

2025

Business Plan



Centre Wellington



● ● ● ● ● 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 - ADMIN CAO - COMMS CAO - CWFR	CAO - Administration CAO - Strategic Initiatives & Communications CAO - Centre Wellington Fire Rescue
HR	Human Resources
IS - ENG IS - ENV IS - PW IS - SOURCE IS - WASTE	Infrastructure Services - Engineering Infrastructure Services - Water Services & Environmental Sustainability Infrastructure Services - Public Works Infrastructure Services - Source Water Protection Infrastructure Services - Wastewater Services
COR - FIN COR - IT COR - LEG COR - PUR	Corporate Services - Finance Corporate Services - Information Technology Corporate Services - Legislative Services Corporate Services - Purchasing & Risk
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
CS - COM DEV CS - REC FAC CS - PARKS CS - PROG CS - FAC	Community Services - Community Development Community Services - Recreation Facility Operations Community Services - Park Operations Community Services - Recreation Program Services Community Services - Township Buildings and Properties



OFFICE OF THE CAO

Office of the CAO - Department Divisions:

- Office of the CAO
- Strategic Initiatives & Communications
- Centre Wellington Fire Rescue

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

Strategic Initiatives & Communications 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.

Centre Wellington Fire Rescue 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.



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:

- Engineering
- Public Works
- Water Services & Environmental Sustainability
- Wellington Source Water Protection
- 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.

Water Services is responsible for the operation and maintenance of the Water Treatment and Water Distribution System in Centre Wellington. Environment Sustainability provides corporate support to promote water conservation, mitigate climate change, promote renewable energy and, adopt eco-friendly practices.

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 County Municipalities under the Clean Water Act.

Wastewater Services is responsible for the safe and effective treatment of wastewater in the Township to help protect public health and the environment.



CORPORATE SERVICES

Corporate Services Department Divisions:

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

The Financial Services department handles the processing and management of property taxes, as well as the administration, oversight, and reporting of 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 administration 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 and procurement to ensure consistent application of purchasing legislation and the Township's Procurement Policy and By-laws 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 partner support, business retention/expansion and attraction, and downtown revitalization.

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:

- Community Development
- Recreation Facilities
- Parks
- Recreation Programs
- Township Buildings and Properties

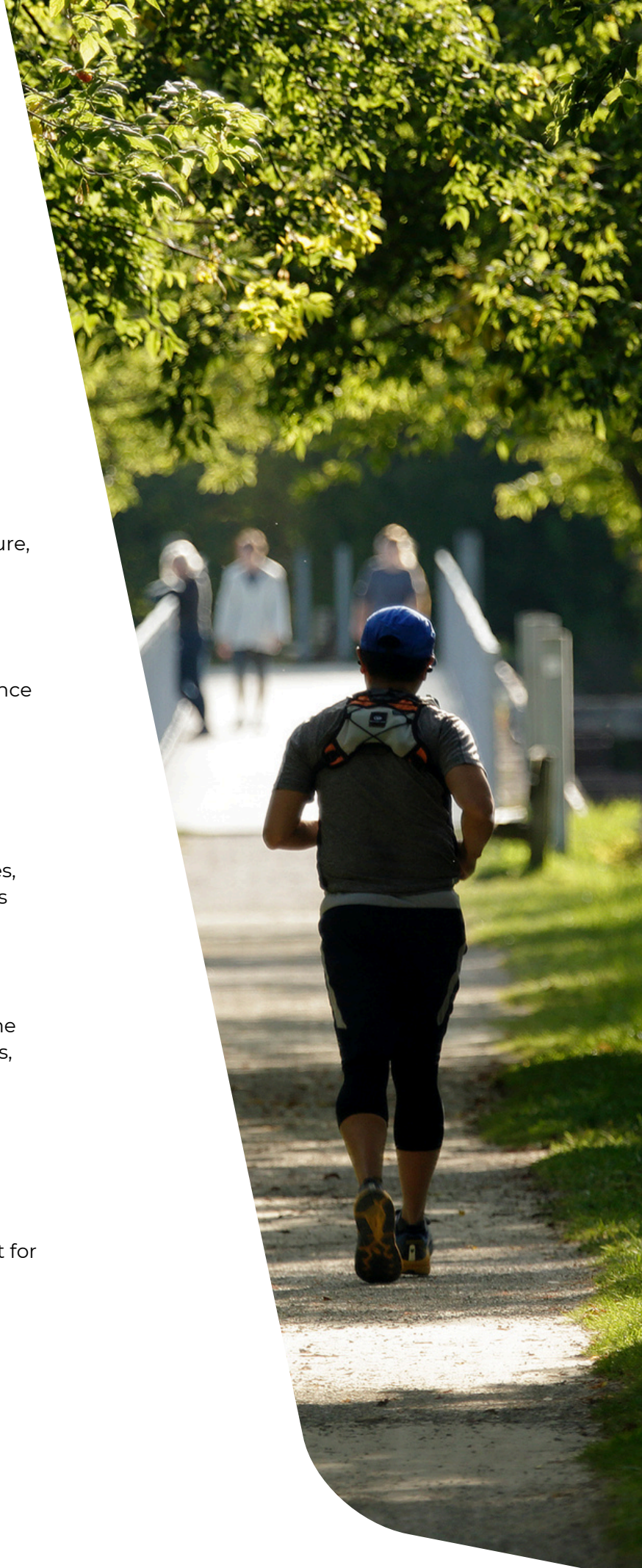
Community Development oversees the community's needs, including arts and culture, tourism in Elora, Fergus and Belwood, the Fergus Grand Theatre, the Community Partnership Program, and the Community Connect Program.

Recreation Facilities oversees the maintenance and operations of the CW Community Sportsplex, the Jefferson Elora Community Centre and Belwood Hall.

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

Recreation Programs is responsible for providing oversight to the community's recreation programming needs including the Victoria Park Senior Centre, Aquatics, Fitness, Customer Service and Drop-in Activities, working to develop, plan and implement recreation and leisure programs.

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



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.
- Support and attract business development, retention, and expansion.



ACTIVITY, HEALTH & WELLNESS

Improve the activity, health and wellness of our community.

2023 - 2026 Priorities:

- Support and encourage arts and culture.
- Create an inclusive, equitable, and accessible community.
- Develop a safe and active transportation network.
- Collaborate for the recruitment and retention of healthcare professionals.
- Foster youth safety and engagement.
- 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 municipality for housing variety.
- Plan for a sustainable and livable community.



ENVIRONMENTAL STEWARDSHIP

Championing environmental stewardship.

2023 - 2026 Priorities:

- Develop 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 and diverse revenue sources that can be incorporated into long-term financial planning.
- Provide sustainable and resilient 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	Initiate a Municipal Accommodation Tax Implementation Plan.	CAO - ADMIN
2	Replace streetlight fixtures in downtown Fergus.	IS - PW
3	Work with BIAs and the County to problem solve downtown business garbage concerns.	PLN - ECDEV
4	Implement year-round parking enforcement.	COR - LEG
5	Determine feasibility of Phase 2 Main Street Lighting project for CIP; coordinate with Community Development on roll out (pending Council approval).	PLN - ECDEV

Strategic Initiative: Support agriculture and agri-food businesses.

	Action Item	Lead Department
1	Conduct fire inspections and build rapport and learning opportunities with rural manufacturing facilities.	CAO - CWFR
2	Coordinate workshops to support agriculture and other business sectors in the Township.	PLN - ECDEV



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	Investigate and document municipal tools to encourage affordable housing and move housing from the approvals to the construction stage.	PLN - PLAN

Strategic Initiative: Welcome and accommodate tourism/tourists.

	Action Item	Lead Department
1	Construct public washrooms and the staff washroom at the Elora & Fergus Tourism Office.	CS - FAC
2	Initiate Economic Development Tourism Strategy Implementation - as it relates to Tourism.	CS - COM DEV
3	Transition from a pilot to a permanent Shuttle Bus Program.	CS - COM DEV



Economic Prosperity: Create the conditions for economic prosperity.

Strategic Initiative: Support and attract business development, retention, and expansion.

	Action Item	Lead Department
1	Complete the Economic Development and Tourism Strategy.	PLN - ECDEV
2	Continue to support the development of the North Fergus Business Park.	PLN - ECDEV
3	Initiate Economic Development Tourism Strategy Implementation - as it relates to Economic Development.	PLN - ECDEV
4	Implement an Economic Development Marketing & Communications Plan.	PLN - ECDEV
5	Initiate a BR & E Business Visitation Program.	PLN - ECDEV
6	Investigate measures to improve data collection regarding the internal business database.	PLN - ECDEV



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

Strategic Initiative: Support and encourage arts and culture.

	Action Item	Lead Department
1	Review and report on the Heritage Grant Program.	PLN - PLAN
2	Initiate the designation of heritage properties in the Township.	PLN - PLAN
3	Implement Year 1 of the Theatre Business Plan initiatives (pending Council approval).	CS - COM DEV
4	Implement Year 1 of the Cultural Action Plan initiatives.	CS - COM DEV

Strategic Initiative: Create an inclusive and accessible community.

	Action Item	Lead Department
1	Plan, organize, and operate the Second Annual Mayor’s Golf Tournament.	CAO - ADMIN/COMMS
2	Develop details of the Diverse and Inclusive Program and implement Year 1 (pending Council approval).	CS - COM DEV
3	Complete design and begin construction of Belwood Hall Renovation Project.	CS - FAC



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	Complete the Active Transportation and Mobility Plan.	IS - ENG

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

	Action Item	Lead Department
1	Complete renovations at 495 Union Street West, Fergus (Craighead Cottage).	IS - ENV
2	Continue active involvement in CW and Area Health Care Recruitment and Retention, including supporting the transition of health care accommodation from 965 Gartshore to 495 Union Street (pending Council approval).	CAO - ADMIN
3	Continue active involvement on the Upper Grand Family Health Team Board.	CAO - ADMIN

Strategic Initiative: Foster youth safety and engagement.

	Action Item	Lead Department
1	Encourage student/youth input on policy projects.	PLN - PLAN
2	Coordinate fire prevention school education sessions upon delivery of the Hazard House.	CAO - CWFR



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 Preliminary Concept Design of Sportsplex Grounds based on results from Parks & Recreation Plan.	CS - PARKS
2	Complete the design, budget, and scope of work for the Millburn Park Playground and Washroom Project.	CS - PARKS
3	Complete the design, budget, and scope of work for Confederation Park.	CS - PARKS
4	Develop Storybrook Phase II, Storybrook VistaBlock, Harrison Park, and Farley Park.	CS - PARKS
5	Implement the priority registration policy for Centre Wellington residents.	CS - PROG
6	Complete the Parks and Recreation Plan and Feasibility Study for New Indoor Multi-Purpose Recreation Facility.	CS - ALL
7	Initiate Action Items from Parks & Recreation Plan into budget forecasts (Capital, Operating, Equipment Replacement).	CS - ALL
8	Complete detailed design and initiate construction of Bissell Park Multi-Use Surface Project.	CS - FAC
9	Incorporate recreation facilities in Asset Management system.	CS - REC FAC
10	Install remote locking system for all Outdoor Washrooms.	CS - REC FAC
11	Demolish JECC Scout Building.	CS - REC FAC
12	Install JECC Fencing to secure equipment compound.	CS - REC FAC
13	Explore a Joint Use Agreement between the Township and the School Boards for shared use opportunities for facilities and spaces.	CS - ALL



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

Strategic Initiative: Encourage and appreciate volunteerism.

	Action Item	Lead Department
1	Implement and run the CW Volunteer Recruitment event as part of the Community Connect Program.	CS - COM DEV



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

Strategic Initiative: Become a model municipality for housing variety.

	Action Item	Lead Department
1	Initiate a Community Planning Permit System (CPPS) (pending Council approval).	PLN - PLAN
2	Complete the Housing Needs Assessment Study.	PLN - PLAN
3	Update ARU zoning requirements to comply with most recent provincial legislation.	PLN - PLAN

Strategic Initiative: Plan for a sustainable and livable community.

	Action Item	Lead Department
1	Initiate the 2025 Development Charges Background Study.	CAO - ADMIN
2	Initiate a Fire Master Plan update.	CAO - CWFR
3	Initiate an Official Plan update.	PLN - PLAN
4	Implement the Cultural Heritage Landscape Policy through an Official Plan Review.	PLN - PLAN
5	Complete the Growth Management Policy.	PLN - PLAN
6	Complete the Servicing Allocation Policy.	PLN - PLAN
7	Measure progress on key indicators from baseline Healthy Communities Study and report result to Council.	PLN - PLAN
8	Implement CLI-ECA for Stormwater and Collection Systems.	IS - WASTE
9	Initiate a surplus property analysis and move forward with sales of surplus properties (pending Council direction).	IS - ENG



Environmental Stewardship: Championing environmental stewardship.

Strategic Initiative: Develop proactive climate change strategies.

	Action Item	Lead Department
1	Initiate the development of a Climate Change Action Plan.	IS - ENV
2	Investigate the development of Climate Lens to be applied to Township Business Processes.	IS - ENV
3	Implement Low Impact Development requirements for new development applications.	IS - SOURCE
4	Retain consulting engineering services for a Drainage Engineer as it relates to municipal drainage works.	PLN - DEV ENG

Strategic Initiative: Protect our farmland.

	Action Item	Lead Department
1	Support a Cost of Community Services study in coordination with the Wellington Federation of Agriculture.	COR - FIN



Environmental Stewardship: Championing environmental stewardship.

Strategic Initiative: Protect our natural features.

	Action Item	Lead Department
1	Continue Non-Residential Sector Water Efficiency Audits.	IS - ENV
2	Implement an Unaccounted for Water Reduction Strategy.	IS - ENV
3	Updates and amendments to the Grand River Credit - CTC Assessment Reports and Source Protection Plans to improve protection of municipal water supplies.	IS - SOURCE

Strategic Initiative: Protect and enhance rural and urban forests.

	Action Item	Lead Department
1	Initiate the development of a Heritage Tree Program.	PLN - PLAN



Governance: Provide innovative and sustainable governance.

Strategic Initiative: Generate sustainable and diverse revenue sources that can be incorporated into long-term financial planning.

	Action Item	Lead Department
1	Investigate paid parking implementation, and make recommendations to Council.	CAO - ADMIN

Strategic Initiative: Provide sustainable & resilient infrastructure for our community.

	Action Item	Lead Department
1	Initiate a Water, Wastewater, and Stormwater Rate Study.	COR - FIN
2	Complete an update to the Township's Asset Management Plan which will incorporate a new level of service framework.	COR - FIN
3	Improve Cybersecurity Network and implement Network Monitoring.	COR - IT
4	Complete Microsoft Defender and Endpoint Security project.	COR - IT
5	Initiate the development of a Cybersecurity playbook.	COR - IT
6	Implement Short Term Rental Licensing Program (pending Council approval).	COR - LEG
7	Improve Staff Safety/Security Measures in Township facilities.	CS - FAC
8	Complete the Water and Wastewater Servicing Plan.	IS - ENG
9	Complete major rehabilitation works on Bridge 3-WG (Fourth Line Former West Garafraxa).	IS - ENG



Governance: Provide innovative and sustainable governance.

Strategic Initiative: Provide sustainable & resilient infrastructure for our community (cont'd).

	Action Item	Lead Department
10	Reconstruct Hill Street East from Herrick Street to Gartshore Street.	IS - ENG
11	Reconstruct Colborne Street from John Street to Wilson Crescent.	IS - ENG
12	Reconstruct Colborne Street from Beatty Line to 120 metres west of the Storybrook Phase III limit.	IS - ENG
13	Repave Second Line from 500 metres north of Wellington Road 18 to Wellington Road 19.	IS - ENG
14	Reconstruct Phase II of St. David Street north from north of the Garafraxa Street intersection to Edinburgh Avenue.	IS - ENG
15	Commence Water Meter Replacement Program.	IS - ENV
16	Recoat the Bridge Street Water Tower.	IS - ENV
17	Design the Fergus Wastewater Treatment Plant Administration Building expansion.	IS - WASTE
18	Replace the Fergus Wastewater Treatment Plant UV Disinfection System.	IS - WASTE



Governance: Provide innovative and sustainable governance.

Strategic Initiative: Become an employer of choice.

	Action Item	Lead Department
1	Create and Implement a Co-op Program.	HR
2	Create and Implement a Police Records Check Program.	HR
3	Investigate a Performance Management Education Program.	HR
4	Investigate a Human Resources Management System (HRMS).	HR
5	Continue the development of the Township Health and Safety program.	HR
6	Implement the 2025 Learning and Development Program.	HR
7	Create a mentorship program and opportunities for development of staff.	HR



Governance: Provide innovative and sustainable governance.

Strategic Initiative: Provide innovative and efficient service delivery.

	Action Item	Lead Department
1	Improve Risk Management by reviewing and updating facility and parks signage and incident reporting system.	CS - ALL
2	Update department policies including Municipal Alcohol Policy, Facility Allocation Policy, Rental Policies and Contracts, and Parks By-law.	CS - ALL
3	Initiate a Public Engagement Strategy.	CAO - COMMS
4	Enhance Brand and Reputation Management.	CAO - COMMS
5	Initiate a program that can provide Technical Rescue Services for other communities.	CAO - CWFR
6	Review and Update the County's Mutual Aid Plan for Fire Rescue.	CAO - CWFR
7	Review and update the Tiered Response Agreement for Fire Rescue.	CAO - CWFR
8	Investigate and establish Alternative Voting Method for the 2026 municipal election and develop mandatory procedures, promoting and utilizing Elections Ontario portal.	COR - LEG
9	Implementation of AMPS/Parking Administration.	COR - LEG
10	Develop Routine Disclosure Policies.	COR - LEG
11	Initiate development of Risk Management Procedures.	COR - PUR
12	Establish Rosters and Vendor(s) of Record.	COR - PUR



Governance: Provide innovative and sustainable governance.

Strategic Initiative: Provide innovative and efficient service delivery (cont'd).

	Action Item	Lead Department
13	Tender, award, and initiate construction of the new Township Operations Centre (pending Council approval).	IS - ALL
14	Rehabilitate the Primary Digester Roof at the Fergus Wastewater Treatment Plant.	IS - ENG
15	Develop SCADA Hardware and Software Update Road Map.	IS - ENV
16	Introduce & Develop High Performance HMI - SCADA Operational Efficiency and Improvements.	IS - ENV
17	Collaborate on provincial and regional source protection program improvements and training programs.	IS - SOURCE
18	Implement odour controls at Clyde Street Sewage Pumping Station.	IS - WASTE
19	Continue implementation of an online portal through CityView to expand the types of Building Permit Applications that can be submitted online as well as allowing applicants to track their Building Permit Application status through the online CityView portal.	PLN - BLDG
20	Implementation of the new 2024 Ontario Building Code.	PLN - BLDG
21	Exploration of permit software improvements.	PLN - BLDG
22	Continue to work with developers on outstanding deficiencies with an emphasis on compliance and reducing overall securities held by the Township.	PLN - DEV ENG
23	Initiate Place of Worship fire prevention displays.	CAO - CWFR