

2026

BUSINESS PLAN



Centre
Wellington

2026 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 - ADMIN CAO - COMMS CAO - CWFR	CAO - Administration CAO - Strategic Initiatives & Communications CAO - Centre Wellington Fire Rescue
HR - HR HR - L&D HR - HSW	Human Resources - General Human Resources - Learning & Development Human Resources - Health, Safety and Wellness
IS - ENG PW IS - ENV IS - SOURCE IS - WASTE	Infrastructure Services - Engineering & Public Works Infrastructure Services - Water Services & Environmental Sustainability 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

Human Resources Department Divisions:

- Human Resources General (Employee Relations, Talent Management, Compensation)
- Learning & Development
- Health, Safety & Wellness

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 and Public Works
- Water Services & Environmental Sustainability
- Wellington Source Water Protection
- Wastewater Services

Engineering and Public Works is responsible for ensuring that the Township's bridges, roads, water system, and sewer systems are safe, functional, and appropriately sized to meet both current and future needs of the community. In addition, the department oversees the maintenance of the day-to-day infrastructure that residents rely on.

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
- 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

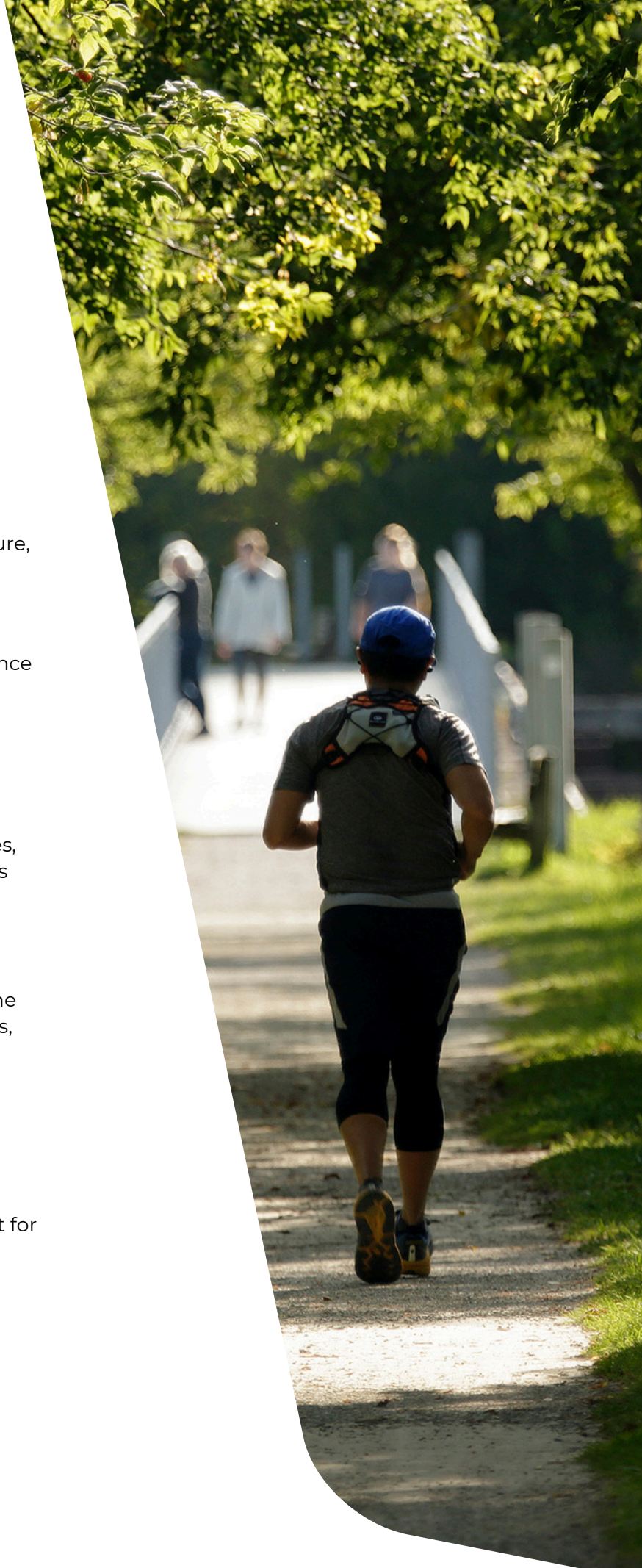
Community Development oversees the community's needs, including arts and culture, the Fergus Grand Theatre, the Community Partnership Program, and the Community Connect Program.

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	Provide services to BIA Catchments in accordance with Council-endorsed Levels of Service	CS - PARKS
2	Begin to operationalize the Economic Development and Tourism Municipal Service Corporation	CAO - ADMIN

Strategic Initiative: Support agriculture and agri-food businesses.

	Action Item	Lead Department
1	Meet with the University of Guelph and Elora Research Station staff to begin establishing a relationship.	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	Prepare a Guide for the Creation of Additional Residential Units.	PLN - PLAN

Strategic Initiative: Welcome and accommodate tourism/tourists.

	Action Item	Lead Department
1	Create a Municipal Service Corporation and complete the implementation of Municipal Accommodation Tax.	CAO - ADMIN



Economic Prosperity: Create the conditions for economic prosperity.

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

	Action Item	Lead Department
1	Support the sale and development of lots in the North Fergus Business Park.	PLN - ECDEV
2	Initiate a business retention and expansion (BR&E) Business Visitation Program.	PLN - ECDEV
3	Initiate the implementation of the Economic Development Communications Plan as outlined in the Economic Development and Tourism Strategy.	PLN - ECDEV
4	Update existing marketing content for Economic Development (ie. photo and video assets).	PLN - ECDEV
5	Develop an online roadmap to guide users through the planning processes, building processes, and the CIP programs within the community.	PLN - ECDEV
6	Create a roadmap associated with the Economic Development and Tourism Strategy initiatives to track key performance indicators.	PLN - ECDEV
7	Complete a Commercial Needs Study to ensure an adequate supply of land for future commercial development.	PLN - PLAN



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	Continue Neighbourhood Park capital projects (new and existing).	CS - PARKS
2	Investigate a Disc Golf Course in Elora.	CS - PARKS
3	Complete community engagement and design for the Strathallan Park Revitalization Project.	CS - PARKS
4	Complete community engagement and design for the Confederation Park Revitalization Project, and initiate construction.	CS - PARKS
5	Initiate the Fergus Grand River Trail Feasibility Study.	IS - ENG PW
6	Implement a Diversity and Inclusion Program, including program initiatives such the community flagpole policy, the illumination policy, and a diversity calendar.	CS - COM DEV
7	Host a New Resident Reception to connect new residents to services in the community.	CS - COM DEV
8	Implement the Reconciliation-Focused Pathway to Respectful Indigenous Representation Plan.	CS - COM DEV
9	Initiate the engagement and design phase for the Victoria Park (Fergus) Multi-Use Sports Pad Project.	CS - PARKS



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 pedestrian crossing improvements at the Irvine Street and David Street Intersection in Elora and Sideroad 18 and Vincent Street Intersection in Fergus.	IS - ENG PW
2	Design and construct full intersection signalization on Beatty Line at Millage Lane and on Beatty Line at Sideroad 15 / Farley Road.	IS - ENG PW

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

	Action Item	Lead Department
1	Continue active involvement in CW and Area Health Care Recruitment and Retention.	CAO - ADMIN

Strategic Initiative: Foster youth safety and engagement.

	Action Item	Lead Department
1	Enhance opportunities and programs for youth in our community.	CS - PROG



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	Complete renovations to Belwood Hall.	CS - FAC
2	Initiate planning for a future Multi-Use Recreation Facility (MURF) based on the recommendations of the MURF Feasibility Study and Business Plan.	CS - REC FAC
3	Complete CW Sportsplex roof replacements.	CS - REC FAC
4	Implement safety enhancements for staff and community users at Township facilities.	CS - FAC
5	Enhance Asset Management at recreational facilities through the completion of asset inventories and needs assessments.	CS - REC FAC
6	Strengthen the Community Partnerships Program to support and complement recreational facilities and programs.	CS - COM DEV
7	Implement a new Parkland Dedication Bylaw as recommended in the Parks Plan	PLN - PLAN
8	Initiate a preliminary conceptual design of the CW Sportsplex grounds expansion informed by recommendations of the Parks & Recreation Plan.	CS - REC FAC
9	Organize action items from the Parks & Recreation Plan into budget forecasts (Capital, Operating, Equipment Replacement).	CS - FAC



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

Strategic Initiative: Encourage and appreciate volunteerism.

	Action Item	Lead Department
1	Enhance recruitment, onboarding and training programs for volunteers and student workers in recreation programs.	CS - PROG

Strategic Initiative: Support and encourage arts and culture.

	Action Item	Lead Department
1	Continue to implement the recommendations of the Cultural Action Plan.	CS - COM DEV
2	Continue to implement the recommendations of the Fergus Grand Theatre Operations and Community Impact Plan.	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	Utilize the 2025 Housing Needs Assessment to develop a Housing Action Plan.	PLN - PLAN
2	Prepare two to three preliminary affordable housing initiatives for Council review in Q1 2026, supporting a future application to the Wellington County Community Housing Development Fund.	PLN - PLAN



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

Strategic Initiative: Plan for a sustainable and livable community.

	Action Item	Lead Department
1	Process Developer Initiated Urban Boundary Expansion Applications.	PLN - PLAN
2	Finalize the Development Charges Background Study, Local Service Policy and DC Deferral Policy.	CAO - ADMIN
3	Continue to designate heritage properties before deadline to remove them from Heritage Register.	PLN - PLAN
4	Initiate the Township Official Plan Review now that the Wellington County OPA 126 is approved.	PLN - PLAN
5	Complete a Growth Phasing Policy.	PLN - PLAN
6	Initiate the preparation of a Community Planning Permit System to replace the Township Zoning Bylaw.	PLN - PLAN
7	Finalize the Sewer and Water Allocation Policy.	PLN - PLAN
8	Complete a Healthy Communities Study Report Card.	PLN - PLAN
9	Continue the Heritage Grant Program.	PLN - PLAN
10	Complete the Transit Feasibility Study and make recommendations for future transit in the community.	IS- ENG PW
11	Complete the design of the new Well F2 facility.	IS - ENG PW
12	Commence the technical work required for New Water Supply Wells in Area 3 and 7 related to the development of Wellhead Protection Areas and amendments to the Grand River Source Protection Plan.	IS - ENG PW
13	Reconstruct Colborne Street from Beatty Line to 120 metres west of the Storybrook subdivision and coordinate with the new alignment of Colborne Street internal to the subdivision.	IS - ENG PW



Environmental Stewardship: Championing environmental stewardship.

Strategic Initiative: Develop proactive climate change strategies.

	Action Item	Lead Department
1	Retain consulting engineering services for a Drainage Engineer and Drainage Superintendent as it relates to municipal drainage works.	PLN - DEV ENG
2	Continue implementation of Low Impact Development requirements for new development applications.	IS - SOURCE
3	Develop a Climate Change Action Plan.	IS - ENV
4	Introduce a Climate Lens Decision Matrix.	IS - ENV
5	Assess Community Wide Climate Vulnerability and Risk Assessment.	IS - ENV

Strategic Initiative: Protect our farmland.

	Action Item	Lead Department
1	Coordinate workshops to support agriculture and other business sectors in the Township.	PLN - ECDEV



Environmental Stewardship: Championing environmental stewardship.

Strategic Initiative: Protect our natural features.

	Action Item	Lead Department
1	Collaborate on education programming by Wellington Source Water Protection with various organizations and events.	IS - SOURCE
2	Complete updates and amendments to the Grand River and Credit - CTC Assessment Reports and Source Protection Plans to improve protection of municipal water supplies.	IS - SOURCE
3	Implement a Capacity Buy Back Program.	IS - ENV
4	Complete a Water Supply System Audit.	IS - ENV

Strategic Initiative: Protect and enhance rural and urban forests.

	Action Item	Lead Department
1	Develop 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	Administer and support the new Paid Parking Program.	COR - LEG
2	Implement the Administrative Monetary Penalty System (AMPS).	COR - LEG
3	Complete a Parks and Recreation Fees Study.	CS - ALL

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

	Action Item	Lead Department
1	Review and provide update to existing Site Alteration By-Law.	PLN - DEV ENG
2	Complete Fergus Grand Theatre Upstairs Washroom Renovations	CS - FAC
3	Initiate the design for servicing the South Fergus Secondary Plan area.	IS - ENG PW
4	Initiate improvements to the Provost Lane and Fergus Curling Club parking lots.	IS - ENG PW
5	Initiate the detailed design for the replacement of Bridge 29-WG (Sideroad 15).	IS - ENG PW
6	Replace the Noah Road Culverts 32-P and 33-P.	IS - ENG PW
7	Complete construction of the new Township Operations Centre.	IS - ENG PW
8	Complete asphalt resurfacing of Sixth Line E from Wellington Road 21 to Sideroad 10.	IS - ENG PW



Governance: Provide innovative and sustainable governance.

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

	Action Item	Lead Department
9	Complete gravel road conversion to double surface treatment on Eramosa-West Garafraxa Townline between Wellington Road 26 and Fifth Line.	IS - ENG PW
10	Reconstruct Smith Street from Henderson Street to David Street in Elora.	IS - ENG PW
11	Replace the end-of-service-life watermain and sanitary sewer on Douglas Crescent in Fergus.	IS - ENG PW
12	Rehabilitate the aeration basins at the Fergus Wastewater Treatment Plant.	IS - WASTE
13	Design a new headworks process at the Fergus Wastewater Treatment Plant.	IS - ENG PW
14	Design the expansion for the administration, laboratory, and controls building at the Fergus Wastewater Treatment Plant.	IS - ENG PW
15	Support new Water Supply projects in the Township.	IS - ENV
16	Update the existing Waterworks Supply System By-Law.	IS - ENV
17	Complete Renewal of the Municipal Drinking Water License.	IS - ENV
18	Install Emergency Back Up Power at Elora Well 4.	IS - ENV
19	Complete the Water Meter Replacement Program.	IS - ENV
20	Complete Year 1 Improvements of the SCADA Road Map.	IS - ENV
21	Complete installation of new UV disinfection system at the Fergus Wastewater Treatment Plant.	IS - WASTE
22	Complete the polymer system upgrades at the Elora Wastewater Treatment Plant	IS - WASTE



Governance: Provide innovative and sustainable governance.

Strategic Initiative: Become an employer of choice.

	Action Item	Lead Department
1	Creation and implementation of a comprehensive mental health plan.	HR - HSW
2	Review, revise, and continue the Corporate Learning and Development Program.	HR - L&D
3	Initiate a Diversity, Equity, and Inclusion Initiative (Workplace and Public Facility Spaces).	HR - HSW
4	Revise and implement Performance Management Program for Township staff.	HR - HR
5	Create and implement a Salary Administration Policy.	HR - HR



Governance: Provide innovative and sustainable governance.

Strategic Initiative: Provide innovative and efficient service delivery.

	Action Item	Lead Department
1	Procure and initiate the Implementation of an Enterprise Resource Planning (ERP) System.	COR - FIN
2	Develop a Cost Recovery Procedure.	COR - PUR
3	Investigate the use of a risk management software.	COR - PUR
4	Continue to establish various Rosters and Vendors of Records.	COR - PUR
5	Investigate available building permit software, explore AI-driven process improvements, optimize the use of current systems, and identify operational efficiencies.	PLN - BLDG
6	Implement Ontario Building Code Changes and amendments from the Province.	PLN - BLDG
7	Continue business Continuity and Disaster Recovery planning.	COR - IT
8	Implement IT protection through a Web Application Firewall.	COR - IT
9	Initiate IT-related transition to the Operations Centre.	COR - IT
10	Implement Application Security Enhancements.	COR - IT
11	Implement Zero Trust Access (ZTNA).	COR - IT



Governance: Provide innovative and sustainable governance.

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

	Action Item	Lead Department
12	Procure and initiate the Implementation of an HRMS (Human Resources Management System) in conjunction with the Enterprise Resource Planning (ERP) System.	HR - HR
13	Procure and implement a Health and Safety Management Software System (HSMS).	HR - HSW
14	Create a Health and Safety Management Program for the organization.	HR - HSW
15	Develop a form for Developers to request final security reductions/releases.	PLN - DEV ENG
16	Develop/create Development Tracking Checklist for development/construction items (for review) when completing final development inspections.	PLN - DEV ENG
17	Prepare a Street Naming Policy for new subdivisions.	PLN - PLAN
18	Integrate Strong Mayor Power legislation into requisite policies and procedures	COR - LEG
19	Complete Fergus BIA Governance Updates	COR - LEG
20	Finalize the Public Engagement Strategy.	CAO - COMMS
21	Initiate an internal Customer Service Review.	CAO - ADMIN
22	Begin to implement the Community Engagement Charter, Strategy, Framework, and Toolkit.	CAO - COMMS
23	Initiate the development of a Corporate Communications Plan (internal/external).	CAO - COMMS
24	Develop and begin implementing a Council Orientation Plan.	CAO - ADMIN



Governance: Provide innovative and sustainable governance.

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

	Action Item	Lead Department
25	Review and Update Township Donation Policies.	CAO - ADMIN
26	Initiate the development of a new or revised Corporate Strategic Plan.	CAO - ADMIN
27	Plan for and conduct the 2026 Municipal Election.	COR - LEG
28	Develop Routine Disclosure Policies.	COR - LEG
29	Continue review of existing and development of new by-laws.	COR - LEG
30	Prepare a revised Short Term Rental Bylaw for Council's consideration (subject to Council direction).	COR - LEG
31	Complete the Fire Master Plan Update.	CAO - CWFR
32	Complete Place of Worship fire prevention displays.	CAO - CWFR
33	Initiate Technical Rescue Agreements with various municipalities.	CAO - CWFR
34	Initiate update of department policies including Municipal Alcohol Policy, Facility Allocation Policy, Rental Policies and Contracts, and Parks By-Law	CS - ALL
35	Explore new software for tracking planning and building applications and processes.	PLN - PLAN
36	Initiate and review and design of the Community Information and Wayfinding Signage project.	IS - ENG
37	Complete Assessment of District Meter Areas.	IS - ENV
38	Develop and Deploy High Performance HMI (Human Machine Interface) for SCADA.	IS - ENV