



Centre
Wellington

2024

BUSINESS PLAN



2024 BUSINESS PLAN



ABOUT CENTRE WELLINGTON

VISION

The community to experience life along the Grand River.

MISSION

We are an active, caring, innovative, safe and connected community.

VALUES

Integrity. Collaboration. Innovation. Equity, Diversity & Inclusion.

DEPARTMENT/DIVISION CODES

CAO	CAO - Administration
HR	Human Resources
COR - Fin COR - IT COR - LEG COR - Pur	Corporate Services - Finance Corporate Services - Information Technology Corporate Services - Legislative Services Corporate Services - Purchasing & Risk
IS - Eng IS - PW IS - Env IS - Source	Infrastructure Services - Engineering Infrastructure Services - Public Works Infrastructure Services - Environmental Services Infrastructure Services - Source Water Protection
CS - Com Dev CS - Rec Fac CS - Parks CS - Fire CS - Prog CS - Fac	Community Services - Community Development Community Services - Recreation Facility Operations Community Services - Parks Community Services - CW Fire Rescue Services Community Services - Recreation Programs Community Services - Facilities - Building and Properties
PLN - Plan PLN - Ec Dev PLN - Bldg PLN - Dev Eng	Planning & Development - Planning Services Planning & Development - Economic Development Planning & Development - Building Planning & Development - Development Engineering



CAO - ADMINISTRATION

CAO - Administration Department Divisions:

- Office of the CAO
- Corporate Communications & Strategic Initiatives

The Office of the CAO is responsible for the overall administration of the Township and is directly accountable to Council.

Corporate Communications & Strategic Initiatives is responsible for providing strategic and tactical communications services that allow the Township to engage its citizens and deliver a broader awareness of Township programs and services. This area also assists the CAO with developing the Strategic Plan and tracking progress.



HUMAN RESOURCES

- Employee Relations
- Talent Management
- Learning & Development
- Compensation & Benefits
- Health & Safety

Human Resources is responsible for providing human resource management programs and services consistent with Council policies, Township procedures, and regulatory requirements to enable the Township to meet its business and service goals.



INFRASTRUCTURE SERVICES

Infrastructure Services Department Divisions:

- Environmental Services
- Engineering Services
- Public Works
- Wellington Source Water Protection

Environmental Services is responsible for the operation and maintenance of Water and Wastewater Services.

Engineering Services is responsible for ensuring that the Township's bridges, roads, water system, and sewer systems are safe, functional, and sized to meet the current and future needs of the community.

Public Works is responsible for the maintenance of the day-to-day infrastructure used by residents of Centre Wellington.

Wellington Source Water Protection is a Municipal partnership between the Township of Centre Wellington, Guelph/Eramosa, Mapleton, Puslinch, Wellington North, the Towns of Erin and Minto and the County of Wellington. The shared services unit is responsible for protecting existing and future sources of drinking water and to implement the legislated responsibilities required of all Wellington Municipalities under the Clean Water Act.



CORPORATE SERVICES

Corporate Services Department Divisions:

- Financial Services
- Information Technology
- Legislative Services
- Purchasing & Risk Management

Financial Services is responsible for the processing and administration of property taxes, and full suite administration, oversight, and reporting on all financial matters for the Township.

Information Technology is responsible for supporting Township staff on all hardware and software-related needs, from desktop applications to server and networking needs.

Legislative Services is responsible for providing administrative support to Council and Committees, including orientation and training, while ensuring compliance with legislation as well as County and Township By-laws.

Purchasing & Risk Management is responsible for purchasing/procurement to ensure consistent application of purchasing legislation and the Township's Procurement Policy & By-law across the corporation.



PLANNING & DEVELOPMENT SERVICES

Planning & Development Services Department Divisions:

- Building Division
- Development Engineering
- Economic Development
- Planning Services

The Building Division is responsible for the administration and enforcement of the Ontario Building Code Act as well as some Municipal By-laws as they relate to new development and construction.

Development Engineering is responsible for providing engineering review, administration and oversight for all development-related applications from commencement (pre-consultation) to implementation (construction) to final completion (deficiency review, certification, and final assumption).

Economic Development is responsible for supporting local businesses and economic growth through key programs and services. Core services include stakeholder support, business retention/expansion and attraction, downtown revitalization, and community development.

Planning Services is responsible for helping build the Township's future by managing growth and the physical form of the Township.



COMMUNITY SERVICES

Community Services Department Divisions:

- Building & Properties
- Community Development
- CW Fire Rescue Services
- Parks Operations
- Recreation Facility Operations
- Recreation Program Services

Building and Properties is responsible for planning, coordinating, and directing maintenance, capital improvements and equipment replacement for Township facilities.

Community Development is responsible for providing oversight of the community's development needs, including arts and culture tourism, the Fergus Grand Theatre and the community partnership program.

CW Fire Rescue Services is responsible for providing community risk reduction services through its core functions of administration, public education, fire prevention, fire suppression, technical rescue, mechanical, training and development.

Parks Operations is responsible for overseeing the operations and project management of all parks, playgrounds, sportsfields, greenspaces, horticultural and urban forestry initiatives - as well as cemetery administration.

Recreation Facility Operations is responsible for maintaining and providing safe and affordable recreation opportunities to residents and visitors of Centre Wellington.

Recreation Program Services is responsible for providing oversight to the community's recreation programming needs - working to develop, plan, and implement recreation and leisure programs.



STRATEGIC GOALS



ECONOMIC PROSPERITY

Create the conditions for economic prosperity.

2023 - 2026 Priorities:

- Make our downtowns vibrant.
- Support agriculture and agri-food businesses.
- Ensure people working in our community can afford to live here.
- Welcome and accommodate tourism/tourists.



ACTIVITY, HEALTH & WELLNESS

Improve the activity, health and wellness of our community.

2023 - 2026 Priorities:

- Encourage arts and culture.
- Create an inclusive and accessible community.
- Develop a safe and active transportation network.
- Collaborate for recruitment and retention of healthcare professionals.
- Foster youth safety and voice.
- Provide excellent recreational facilities and programs.
- Encourage and appreciate volunteerism.



MANAGING GROWTH

Managing growth while enhancing the community's unique character.

2023 - 2026 Priorities:

- Become a model community for housing variety.
- Design a liveable community for the future.



ENVIRONMENTAL STEWARDSHIP

Championing environmental stewardship.

2023 - 2026 Priorities:

- Proactive climate change strategies.
- Protect our farmland.
- Protect our natural features.
- Protect and enhance rural and urban forests.



GOVERNANCE

Provide innovative and sustainable governance.

2023 - 2026 Priorities:

- Generate sustainable revenue for our future needs.
- Provide sustainable infrastructure for our community.
- Become an employer of choice.
- Provide innovative and efficient service delivery.



Economic Prosperity: Create the conditions for economic prosperity.

Strategic Initiative: Make our downtowns vibrant.

	Action Item	Lead Department
1	Expand Fergus Grand Theatre program offerings and participation*	CS - Comm Dev
2	Celebrate local businesses through Township Social Media objectives (LinkedIn Campaigns, etc.)	PLN - Ec Dev
3	Initiate developing a joint Economic Development & Tourism Strategy*	PLN - Ec Dev
4	Coordinate weekly downtown garbage pickup with the County for 2024	CAO
5	Begin Implementation of the Downtown Parking Strategy	CAO
6	Investigation of Short-term Rental Accommodation Control & Business Licensing (Council Notice of Motion)	COR - Leg
7	Commence reconstruction of St. David Street North: St. Andrew Street to Edinburgh Ave*	IS - Eng
8	Complete reconstruction of East Mill Street - Metcalfe Street to Melville Street - Surface works and finishes*	IS - Eng

***STAFF INITIATIVE IS SHOWN IN MULTIPLE GOAL/PRIORITY AREAS**



Economic Prosperity: Create the conditions for economic prosperity.

Strategic Initiative: Support agriculture and agri-food businesses.

	Action Item	Lead Department
1	Provide agri-food business incentives in the Community Improvement Plan and market to the agricultural community	PLN - Ec Dev
2	Include Wellington Federation of Agriculture representation on the Economic Prosperity and Growth Advisory Committee	PLN - Ec Dev



Economic Prosperity: Create the conditions for economic prosperity.

Strategic Initiative: Ensure people working in our community can afford to live here.

	Action Item	Lead Department
1	Complete servicing the Fergus Business Park, sell lots, and assist lot buyers*	PLN - Ec Dev
2	Maintain an Inventory of available land and buildings within the Township to facilitate relationships between buyers and sellers	PLN - Ec Dev
3	Investigate and begin implementing a Community Planning Permit System (CPPS)*	PLN - Plan
4	Monitor Federal and Provincial funding for housing opportunities*	PLN - Ec Dev
5	Evaluate opportunities to use Township owned land for housing*	PLN - Ec Dev



Economic Prosperity: Create the conditions for economic prosperity.

Strategic Initiative: Welcome and accommodate tourism/tourists.

	Action Item	Lead Department
1	Initiate developing a joint Economic Development & Tourism Strategy*	CS - Com Dev
2	Begin implementation of the Downtown Parking Strategy*	CAO



Economic Prosperity: Create the conditions for economic prosperity.

Strategic Initiative: Business development, retention, and expansion (not currently in the Strategic Plan).

	Action Item	Lead Department
1	Finalize and implement the Community Improvement Plan	PLN - Ec Dev
2	Complete servicing the Fergus Business Park, sell lots, and assist lot buyers*	PLN - Ec Dev
3	Implement recommendations from Council on cannabis retail (if required) (Council Notice of Motion)	PLN - Ec Dev
4	Improve support to community organizations through development of policy and guidelines (i.e., Municipal Alcohol Policy, Event Guide)*	CS - Com Dev
5	Continue the Community Impact Grant Program	CS - Com Dev
6	Initiate a Business Visitation Program	PLN - Ec Dev



Activity, Health & Wellness: Improve the activity, health and wellness of our community.

Strategic Initiative: Encourage arts and culture.

	Action Item	Lead Department
1	Improve support to community organizations through development of policy and guidelines (i.e., Municipal Alcohol Policy, Event Guide)*	CS - Com Dev
2	Finalize the Cultural Action Plan	CS - Com Dev
3	Expand Fergus Grand Theatre program offerings and participation*	CS - Com Dev
4	Investigate the profitability of the Fergus Grand Theatre	CS - Com Dev
5	Designate additional heritage buildings under the Ontario Heritage Act to protect cultural heritage assets*	PLN - Plan
6	Finalize the Cultural Heritage Landscape Inventory Official Plan Amendment*	PLN - Plan
7	Initiate discussions with the Elora Centre for the Arts regarding opportunities for collaboration and support	CAO



Activity, Health & Wellness: Improve the activity, health and wellness of our community.

Strategic Initiative: Create an inclusive and accessible community.

	Action Item	Lead Department
1	Initiate developing a joint Economic Development & Tourism Strategy*	CS - Com Dev
2	Improve support to Community Organizations through the development of policy and guidelines (i.e., MAPP, Event Guide)*	CS - Com Dev
3	Finalize the Cultural Action Plan*	CS - Com Dev
4	Expand Fergus Grand Theatre program offerings and participation*	CS - Com Dev
5	Complete the design for accessible updates to the Belwood Hall	CS - Rec Fac
6	Continue working towards making Township facilities accessible	CS - Fac
7	Initiate developing an Active Transportation and Mobility Master Plan*	IS - Eng
8	Continue to support, coordinate, and implement recommendations from the Diversity, Equity, and Inclusion Advisory Committee	CS - Com Dev
9	Establish the Pierpoint Working Group	PLN - Plan



Activity, Health & Wellness: Improve the activity, health and wellness of our community.

Strategic Initiative: Develop a safe and active transportation network.

	Action Item	Lead Department
1	Initiate the development of trail maintenance standards for implementation in 2025*	CS - Parks
2	Initiate developing an Active Transportation and Mobility Master Plan*	IS - Eng
3	Identify opportunities to connect to existing active transportation networks when reviewing Infrastructure Projects	IS - Eng
4	Identify opportunities to connect existing active transportation networks when reviewing development applications	PLN - Plan



Activity, Health & Wellness: Improve the activity, health and wellness of our community.

Strategic Initiative: Collaborate for recruitment and retention of Health Care professionals.

	Action Item	Lead Department
1	Support the use of the 965 Gartshore farmhouse for health care professional use	CS - Fac
2	Continue active involvement on the CW and Area Health Care Recruitment and Retention Committee	CAO
3	Continue working with relevant stakeholders on health care professional recruitment approaches	CS - Com Dev
4	Active involvement on the Upper Grand Family Health Team Board	CAO



Activity, Health & Wellness: Improve the activity, health and wellness of our community.

Strategic Initiative: Foster youth safety and voice.

	Action Item	Lead Department
1	Encourage youth engagement on Council Advisory Committees and/or working groups	COR - Leg
2	Encourage student input on Township planning policy projects	PLN - Plan
3	Facilitate co-op placements with local University, College and High Schools to encourage youth participation in local government	HR



Activity, Health & Wellness: Improve the activity, health and wellness of our community.

Strategic Initiative: Provide excellent recreational facilities and programs.

	Action Item	Lead Department
1	Initiate the development of a Parks and Recreation Master Plan*	CS - Rec Fac
2	Expand programming capacity at the aquatic centre	CS - Prog
3	Renew the Facility Lease Agreement with the Volunteer-run Highland Rugby Club*	CS - Fac
4	Install a pilot 9-hole disc golf course (Council Notice of Motion)	CS - Parks
5	Create a sports fields maintenance standards for 2025 implementation	CS - Parks
6	Open new parks (development driven)	CS - Parks
7	Replace Foote and Victoria Park playground structures	CS - Parks
8	Increase programming and membership at the Victoria Park Seniors Centre	CS - Prog
9	Create and implement new policy and procedures for recreation registration to prioritize CW residents	CS - Prog
10	Follow planned vehicle, equipment, and facility replacement programs*	ALL



Activity, Health & Wellness: Improve the activity, health and wellness of our community.

Strategic Initiative: Provide excellent recreational facilities and programs (continued).

	Action Item	Lead Department
11	Select the preferred design concept for the Bissell Park multi-use pad	CS - Rec Fac
12	Work with stakeholders, public and users to coordinate the opening of the renovated Jefferson Elora Community Centre (JECC)	CS - Rec Fac
13	Improve the JECC by paving the parking lot, replacing the sidewalk, and updating the current sign to a digital sign*	CS - Rec Fac
14	Expand recreation services at the JECC	CS - Rec Fac
15	Complete the design for the redevelopment of Confederation Park	CS - Parks
16	Continue to investigate the purchase of new Park Lands*	CS - Parks
17	Sportsplex Pad B heating (spectator area)	CS - Rec Fac
18	Sportsplex Hall Basketball nets	CS- Rec Fac



Activity, Health & Wellness: Improve the activity, health and wellness of our community.

Strategic Initiative: Encourage and appreciate volunteerism.

	Action Item	Lead Department
1	Renew the Facility Lease Agreement with the Volunteer-run Highland Rugby Club*	CS - Fac
2	Host a volunteer appreciation event (April 2024)	CS - Com Dev
3	Host an annual community volunteer recruitment event	CS - Com Dev



Managing Growth: Managing growth while enhancing the community’s unique character.

Strategic Initiative: Become a model community for housing variety.

	Action Item	Lead Department
1	Investigate and begin implementing a Community Planning Permit System (CPPS)*	PLN - Plan
2	Implement density and intensification targets for Township growth*	PLN - Plan
3	Review zoning regulations to identify opportunities to permit additional dwelling types	PLN - Plan
4	Eliminate exclusionary zoning	PLN - Plan
5	Streamline the development approvals process	PLN - Plan
6	Prioritize rental housing through the CIP program	PLN - Plan
7	Use the Community Improvement Plan (CIP) to incentivize rental housing	PLN - Plan
8	Monitor Federal and Provincial funding for housing opportunities*	PLN - Plan
9	Evaluate opportunities to use Township owned land for housing*	PLN - Plan



Managing Growth: Managing growth while enhancing the community’s unique character.

Strategic Initiative: Design a liveable community for the future.

	Action Item	Lead Department
1	Initiate developing a joint Economic Development & Tourism Strategy*	PLN - Ec Dev
2	Continue to investigate the purchase of new Park Lands*	CS - Parks
3	Initiate the development of a Parks and Recreation Master Plan*	CS - Rec Fac
4	Increase Municipal Law Enforcement level of service to meet demand	COR - Leg
5	Utilize Cityview software for planning application tracking*	PLN - Plan
6	Investigate Growth management strategies and policies	PLN - Plan
7	Implementation of the Township's new Consolidated Linear Infrastructure Environmental Compliance Approvals (CLI-ECAs) for sanitary sewers and storm sewers*	IS - Env
8	Initiate discussions with the province regarding planned growth along Highway 6 and the impacts on the Connecting Links boundaries	IS - Eng



Managing Growth: Managing growth while enhancing the community's unique character.

Strategic Initiative: Design a liveable community for the future (continued).

	Action Item	Lead Department
9	Complete a Pierpoint Commemoration Strategy	PLN - Plan
10	Designate additional heritage buildings under the Ontario Heritage Act to protect cultural heritage assets*	PLN - Plan
11	Progress the Municipal Heritage Register (Designations and Listing)	PLN - Plan
12	Begin developing a Heritage Grant Program	PLN - Plan
13	Finalize the Cultural Heritage Landscape Inventory Official Plan Amendment*	PLN - Plan



Environmental Stewardship: Championing environmental stewardship.

Strategic Initiative: Proactive climate change strategies.

	Action Item	Lead Department
1	Continue implementation of Low Impact Development requirements for new development applications*	IS - Source
2	Retain consulting engineering services for Drainage Engineer requirements as it relates to municipal drainage works*	PLN - Dev Eng
3	Hire a Climate Change Coordinator in partnership with another municipality	IS - Env
4	Initiate the development of a Climate Change Action Plan	IS - Env
5	Update the Township Energy Conservation & Demand Management Plan	CS - Fac
6	Investigate Electric Vehicle options for Township vehicle needs	ALL



Environmental Stewardship: Championing environmental stewardship.

Strategic Initiative: Protect our farmland.

	Action Item	Lead Department
1	Propose greenfield housing density targets to Council	PLN - Plan
2	Propose intensification targets to Council	PLN - Plan
3	Facilitate intensification	PLN - Plan



Environmental Stewardship: Championing environmental stewardship.

Strategic Initiative: Protect our natural features.

	Action Item	Lead Department
1	Initiate the development of trail maintenance standards for implementation in 2025*	CS - Parks
2	Update and modernize Water Use By-law and initiate Water Conservation Efforts	IS - Env
3	Updates and amendments to the Grand River Source Protection Plan to improve protection of municipal water supplies	IS - Source
4	Collaborate education programming by Wellington Source Water Protection with various organizations and events	IS - Source
5	Investigate and begin implementing a Community Planning Permit System (CPPS)*	PLN - Plan
6	Continue implementation of Low Impact Development requirements for new development applications*	PLN - Plan
7	Retain consulting engineering services for Drainage Engineer requirements as it relates to municipal drainage works*	PLN - Dev Eng
8	Implementation of the Township's new Consolidated Linear Infrastructure Environmental Compliance Approvals (CLI-ECAs) for sanitary sewers and storm sewers*	IS - Env



Environmental Stewardship: Championing environmental stewardship.

Strategic Initiative: Protect and enhance rural and urban forests.

	Action Item	Lead Department
1	Update Public Tree By-law and explore other tree preservation strategies*	CS - Parks
2	Continue to implement the annual urban forestry program	CS - Parks
3	Investigate the legislative tools available to conserve trees - woodland policies, Private Tree By-law, CPPS	PLN - Plan
4	Establish a Heritage Tree Designation Program	PLN - Plan



Governance: Provide innovative and sustainable governance.

Strategic Initiative: Generate sustainable revenue for our future needs.

	Action Item	Lead Department
1	Complete servicing the Fergus Business Park, sell lots, and assist lot buyers*	PLN - Ec Dev
2	Initiate a Cemetery Fee Study	COR - Fin
3	Initiate developing a joint Economic Development & Tourism Strategy*	PLN - Ec Dev
4	Consider taxation impacts in providing Termite Management Services	COR - Fin
5	Consider taxation impacts in implementing Asset Management Plan recommendations	COR - Fin
6	Continue to expand the Community Partnership Program	CS - Com Dev



Governance: Provide innovative and sustainable governance.

Strategic Initiative: Provide sustainable infrastructure for our community.

	Action Item	Lead Department
1	Create a park naming policy	CS - Parks
2	Update establishing & regulating By-law (Fire)	CS - Fire
3	Investigate land and staffing needs for third Fire Station	CS - Fire
4	Create a Fire Route By-law	CS - Fire
5	Improve the JECC by paving the parking lot, replacing the sidewalk, and updating the current sign to a digital sign*	CS - Rec Fac
6	Complete the design, grading, and site servicing for the Township Operations Centre*	IS - Eng
7	Repave Eighth Line West - Sideroad 11 to Wellington Road 17	IS - Eng
8	Commence reconstruction of St. David Street North: St. Andrew Street to Edinburgh Ave*	IS - Eng
9	Commence Gerrie Rd., Colborne St. and sanitary sewer extension through Drimmie Park for new Ainley Development	IS - Eng



Governance: Provide innovative and sustainable governance.

Strategic Initiative: Provide sustainable infrastructure for our community (continued).

	Action Item	Lead Department
10	Complete the reconstruction of East Mill Street - Metcalfe St to Melville St - Surface works and finishes*	IS - Eng
11	Continue progress on New Water Supply Projects	IS - Eng
12	Commence the Municipal Class Environmental Assessments for Closed Bridges (30-WG, 2-WG, 3-E, 5-E, and 7-E)	IS - Eng
13	Complete Bridge Rehabilitation Projects (26-P and 4-E)	IS - Eng
14	Complete the Chalmers Street - Moir St to Colborne St - Watermain Replacement	IS - Eng
15	Investigate the Middlebrook bridge with the Township of Woolwich (Council Notice of Motion)	IS - Eng
16	Implementation of the Township's new Consolidated Linea Infrastructure Environmental Compliance Approvals (CLI-ECAs) for sanitary sewers and storm sewers*	IS - Env
17	Implement Backflow Prevention Program Management Software	IS - Env
18	Plan for Craighead Cottage improvements	IS - Env
19	Investigate QMS/Minimum Maintenance Standards Public Works process review	IS - PW
20	Catch basin and manhole repair program implementation	IS - PW
21	Street occupancy permit system implementation to online	IS - PW



Governance: Provide innovative and sustainable governance.

Strategic Initiative: Provide sustainable infrastructure for our community (continued).

	Action Item	Lead Department
22	Commence the design for the next phase of the Belsyde Cemetery - Block D	IS - Eng
23	Construct an entrance feature for the Elora Cemetery	IS - PW
24	Review speed limits and speeding concerns, and implementing effective traffic calming measure to improve safety on Township streets	IS - Eng
25	Design the Fergus Wastewater Treatment Plant Administration Building Expansion	IS - Env
26	Replace or refurbish the Fergus Wastewater Treatment Plant UV Disinfection System	IS - Env
27	Assess the Fergus Wastewater Treatment Plant Biosolids Storage Facilities	IS - Env
28	Complete the Chlorination System Upgrades (Phase 1)	IS - Env
29	Complete the Bridge St Water Tower Exterior Re-coating	IS - Env
30	Follow planned vehicle, equipment, and facility replacement programs*	ALL



Governance: Provide innovative and sustainable governance.

Strategic Initiative: Become an employer of choice.

	Action Item	Lead Department
1	Staffing Strategy - 2024 Recruitment	HR
2	Implement a Salary Administration Policy	HR
3	Initiate the 2024 Learning and Development Plan	HR
4	Initiate the development of a Staff Recruitment and Retention Policy	HR
5	Enter into a new Memorandum of Agreement with the Township staff association (effective in 2025)	HR
6	Creation of a new Payroll processing map	HR
7	Develop a Workplace mental health plan	HR
8	Implement an Occupational Health and Safety Management System	HR
9	Establish internal Staff DEI initiatives	HR
10	Implement new market staffing rates for 2024	HR
11	Ensure that all staff have the resources and time to complete training, for development purposes or to obtain and maintain all required certifications and qualifications.	HR
12	Implement an Internal Staff Communications Tool (Staff webpage)	CAO



Governance: Provide innovative and sustainable governance.

Strategic Initiative: Provide innovative and efficient service delivery.

	Action Item	Lead Department
1	Create Township Branding Policies/Procedures	CAO
2	Complete a website review and update	CAO
3	Complete a review and update of the 2023 to 2026 Strategic Plan	CAO
4	Initiate a Communications and Community Engagement Plan	CAO
5	Begin implementation of the Downtown Parking Strategy*	CAO
6	Enhance Corporate Business Planning for 2025	CAO
7	Review of online public engagement tool (Connect CW)	CAO
8	Implement use of CityWide software for Community Services assets	CS - ALL
9	Update Public Tree By-law and explore other tree preservation strategies*	CS - Parks
10	Virtual city hall implementation and roll-out	COR - Fin
11	Budgeting software (Questica) update	COR - Fin
12	Electronic Funds Transfer payment implementation for vendors	COR - Fin
13	Asset Management Continuous Improvement	COR - Fin



Governance: Provide innovative and sustainable governance.

Strategic Initiative: Provide innovative and efficient service delivery (continued).

	Action Item	Lead Department
14	Develop (investigate) an IT Service Strategy	COR - IT
15	Ongoing Cyber Testing and Implementation	COR - IT
16	Continue to grow and build out public Wi-Fi network	COR - IT
17	Implement technology for SCADA to improve security and uptime	COR - IT
18	Implement technology for mobile device management	COR - IT
19	By-law updates - Various	COR - Leg
20	Roll our of electronic document signature platform	COR - Leg
21	Implementation of Electronic bidding submissions	COR - Pur
22	Investigate an integrated purchase order system	COR - Pur
23	Development of enhanced procedures and internal reporting for procurement	COR - Pur
24	Investigate best practices and develop procedures for the administration of the corporate insurance program and associated claims handling	COR - Pur
25	Replacement of the Elora Sludge Storage lighting	IS - Env
26	Delivery of Part IV of the Clean Water Act, including inspections and review of properties near municipal wells	IS - Source



Governance: Provide innovative and sustainable governance.

Strategic Initiative: Provide innovative and efficient service delivery (continued).

	Action Item	Lead Department
27	Implementation of CityView online portal for building permits	PLN - Bldg
28	Review of the Building Divisions policies, procedures and processes	PLN - Bldg
29	Prepare for the anticipated release of a new Building Code in 2024	PLN - Bldg
30	Utilize Cityview software for planning application tracking	PLN - Plan
31	Work with owners/developers on outstanding deficiencies/concerns with an emphasis on compliance and reducing overall securities held by the Township	PLN - Plan
32	Continue to adapt Planning Application procedures to comply with recent Provincial legislative changes	PLN - Plan
33	Initiate a public engagement strategy to develop a Street Naming Policy	PLN - Plan
34	Initiate procurement processes to secure vendors/rosters of record for various services (i.e., architect, mechanical, electrical, cleaners, etc.)	COR - Pur
35	Coordinate the retrofit of Township owned office space to accommodate growing staff team	CAO
36	Complete the design, grading, and site servicing for the Township Operations Centre*	IS - Eng



Governance: Provide innovative and sustainable governance.

Strategic Initiative: Provide innovative and efficient service delivery (continued).

	Action Item	Lead Department
37	Complete the full implementation of Automatic Meter Readers	IS - Env