered by ROW library system and Community Care Concepts

##### *2021 Quarter 4 (October 1 to December 31) (Q4)*

- Formally define the strategic goals for the life of the plan
- Confirm key performance metric to measure/report progress.
- Establish estimated annual budgets for 2022 to 2023
- Establish youth advisory group/senior/middle age.

- Identify opportunities for social inclusion (programs) compared to best practices.

## 2022

- Explore partnering with outside agencies for programming or hire in-house person to handle youth & senior programs.

### *Tentative Key Performance Metrics:*

- The number of new programs initiated
- Uptake of new programs

### *Related Planning Initiatives/Documentation:*

- 2014 Community Parks and Recreation Master Plan
- 2018 Township of Wellesley Parkland Master Plan

## 10.Sustainable Transportation

### **Public Transit/Access to Urban Services (Wellesley Champion: Director of Public Works)**

Shifting demographics and the urban influence has raised awareness and demand for public transit and access to community/regional infrastructure and services. Short and long-term alternatives need to be developed and evaluated for the Township.

### *Strategic Initiative:*

ROW is responsible for public transit in the Township of Wellesley. The Township of Wellesley can play an important by identifying issues, quantifying, reporting and advocating. The Township will work with others to develop a long-term transportation plan that services both residents and businesses.

### *Tactics & Timing:*

#### *2020 Quarter 1 (January 1 to March 30) (Q1)*

- Establish a captain for this strategic initiative. **Completed**

#### *2020 Quarter 2 (April 1 to June 30) (Q2)*

#### *2020 Quarter 3 (July 1 to September 30) (Q3)*

#### *2020 Quarter 4 (October 1 to December 31) (Q4)*

## 2021

#### *2021 Quarter 1 (January 1 to March 30) (Q1)*

### *2021 Quarter 2 (April 1 to June 30) (Q2)*

### *2021 Quarter 3 (July 1 to September 30) (Q3)*

- Organize and start a study to better define and quantify the public transit problems and opportunities at hand.
  - Consider an application to Community Transportation Grant funding to cover the cost of this survey.
  - Consider how technology and work will change in the future.
  - Identify, and quantify where possible, current public transit activities.
  - Benchmark current support activities against other local rural townships.
  - Seek out best practices for public transit.
  - Work with Region to do this survey.
  - Work with the Wellesley trails and active transportation committee to create initiatives to meet the transportation needs of the residents.
  - Continue support for Kiwanis Transit (ongoing).
  - Consider promoting safe cycling on trails and roads.
  - Consider Uber option.
  - Review Grand River Transit plans for Wellesley.
  - See what is in 20-year ROW master plan
  - Identify quick hits (achievable within 90 days).
  - Better define and quantify the problem/opportunity at hand.
  - Make recommendations.

### *2021 Quarter 4 (October 1 to December 31) (Q4)*

- Continue to work on Public Transit Study started in Q3
- Formally define the strategic goals for the life of the plan
- Confirm key performance metric to measure/report progress.
- Establish estimated annual budgets for 2021 to 2023
- Receive Business and Tourism Study started in Q2
- Implement quick-hits identified in Study.

### *Tentative Key Performance Metrics:*

- Monitor ridership (increase/decrease)
- Results of need survey

### *Related Planning Initiatives/Documentation:*

- Region Trans. Master Plan

## **11.Environment and Sustainable Growth**

### **Environmental Stewardship (Wellesley Champion: Chief Building Official (CBO))**

There is a general agreement that residents, businesses and planners are responsible for the long-term care and management of the land and environment. This includes balancing local growth with respect for the local environment, managing the deployment of renewable energy, and implementing appropriate climate change initiatives.

#### *Environmental Ambassador*

Environment stewardship affects the other 13 initiatives identified in this report particularly planning policies. As a result, the Champion of this initiative, the CBO, will have the role of Environmental Ambassador. The role of the Environmental Ambassador is to ensure all initiatives implemented are done in an environmentally responsible manner to enhance the natural environment.

#### *Strategic Initiative:*

***Ensure that sustainability principles are a part of the Township's decision-making processes. Work with other partners to educate the public and help make changes to improve and protect our natural heritage features. Manage Township resources in a responsible and sustainable manner, considering future needs for resiliency and community adaptation.***

Adopt a holistic approach to township life and environmental stewardship. Proactively seek out best practices and adopt leading edge programs. Seek expertise of local institutions to complement the skills and knowledge within the community.

#### *Tactics & Timing:*

##### *2020 Quarter 1 (January 1 to March 30) (Q1)*

- Establish a captain for this strategic initiative. **Completed**

##### *2020 Quarter 2 (April 1 to June 30) (Q2)*

##### *2020 Quarter 3 (July 1 to September 30) (Q3)*

##### *2020 Quarter 4 (October 1 to December 31) (Q4)*

#### **2021**

##### *2021 Quarter 1 (January 1 to March 30) (Q1)*

##### *2021 Quarter 2 (April 1 to June 30) (Q2)*

##### *2021 Quarter 3 (July 1 to September 30) (Q3)*

- Seek out best practices from other rural Townships.
- Benchmark current practices
- Make recommendations.

*2021 Quarter 4 (October 1 to December 31) (Q4)*

- Formally define the strategic goals for the life of the plan
- Confirm key performance metric to measure/report progress.
- Establish estimated annual budgets for 2021 to 2023
- Determine current carbon footprint of Wellesley facilities and operations and set objectives for 2021
- Ensure planning policies protect and enhance natural environment

**2022**

- Tree planting program
- Explore stewardship partnership
  - Bee City
  - GRCA – Renew Rural Water Quality Program
  - ROW programs
  - Green businesses
- Explore grants for Natural area rehabilitation.

*Tentative Key Performance Metrics:*

- Measure utility usage, vehicle idling
- Report to public on carbon footprint

*Related Planning Initiatives/Documentation:*

- ROW Official Plan

**12. Healthy, Safe and Inclusive Communities****Affordable/Age-Appropriate/Available Housing (Wellesley Champion: Planner)**

There is a lack of affordable as well as age-appropriate housing within the Township. It hampers growth, results in hollowing out of the younger demographic, reduces the workforce, and prevents the efficient natural transfer of residential property through the aging process.

*Strategic Initiative:*

As per **Opportunities for Youth & Seniors**, adopt a full-life-cycle approach to planning, approving/promoting and when needed providing affordable/age-appropriate housing in those areas where it is required. Bring in expertise from local institutions to participate in the identification and development of solutions.

*Tactics & Timing:**2020 Quarter 1 (January 1 to March 30) (Q1)*

- Establish a captain for this strategic initiative. **Completed**

*2020 Quarter 2 (April 1 to June 30) (Q2)*

*2020 Quarter 3 (July 1 to September 30) (Q3)*

*2020 Quarter 4 (October 1 to December 31) (Q4)*

## **2021**

*2021 Quarter 1 (January 1 to March 30) (Q1)*

*2021 Quarter 2 (April 1 to June 30) (Q2)*

*2021 Quarter 3 (July 1 to September 30) (Q3)*

- Better define and quantify the problem/opportunity at hand.
  - Identify and quantify current/short-term needs.
  - Benchmark against other local rural townships.
  - Seek out best practices from other regions and urban planning centre of excellent including academic institutions
  - Consider Tiny Homes option
  - Identify quick hits (achievable within 90 days).
  - Make recommendations.

*2021 Quarter 4 (October 1 to December 31) (Q4)*

- Formally define the strategic goals for the life of the plan
- Confirm key performance metric to measure/report progress.
- Establish estimated annual budgets for 2021 to 2023

## **2022**

- Review ROW 20-year plan due out Fall 2021
- Develop and assess alternatives for culture, health and fiscal impact.
- Implement quick hits.
- Extrapolate data to quantify the current and future housing shortage taking a 20-year time horizon: geared to income, rental/starter, age-appropriate.
- Set direction, establish milestones and begin implementation.

*Tentative Key Performance Metrics:*

- Number of new units within each of the target segments: geared to income, rental/starter, age-appropriate

*Related Planning Initiatives/Documentation:*

- Region Official Plan

- Wellesley Township Official Plan
- Secondary Plan for the Village of Wellesley
- ROW Housing Strategy

### **Health Promotion (Wellesley Champion: Treasurer)**

Health is a provincial responsibility but there are local opportunities to promote a healthy living style and improve mental wellbeing.

#### *Strategic Initiative:*

Elevate health and healthy living within the municipality by complementing national, provincial and regional initiatives. with feet-on-the street, ground-level health programs and recreational infrastructure and programs.

#### *Tactics & Timing:*

##### *2020 Quarter 1 (January 1 to March 30) (Q1)*

- Establish a captain for this strategic initiative. **Completed**

##### *2020 Quarter 2 (April 1 to June 30) (Q2)*

##### *2020 Quarter 3 (July 1 to September 30) (Q3)*

##### *2020 Quarter 4 (October 1 to December 31) (Q4)*

### **2021**

##### *2021 Quarter 1 (January 1 to March 30) (Q1)*

##### *2021 Quarter 2 (April 1 to June 30) (Q2)*

##### *2021 Quarter 3 (July 1 to September 30) (Q3)*

- Better define and quantify the problem/opportunity at hand.
  - Identifying local needs that may be unaddressed.
  - Seek out best practices from other rural Townships.
  - Benchmark against other local rural townships.
  - Consider 2018 Wellbeing Waterloo survey.
  - Get input from community groups for programs and facilities
  - Coordinate with the services currently provided by the Wellesley Township Community Health Centre
  - Make recommendations.



*2021 Quarter 4 (October 1 to December 31) (Q4)*

- Formally define the strategic goals for the life of the plan
- Confirm key performance metric to measure/report progress.
- Establish estimated annual budgets for 2021 to 2023
- Identify quick hits (achievable within 90 days).

**2022**

- Continue to partner with Wellesley/Woolwich health programs within Township (Ongoing)
- Continue to partner with community groups (Ongoing)
- Implement quick hits
- Partner with ROW Health Unit to provide wellness resources to Township
  - Get data on general health of Wellesley from Health Unit
- Develop plan to promote volunteerism
- Consider expansion of wellness programs

*Tentative Key Performance Metrics:*

- Number of people participating in activity
- Kilometers of new trails

*Related Planning Initiatives/Documentation:*

- Rec Master Plan
- Woolwich & Wellesley Community Health Centre initiative per update newsletter

**Non-Motorized Vehicle Management (Wellesley Champion: Fire Chief)**

The use of Township roads by non-motorized vehicles, mainly urban cyclists and horse & buggies, is on the rise. Concerns for their safety and the safety of others has been voiced. Need to improve road safety and maintain traffic flow. This initiative should be coordinated with **Infrastructure Improvement & Management (Including Road Management)**.

*Strategic Initiative:*

Investigate economic impact and develop a detailed plan to manage and where appropriate promote safer interaction of motorized and non-motorized vehicles for residents and non-residents.

*Tactics & Timing:**2020 Quarter 1 (January 1 to March 30) (Q1)*

- Establish a captain for this strategic initiative. **Completed**

*2020 Quarter 2 (April 1 to June 30) (Q2)*

*2020 Quarter 3 (July 1 to September 30) (Q3)*

*2020 Quarter 4 (October 1 to December 31) (Q4)*

## **2021**

*2021 Quarter 1 (January 1 to March 30) (Q1)*

*2021 Quarter 2 (April 1 to June 30) (Q2)*

*2021 Quarter 3 (July 1 to September 30) (Q3)*

- Better define and quantify the problem/opportunity at hand.
  - Quantity use/incidence and issues arising
  - Quantity economic and social/health impact.
  - Benchmark our practices against other rural Townships.
  - Get input from Mennonite community.
  - Investigate Blue Mountain (Farmers, Cyclists & Police) initiative.
  - Consider youth cycle safety program.
  - Make recommendations
- Share the road campaign.
  - Start process and study – partner with WRPS & ROW

*2021 Quarter 4 (October 1 to December 31) (Q4)*

- Formally define the strategic goals for the life of the plan
- Confirm key performance metric to measure/report progress.
- Establish estimated annual budgets for 2022 & 2023
- Update signage for single file cycling and horse drawn carriages

*Tentative Performance Metrics:*

- Reduction in collisions of non-motorized vehicles

*Related Planning Initiatives/Documentation:*

- Road Master Plan

### **Recreation/Community Facilities & Programs (Wellesley Champion: Director of Recreation)**

There is an overwhelming desire for improved modern recreational and community facilities and programming. Smaller communities will continue to receive an appropriate level of facilities and programming.

*Strategic Initiative:*

Funding, design and construction of a new recreation complex is the primary objective for the township within the next five years. Facility planning and programming will likewise impact,

**Opportunities for Youth & Seniors** and **Public Transit/Access to Urban Services** and will be reflected in those strategic initiatives as well. For both short and long-term insights on township use/engagement, we will establish mechanisms to monitor community use/uptake of recreation/community facilities and programs. This initiative will be coordinated with **Infrastructure Improvement & Management**.

*Tactics & Timing:*

*2020 Quarter 1 (January 1 to March 30) (Q1)*

- Establish a captain for this strategic initiative. **Completed**

*2020 Quarter 2 (April 1 to June 30) (Q2)*

*2020 Quarter 3 (July 1 to September 30) (Q3)*

*2020 Quarter 4 (October 1 to December 31) (Q4)*

**2021**

*2021 Quarter 1 (January 1 to March 30) (Q1)*

*2021 Quarter 2 (April 1 to June 30) (Q2)*

*2021 Quarter 3 (July 1 to September 30) (Q3)*

- Continue to plan Wellesley Parkland project.
- Research & apply for funding for construction of new recreation facilities – **Completed 2019 Q4 - ongoing**

*2021 Quarter 4 (October 1 to December 31) (Q4)*

- Continue to expand trail system
- Reform recreation service boards to better advise Council and Senior Management Team (SMT)
  - Currently there are five boards in Hawkesville, Heidelberg, Linwood, St Clement s and the village of Wellesley - **ongoing**
  - There also is a newly formed Wellesley Township recreation centre advisory committee
- Internal review 2014 Recreation Master Plan
- Formally define the strategic goals for the life of the plan
- Confirm key performance metric to measure/report progress.
- Establish estimated annual budgets for 2022 to 2023

**2022**

- Once recreation plans are finalized communicate to public.
- Work jointly with area municipalities to identify shared opportunities for recreation programming.
- Begin monitoring the collected data for long-term analysis.
- Finalize Wellesley Parkland Master Plan

*Tentative Performance Metrics:*

- Utilization of recreational facilities and programs

*Related Planning Initiatives/Documentation:*

- Wellesley Parkland Master Plan
- 2014 Community Parks, Recreation, and Culture Strategic Master Plan

**Retention of Small Town/Rural Culture and Identity(s) (Wellesley Champion: Municipal Clerk)**

There is a measured desire to maintain/retain the small town/rural culture especially amongst those that have grown up in the area or have moved to it as a lifestyle choice. There is also a general desire to keep settlement areas vibrant and economically viable.

*Rural Culture Ambassador*

Retention of our rural culture affects the other 13 initiatives identified in this report. As a result, the Champion of this initiative, the Municipal Clerk, will have the role of Rural Cultural Ambassador. The role of the Rural Cultural Ambassador is to ensure all initiatives implemented are done considering our unique heritage.

*Strategic Initiative:*

In all things, our intention is to retain our distinctive rural culture. It should be reflected and considered in the planning and execution of all strategic initiatives.

*Tactics & Timing:*

*2020 (January 1 to March 30) (Q1)*

- Establish a captain for this strategic initiative. **Completed**

*2020 Quarter 2 (April 1 to June 30) (Q2)*

*2020 Quarter 3 (July 1 to September 30) (Q3)*

*2020 Quarter 4 (October 1 to December 31) (Q4)*

**2021**

*2021 Quarter 1 (January 1 to March 30) (Q1)*

*2021 Quarter 2 (April 1 to June 30) (Q2)*

*2021 Quarter 3 (July 1 to September 30) (Q3)*

- Seek out best practices re cultural retention.
- Work with the Wellesley heritage and historical committee to create initiatives to promote and retain our small town/rural culture.

*2021 Quarter 4 (October 1 to December 31) (Q4)*

- Finalize a plan
- Formally define the strategic goals for the life of the plan
- Confirm key performance metric to measure/report progress.
- Establish estimated annual budgets for 2021 to 2023
- Implement plan

**2022**

- Conduct a public survey similar to the survey done for this strategic plan in 2019. Compare results.

### **13.Responsive and Engaging Government Services**

#### **Fiscal Responsibility (Wellesley Champion: Treasurer)**

Annual tax increases should not exceed the rate of inflation unless the money is earmarked for investments that fits with this and future strategic plans.

#### *Strategic Initiative:*

Seek operational efficiencies to manage costs and hold tax increases at bay. Benchmark against other rural municipalities to identify strengths and weaknesses relative to cost control and spend. This initiative is tightly coupled with **Internal Efficiencies & Shared Services**.

#### *Tactics & Timing:*

*2020 Quarter 1 (January 1 to March 30) (Q1)*

- Establish a captain for this strategic initiative. **Completed**

*2020 Quarter 2 (April 1 to June 30) (Q2)*

*2020 Quarter 3 (July 1 to September 30) (Q3)*

*2020 Quarter 4 (October 1 to December 31) (Q4)*

**2021**

*2021 Quarter 1 (January 1 to March 30) (Q1)*

*2021 Quarter 2 (April 1 to June 30) (Q2)**2021 Quarter 3 (July 1 to September 30) (Q3)*

- Better define and quantify the problem/opportunity at hand.
  - Benchmark against other local rural townships using available financial data.
  - Make recommendations
- Asset Management Plan ensure compliance with mandated timelines

*2021 Q4 (October 1 to December 31) (Q4)*

- Formally define the strategic goals for the life of the plan
- Confirm key performance metric to measure/report progress.
- Establish estimated annual budgets for 2021 to 2023

**2022 & 2023**

- Implement recommendations flowing from benchmarking exercise

*Tentative Performance Metrics:*

- Continue to monitor capital and operating budgets
- Explain tax increase above inflation

*Related Planning Initiatives/Documentation:*

- Most recent BMA Study

**Internal Efficiencies & Shared Services (Wellesley Champion: Chief Administrative Officer)**

The Wellesley asset management, document management, accounting systems and other customer service technologies aren't fully utilized and need further development. Wellesley is close to a high-tech centre and is not taking advantage of available local technology expertise.

*Strategic Initiative:*

Establish an Internal Efficiency & Shared Services Office/function within the municipality. Use a three-prong approach to seek out and enable improved efficiencies and operational effectiveness:

- Lean for Service
- Cloud and tech-based tools
- Shared services

*Tactics & Timing:**2020 Quarter 1 (January 1 to March 30) (Q1)*

- Establish a captain for this strategic initiative. **Completed**

*2020 Quarter 2 (April 1 to June 30) (Q2)*

*2020 Quarter 3 (July 1 to September 30) (Q3)*

*2020 Quarter 4 (October 1 to December 31) (Q4)*

- Issue a Request For Proposal (RFP) for high speed fibre optic broadband to municipal office

**2021**

*2021 Quarter 1 (January 1 to March 30) (Q1)*

- Receive Four Township Joint Service Delivery Review report and consider what should be implemented at Wellesley.

*2021 Quarter 2 (April 1 to June 30) (Q2)*

*2021 Quarter 3 (July 1 to September 30) (Q3)*

- Review our document management systems to ensure fully utilized.

*2021 Quarter 4 (October 1 to December 31) (Q4)*

- Formally define the strategic goals for the life of the plan
- Confirm key performance metric to measure/report progress.
- Establish estimated annual budgets for 2021 to 2023

**2022**

- Third party assessment of internal software programs
- Use a third-party provider to conduct an internal efficiency audit.
  - Identify internal processes, process owners, and process improvement mechanisms.
  - Benchmark against other local rural townships.
  - Seek out best practices.
  - Identify quick hits (achievable within 90 days).
  - Quantify potential cost savings and performance improvements
- Look at cloud-based software solutions
- Implement LEAN for Service.

*Tentative Performance Metrics:*

- Cost savings

*Related Planning Initiatives/Documentation:*

- Four Township Joint Service Delivery Review (due June 2020)
  - Looking at Fire, Emergency Management, Library Services, IT and Corporate Communications
- Relevant Master Plans

### Public Engagement (Wellesley Champion: Municipal Clerk)

Residents feel Council and SMT aren't doing enough to encourage community participation and feedback. There is a need to educate the residents on a range of complex issues to correct misconceptions. There are less active service groups in the Township. The Board of Trade disbanded a few years back. The Village of Wellesley is a bedroom community. New creative strategies are needed to engage these folks. The Township of Wellesley social media presence has improved but is lacking compared to other Municipalities and what is expected. The program of community events should be expanded and developed. Community engagement should be promoted. The Township needs to create a new position to handle social media, communication and community involvement.

#### *Strategic Initiative:*

Proactively develop a public engagement program. Leverage technology and social media where/when possible for greatest impact and lift.

#### *Tactics & Timing:*

##### *2020 Quarter 1 (January 1 to March 30) (Q1)*

- Establish a captain for this strategic initiative. **Completed**

##### *2020 Quarter 2 (April 1 to June 30) (Q2)*

##### *2020 Quarter 3 (July 1 to September 30) (Q3)*

##### *2020 Quarter 4 (October 1 to December 31) (Q4)*

### **2021**

##### *2021 Quarter 1 (January 1 to March 30) (Q1)*

- Hire communications consultant – **Completed**

##### *2021 Quarter 2 (April 1 to June 30) (Q2)*

##### *2021 Quarter 3 (July 1 to September 30) (Q3)*

- Better define and quantify the problem/opportunity at hand.
  - Identify, and quantify where possible, current engagement mechanisms.
  - Benchmark against other local rural townships.
  - Seek out best practices.
  - Identify quick hits (achievable within 90 days).
  - Consider closer cooperation with service clubs
  - Consider regular social media eblasts
  - Make Recommendations.
  - Develop communication strategy (3<sup>rd</sup> party consultation).



- Get feedback on strategy from a citizen's group

#### *2021 Quarter 4 (October 1 to December 31) (Q4)*

- Implement quick hits.
  - Town hall meetings in settlement areas
- Consider a new position to handle social media, communication and community involvement.
  - What does the Four Township Joint Service Delivery Review (due June 2020) say
- Formally define the strategic goals for the life of the plan
- Confirm key performance metric to measure/report progress.
- Establish estimated annual budgets for 2021 to 2023

#### **2022**

- Implement final recommendations

#### *Tentative Performance Metrics:*

- Number of social media followers
- Monitor feedback through comments

#### *Related Planning Initiatives/Documentation:*

- Social Media
- Wellesley Website
- Newspaper (Rural News)
- Press Release
- Four Township Joint Service Delivery Review (due June 2020)

## **14. Plan Implementation & Administration**

### **Plan Management**

The management, execution and ownership of this plan is the responsibility of the Township's Council, CAO (Chief Administrative Officer) and SMT. This includes:

- establishing the annual planning calendar;
- overall implementation of the Strategic Plan which includes assignment of action items/projects;
- ongoing communication of the plan and plan updates to all stakeholders;
- accountability/consequence of non-compliance/non-performance;
- mechanisms to adjust/change plan; and
- storage/archiving/access.

### **Public Roll out and monitoring of the Strategic Plan**

Township residents were involved in the preparation of this plan and will be involved in the implementation of resulting initiatives over the next four years. Public involvement in the implementation of the plan includes the following commitments:

- Publish the final Strategic Plan and related Action Plan on the Township's website, Facebook page and other appropriate media
- At least one annual Town Hall meeting to monitor the progress on the Actions Plans.
- A public survey in 2022 to check in with residents

### **Quarter Plan Review**

Quarterly planning meetings (half day-onsite) attended by Council and the Strategic Planning Committee in February, May, and August to:

- update on budget vs actual year to date
- review action items coming due (or hold separate meetings in advance of the planning meeting where/when needed)
- review recommendations for approval/input coming out of the action items
- identify new issues
- reprioritize the issues list and turns issues into action items
- adjust next quarter's action items/workload
- prepare quarterly report card

### **Annual Planning**

Annual planning retreat (full day off-site) attended by Council and the Strategic Planning Committee in November to:

- set quarterly meeting dates for the next year
- adjust/confirm strategic plan/goals/directions
- attend to quarterly planning items
- review annual budget
- prepare an annual report card

## **15. Message from the Chief Administrative Officer**

The 2019-2023 Township of Wellesley Strategic Plan is a document that will assist staff in carrying out Council's vision for the Township for the next 5 years. A great deal of effort went into preparing this useful tool that incorporates input from Council, staff and residents. Many thanks to the residents that took their time to complete the public survey and attend the open forum public consultation. I also thank the business owners and service group leaders who took part in telephone interviews. This input greatly assisted Council in determining what the overall objectives of the residents of our Township really are. And finally, I'd like to thank Council for having the vision and leadership necessary to move the municipality forward in the coming years.

Ward and Uptigrove Consulting have done a great job of capturing the input of everyone involved to put together this important document. It will be my pleasure to see the initiatives in the Plan carried out over the coming years.

Rik Louwagie  
CAO

## **16.Message from the Mayor**

I am pleased to present Wellesley Township's Strategic Plan, a plan that will define our path forward for the next five years: 2019 to 2023. Thank you to Senior Management and Council for their commitment to this process and to the 330 residents who took the time to provide their constructive analysis. Aspirational in nature, our goals are both realistic and achievable. I look forward to working with Council, Staff and residents to address these strategic initiatives. Together, we will continue to build a progressive, inclusive community, a Township that we are all proud to call home.

Mayor Joe

## **17.For More Information**

Rik Louwagie  
Chief Administrative Officer  
519-699-3950  
[rlouwagie@wellesley.ca](mailto:rlouwagie@wellesley.ca)

## Appendix A: SMART Objectives

### Q1/2020 Action Plan

#	Task	Dependency	Owner	Due
<b>Thriving Economy</b>				
	<i>Business and Tourism Support</i>			
	Establish a captain for this strategic initiative.			Completed
	<i>Infrastructure Improvement &amp; Management (Including Road Management)</i>			
	Establish a captain for this strategic initiative.			Completed
	<i>Intensification, Zoning, Development and Growth</i>			
	Establish a captain for this strategic initiative.			Completed
	<i>Opportunities for Youth &amp; Seniors</i>			
	Establish a captain for this strategic initiative.			Completed
<b>Sustainable Transportation</b>				
	<i>Public Transit/Access to Urban Services</i>			
	Establish a captain for this strategic initiative.			Completed
<b>Environment and Sustainable Growth</b>				
	<i>Environmental Stewardship</i>			
	Establish a captain for this strategic initiative.			Completed
<b>Healthy, Safe and Inclusive Communities</b>				
	<i>Affordable/Age-Appropriate/Available Housing</i>			
	Establish a captain for this strategic initiative.			Completed
	<i>Health Promotion</i>			
	Establish a captain for this strategic initiative.			Completed
	<i>Non-Motorized Vehicle Management (Includes Urban Cyclists)</i>			
	Establish a captain for this strategic initiative.			Completed
	<i>Recreation/Community Facilities &amp; Programs</i>			
	Establish a captain for this strategic initiative.			Completed
	<i>Retention of Small Town/Rural Culture and Identity(s)</i>			
	Establish a captain for this strategic initiative.			Completed
<b>Responsive and Engaging Government Services</b>				
	<i>Fiscal Responsibility</i>			
	Establish a captain for this strategic initiative.			Completed
	<i>Internal Efficiencies &amp; Shared Services</i>			
	Establish a captain for this strategic initiative.			Completed
	<i>Public Engagement</i>			
	Establish a captain for this strategic initiative.			Completed

**NOTE:**

2020 - Q1 through Q4 – no activity due to pandemic

2021 - Q1 and Q2 – no activity due to pandemic

## Q3/2021 Action Plan

#		Task	Dependency	Owner	Due
<b>Thriving Economy</b>					
<i>Business and Tourism Support</i>					
		Organize and start a study to better define and quantify the Business and Tourism problems and opportunities at hand.	None	CAO	
		Consider engaging to do the study: <ul style="list-style-type: none"> <li>• Business students at WLU</li> <li>• OMAFRA and University of Guelph for ideas related to agri-businesses</li> </ul>	None	CAO	
		Identify, and quantify where possible, current support activities.	None	CAO	
		Benchmark current support activities against other local rural townships.	None	CAO	
		Seek out best practices for business and tourism support.	None	CAO	
		Identify Ontario government initiatives, e.g., rural community broadband as an essential service.	None	CAO	
		Identify quick hits (achievable within 90 days).	None	CAO	
		Select a key performance metric to measure/report progress.	None	CAO	
<i>Infrastructure Improvement &amp; Management (Including Road Management)</i>					
		Seek out best practices from other rural Townships.		Dir. of Public Works	
		Increase condition assessments of assets when not required by legislation		Dir. of Public Works	
		Continue legislated inspections and assessments and incorporate results into the Asset Management plan		Dir. of Public Works	
<i>Intensification, Zoning, Development and Growth</i>					
		Seek out best practices		Planner	
		Consider Google's Sidewalk Labs approach to rethinking rural street planning		Planner	
		Consider engaging post secondary institutions to develop tech-enabled planning		Planner	
		Advocate & receive ROW growth allocation for the Township of Wellesley		Planner	
		Formally define the strategic goals for the life of the plan		Planner	
		Confirm key performance metric to measure/report progress		Planner	
		Establish estimated annual budgets for 2021 to 2023		Planner	

<i>Opportunities for Youth &amp; Seniors</i>				
		Seek out best practices from other rural townships as well as urban centers		Dir. of Recreation
		Ensure inclusion of youth/senior facilities in planning for Township of Wellesley		Dir. of Recreation
		Coordinate these programs with those offered by ROW library system and Community Care Concepts		Dir. of Recreation
<b>Sustainable Transportation</b>				
<i>Public Transit / Access to Urban Services</i>				
		Organize and start a study to better define and quantify the public transit problems and opportunities at hand.		Dir. of Public Works
		Consider an application to Community Transportation Grant funding to cover the cost of this survey		Dir. of Public Works
		Consider how technology and work will change in the future		Dir. of Public Works
		Identify, and quantify where possible, current public transit activities		Dir. of Public Works
		Benchmark current support activities against other local rural townships		Dir. of Public Works
		Seek out best practices for public transit		Dir. of Public Works
		Work with Region to do this survey		Dir. of Public Works
		Work with the Wellesley trails and active transportation committee to create initiatives to meet the transportation needs of the residents		Dir. of Public Works
		Continue support for Kiwanis Transit <b>(ongoing)</b>		Dir. of Public Works
		Consider promoting safe cycling on trails and roads		Dir. of Public Works
		Consider Uber option		Dir. of Public Works
		Review Grand River Transit plans for Wellesley		Dir. of Public Works
		See what is in 20-year ROW master plan		Dir. of Public Works
		Identify quick hits (achievable within 90 days).		Dir. of Public Works
		Better define and quantify the problem/opportunity at hand		Dir. of Public Works
		Make recommendations		Dir. of Public Works
<b>Environment and Sustainable Growth</b>				
<i>Environmental Stewardship</i>				
		Seek out best practices from other rural Townships		CBO
		Benchmark current practices		CBO
		Make recommendations		CBO
<b>Healthy, Safe and Inclusive Communities</b>				
<i>Affordable / Age-Appropriate / Available Housing</i>				

	Better define and quantify the problem/opportunity at hand		Planner	
	Identify and quantify current/short-term needs		Planner	
	Benchmark against other local rural townships		Planner	
	Seek out best practices from other regions and urban planning centre of excellent including academic institutions		Planner	
	Consider Tiny Homes option		Planner	
	Identify quick hits (achievable within 90 days).		Planner	
	Make recommendations		Planner	
<i>Health Promotion</i>				
	Better define and quantify the problem/opportunity at hand		Treasurer	
	Identifying local needs that may be unaddressed		Treasurer	
	Seek out best practices from other rural Townships		Treasurer	
	Benchmark against other local rural townships		Treasurer	
	Consider 2018 Wellbeing Waterloo survey		Treasurer	
	Get input from community groups for programs and facilities		Treasurer	
	Coordinate with the services currently provided by the Wellesley Township Community Health Centre		Treasurer	
	Make recommendations		Treasurer	
<i>Non-Motorized Management</i>				
	Better define and quantify the problem/opportunity at hand		Fire Chief	
	Quantity use/incidence and issues arising Quantity economic and social/health impact		Fire Chief	
	Benchmark our practices against other rural Townships		Fire Chief	
	Get input from Mennonite community		Fire Chief	
	Investigate Blue Mountain (Farmers, Cyclists & Police) initiative		Fire Chief	
	Consider youth cycle safety program		Fire Chief	
	Make recommendations		Fire Chief	
	Share the road campaign		Fire Chief	
	Start process and study – partner with WRPS & ROW		Fire Chief	
<i>Recreation / Community Facilities &amp; Programs</i>				
	Continue to plan Wellesley Parkland project		Dir. of Recreation	
	Research & apply for funding for construction of new recreation facilities – <b>Completed 2019 Q4 - ongoing</b>		Dir. of Recreation	
<i>Retention of Small Town / Rural Culture and Identity(s)</i>				

		Seek out best practices re cultural retention		Municipal Clerk	
		Work with the Wellesley heritage and historical committee to create initiatives to promote and retain our small town/rural culture			
<b>Responsive and Engaging Government Services</b>					
<i>Fiscal Responsibility</i>					
		Better define and quantify the problem/opportunity at hand.		Treasurer	
		Benchmark against other local rural townships using available financial data		Treasurer	
		Make recommendations		Treasurer	
		Asset Management Plan ensure compliance with mandated timelines		Treasurer	
<i>Internal Efficiencies &amp; Shared Services</i>					
		Review our document management systems to ensure fully utilized		CAO	
<i>Public Engagement</i>					
		Better define and quantify the problem/opportunity at hand		Municipal Clerk	
		Identify, and quantify where possible, current engagement mechanisms		Municipal Clerk	
		Benchmark against other local rural townships		Municipal Clerk	
		Seek out best practices		Municipal Clerk	
		Identify quick hits (achievable within 90 days)		Municipal Clerk	
		Consider closer cooperation with service clubs		Municipal Clerk	
		Consider regular social media eblasts		Municipal Clerk	
		Make Recommendations		Municipal Clerk	
		Develop communication strategy (3 <sup>rd</sup> party consultation). ▪ Get feedback on strategy from a citizen's group		Municipal Clerk	



## Q4/2021 Action Plan

#	Task	Dependency	Owner	Due
<b>Thriving Economy</b>				
	<i>Business and Tourism Support</i>			
	Continue with Q3 initiatives		CAO	
	<i>Infrastructure Improvement &amp; Management (Including Road Management)</i>			
	Implement quick-hits		Dir. of Public Works	
	Formally define the strategic goal(s) for the life of the plan		Dir. of Public Works	
	Assign costs to required roads maintenance inspections		Dir. of Public Works	
	<i>Opportunities for Youth &amp; Seniors</i>			
	Formally define the strategic goals for the life of the plan		Dir. of Recreation	
	Confirm key performance metric to measure/report progress		Dir. of Recreation	
	Establish estimated annual budgets for 2022 to 2023		Dir. of Recreation	
	Establish youth advisory group/senior/middle age		Dir. of Recreation	
	Identify opportunities for social inclusion (programs) compared to best practices		Dir. of Recreation	
<b>Sustainable Transportation</b>				
	<i>Public Transit / Access to Urban Services</i>			
	Continue to work on Public Transit Study started in Q3		Dir. of Public Works	
	Formally define the strategic goals for the life of the plan		Dir. of Public Works	
	Confirm key performance metric to measure/report progress		Dir. of Public Works	
	Establish estimated annual budgets for 2021 to 2023		Dir. of Public Works	
	Receive Business and Tourism Study started in Q2		Dir. of Public Works	
	Implement quick-hits identified in Study		Dir. of Public Works	
<b>Environment and Sustainable Growth</b>				
	<i>Environmental Stewardship</i>			
	Formally define the strategic goals for 2the life of the plan		CBO	
	Confirm key performance metric to measure/report progress		CBO	
	Establish estimated annual budgets for 2021 to 2023		CBO	

	Determine current carbon footprint of Wellesley facilities and operations and set objectives for 2021		CBO	
	Ensure planning policies protect and enhance natural environment		CBO	

<b>Healthy, Safe and Inclusive Communities</b>				
<i>Affordable / Age-Appropriate / Available Housing</i>				
	Formally define the strategic goals for the life of the plan		Planner	
	Confirm key performance metric to measure/report progress		Planner	
	Establish estimated annual budgets for 2021 to 2023		Planner	
<i>Health Promotion</i>				
	Formally define the strategic goals for the life of the plan		Treasurer	
	Confirm key performance metric to measure/report progress		Treasurer	
	Establish estimated annual budgets for 2021 to 2023		Treasurer	
	Identify quick hits (achievable within 90 days)		Treasurer	
<i>Non-Motorized Management</i>				
	Formally define the strategic goals for the life of the plan		Fire Chief	
	Confirm key performance metric to measure/report progress		Fire Chief	
	Establish estimated annual budgets for 2022 & 2023		Fire Chief	
	Update signage for single file cycling and horse drawn carriages		Fire Chief	
<i>Recreation / Community Facilities &amp; Programs</i>				
	Continue to expand trail system		Dir. of Recreation	
	Reform recreation service boards to better advise Council and Senior Management Team (SMT) <ul style="list-style-type: none"> <li>Currently there are five boards in Hawkesville, Heidelberg, Linwood, St Clements and the village of Wellesley - <b>ongoing</b></li> <li>There also is a newly formed Wellesley Township recreation centre advisory committee</li> </ul>		Dir. of Recreation	
	Internal review 2014 Recreation Master Plan		Dir. of Recreation	
	Formally define the strategic goals for the life of the plan		Dir. of Recreation	
	Confirm key performance metric to measure/report progress		Dir. of Recreation	
	Establish estimated annual budgets for 2022 to 2023		Dir. of Recreation	

	<i>Retention of Small Town / Rural Culture and Identity(s)</i>			
	Finalize a plan		Municipal Clerk	
	Formally define the strategic goals for the life of the plan		Municipal Clerk	
	Confirm key performance metric to measure/report progress		Municipal Clerk	
	Establish estimated annual budgets for 2021 to 2023		Municipal Clerk	
	Implement plan		Municipal Clerk	
<b>Responsive and Engaging Government Services</b>				
	<i>Fiscal Responsibility</i>			
	Formally define the strategic goals for the life of the plan		Treasurer	
	Confirm key performance metric to measure/report progress		Treasurer	
	Establish estimated annual budgets for 2021 to 2023		Treasurer	
	<i>Internal Efficiencies &amp; Shared Services</i>			
	Formally define the strategic goals for the life of the plan		CAO	
	Confirm key performance metric to measure/report progress		CAO	
	Establish estimated annual budgets for 2021 to 2023		CAO	
	<i>Public Engagement</i>			
	Implement quick hits. ○ Town hall meetings in settlement areas		Municipal Clerk	
	Consider a new position to handle social media, communication and community involvement. ○ What does the Four Township Joint Service Delivery Review (due June 2020) say		Municipal Clerk	
	Formally define the strategic goals for the life of the plan		Municipal Clerk	
	Confirm key performance metric to measure/report progress		Municipal Clerk	
	Establish estimated annual budgets for 2021 to 2023		Municipal Clerk	

## 2022 Action Plan & Beyond

#	Task	Dependency	Owner	Due
<b>Thriving Economy</b>				
	<i>Business and Tourism Support</i>			
	Continue to work on Business and Tourism Study started in Q4 <ul style="list-style-type: none"> <li>Establish a Business and Tourism Panel to participate in the Study: <ul style="list-style-type: none"> <li>provide input</li> <li>vet ideas</li> <li>prioritize initiatives</li> <li>solicit input from other stakeholders/business owners</li> </ul> </li> <li>Make recommendations <ul style="list-style-type: none"> <li>Establish a business and tourism panel</li> </ul> </li> </ul>		CAO	
	Formally define the strategic goals for 2020 to 2023		CAO	
	Confirm key performance metric to measure/report progress		CAO	
	Establish annual budgets for 2021 to 2023		CAO	
	Receive Business and Tourism Study started in Q2		CAO	
	Implement quick-hits identified in Study		CAO	
	Begin working with other municipalities to develop a Community Integrated Master Plan IF Study recommends		CAO	
	Engage Waterloo Region Tourism Marketing Board to promote more Tourism in Township		CAO	
	Collaborate/Partner with local Service Groups (Lions, A.B.C.) and Volunteers agencies to make it easier for them to operate and grow		CAO	
	Consider a BR+E (Business Retention and Expansion) Study – for rural/agricultural areas		CAO	
	Consider the need for an Industrial Park in the Village of Wellesley or elsewhere		CAO	
	Assess value of a new Staff Position to handle business & tourism promotion and programs		CAO	

<i>Infrastructure Improvement &amp; Management (Including Road Management)</i>				
		Update Roads Master Plan		Dir. of Public Works
		Formally define the strategic goals for 2020 to 2023		Dir. of Public Works
		Confirm key performance metric to measure/report progress		Dir. of Public Works
		Establish estimated annual budgets for 2021 to 2023		Dir. of Public Works
		Inventory all current infrastructure through Asset Management Program		Dir. of Public Works
		Implement conditional Road Surface Assessment based upon best practices throughout the industry		Dir. of Public Works
<i>Intensification, Zoning, Development and Growth</i>				
		Formally define the strategic goal(s) for one year, five years and twenty years out		Planner
		Advocate to ROW for expansion of Wellesley Waste Water Treatment Plant		Planner
		Complete Wellesley Village Secondary Plan		Planner
		Prepare & execute an educational program on the benefits of growth		Planner
<i>Opportunities for Youth &amp; Seniors</i>				
		Explore partnering with outside agencies for programming or hire in-house person to handle youth & senior programs		Dir. of Recreation
<b>Sustainable Transportation</b>				
<i>Public Transit / Access to Urban Services</i>				
<b>Environment and Sustainable Growth</b>				
<i>Environmental Stewardship</i>				
		Tree planting program		CBO
		Explore stewardship partnership <ul style="list-style-type: none"> <li>○ Bee City</li> <li>○ GRCA – Renew Rural Water Quality Program</li> <li>○ ROW programs</li> <li>○ Green businesses</li> </ul>		CBO
		Explore grants for Natural area rehabilitation		CBO
<b>Healthy, Safe and Inclusive Communities</b>				
<i>Affordable / Age-Appropriate / Available Housing</i>				
		Review ROW 20-year plan due out Fall 2021		Planner
		Develop and assess alternatives for culture, health and fiscal impact		Planner
		Implement quick hits		Planner
		Extrapolate data to quantify the current and future housing shortage taking a 20-year time horizon: geared to income, rental/starter, age-appropriate		Planner
		Set direction, establish milestones and begin implementation		Planner
<i>Health Promotion</i>				

		Continue to partner with Wellesley/Woolwich health programs within Township (Ongoing)		Treasurer	
		Continue to partner with community groups (Ongoing)		Treasurer	
		Implement quick hits		Treasurer	
		Partner with ROW Health Unit to provide wellness resources to Township <ul style="list-style-type: none"> <li>○ Get data on general health of Wellesley from Health Unit</li> </ul>		Treasurer	
		Develop plan to promote volunteerism		Treasurer	
		Consider expansion of wellness programs		Treasurer	
<i>Non-Motorized Management</i>					
<i>Recreation / Community Facilities &amp; Programs</i>					
		Once recreation plans are finalized communicate to public		Dir. of Recreation	
		Work jointly with area municipalities to identify shared opportunities for recreation programming		Dir. of Recreation	
		Begin monitoring the collected data for long-term analysis		Dir. of Recreation	
		Finalize Wellesley Parkland Master Plan		Dir. of Recreation	
<i>Retention of Small Town / Rural Culture and Identity(s)</i>					
		Conduct a public survey similar to the survey done for this strategic plan in 2019. Compare results		Municipal Clerk	
<b>Responsive and Engaging Government Services</b>					
<i>Fiscal Responsibility</i>					
		Implement recommendations flowing from benchmarking exercise		Treasurer	
<i>Internal Efficiencies &amp; Shared Services</i>					
		Third party assessment of internal software programs		CAO	
		Use a third-party provider to conduct an internal efficiency audit. <ul style="list-style-type: none"> <li>○ Identify internal processes, process owners, and process improvement mechanisms.</li> <li>○ Benchmark against other local rural townships.</li> <li>○ Seek out best practices.</li> <li>○ Identify quick hits (achievable within 90 days).</li> <li>○ Quantify potential cost savings and performance improvements</li> </ul>		CAO	
		Look at cloud-based software solutions		CAO	
		Implement LEAN for Service			
<i>Public Engagement</i>					
		Implement final recommendations		Municipal Clerk	

