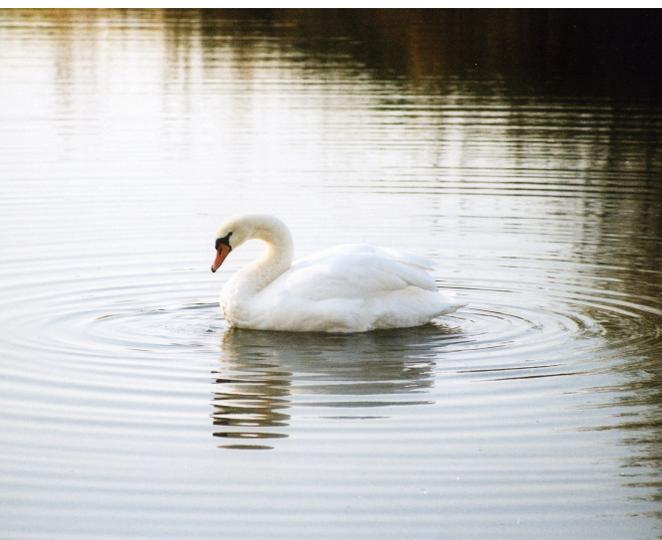


# Strategic Plan 2022-2026





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# Summary

## Why A Strategic Plan?

Strategic plans are the most valuable documents that municipalities produce. They define the future direction of the municipality and guide its progress in getting there. Strategic plans are about change, and realizing the desired future of the organization. They identify what is important, and provide a basis for making decisions about what to do, and about what not to do.

This Strategic Plan was originally developed to guide West Perth’s direction for the 2019-2022 period. It has since been reviewed and reaffirmed to extend its strategic direction through 2022-2026. It defines the direction for the municipality, and links with the strategic plans of the other member municipalities and Perth County.

## Where It Came From

This is the second time that strategic plans have been developed by all of the municipalities within Perth County. The first set of strategic plans were developed for the period of 2012-2017. Development of this strategic plan was initiated in 2018 to define a long-term vision for the municipality, and to focus the strategic priorities of the municipality in the coming term.

Perth County and the four member municipalities chose to continue with a collaborative approach to strategic planning. This allows each municipality to set its own direction. It also allows creation of opportunities for collaboration, sharing and partnership opportunities between municipalities and within the County as a whole.

## How It Was Built



These strategic plans were built based on a great deal of consultation and input. This included interviews, workshops and engagement sessions within each municipality, including with:

- The public, businesses and community and service groups (online and in person).
- Outgoing and current Councils.
- Leadership teams and staff.

The content of each strategic plan is developed based on this input. This strategic plan reflects the aspirations and desires of the community, the political direction of Council and the needs of each corporation.

## What It Contains

This strategic plan is intended to be an accessible, understandable and complete picture of the strategic priorities of West Perth. On the coming pages, you will find the following sections:

- **Municipal Overview.** An overview of the municipality, its structure and the services it provides, along with how those services align with other levels of government serving the community.
- **Strategic Priorities.** The enduring priorities of the municipality, including the mission, vision, community values and corporate values that define West Perth.
- **Strategic Plan.** A discussion of the overall goals—and the corresponding priorities and actions—that are of particular focus in the coming years. For each goal, a summary of relevant feedback from those residents who participated in the engagement process is included, as well as other relevant data.
- **Outcomes.** A summary of what will have changed for residents, businesses, the community as a whole and the corporation as a result of this strategic plan.
- **Getting It All Done.** An overview of how the work of the strategic plan will be done, and how progress against the plan will be assessed and reported.



# Municipal Overview

## About

The Municipality of West Perth is a lower-tier municipality within Perth County, located in south-western Ontario. The municipality has a population of 8,865 and is 579 square kilometres in size.

## Our Structure

The municipality is governed by a Mayor, Deputy Mayor and nine councillors. Councillors are elected to represent one of four wards within the municipality: Fullarton, Hibbert, Logan and Mitchell. The current Council was elected to office in October 2022.

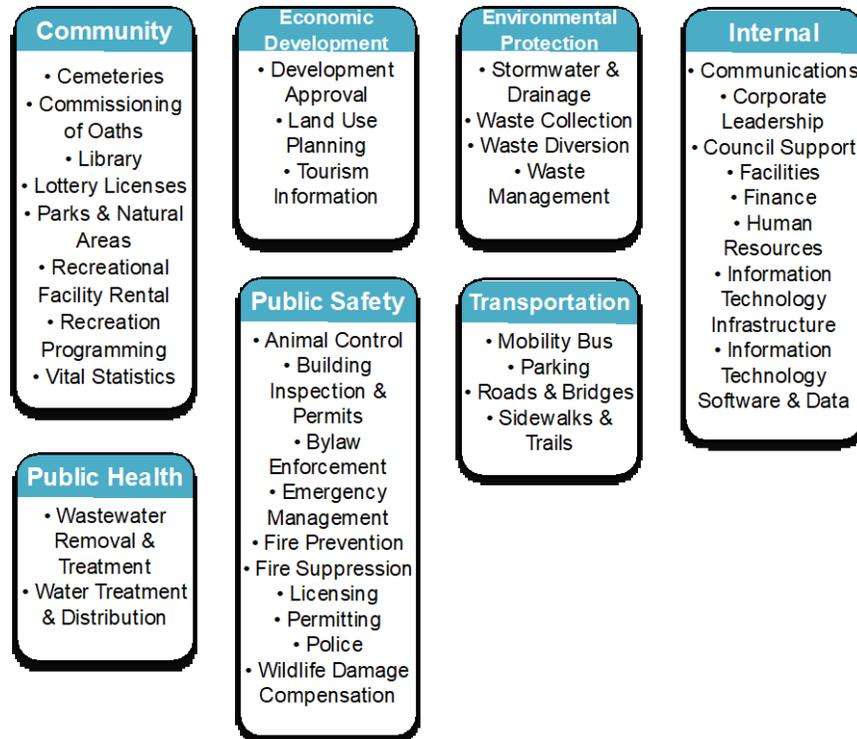
Municipal staff are responsible for running the corporation and delivering the services of the municipality in support of the direction of Council. The municipality is led by a CAO and leadership team, and consists of the following departments.

- Building Services
- Clerk's Department
- Finance
- Fire Services
- Library
- Operations
- Recreation & Facilities

## Our Services

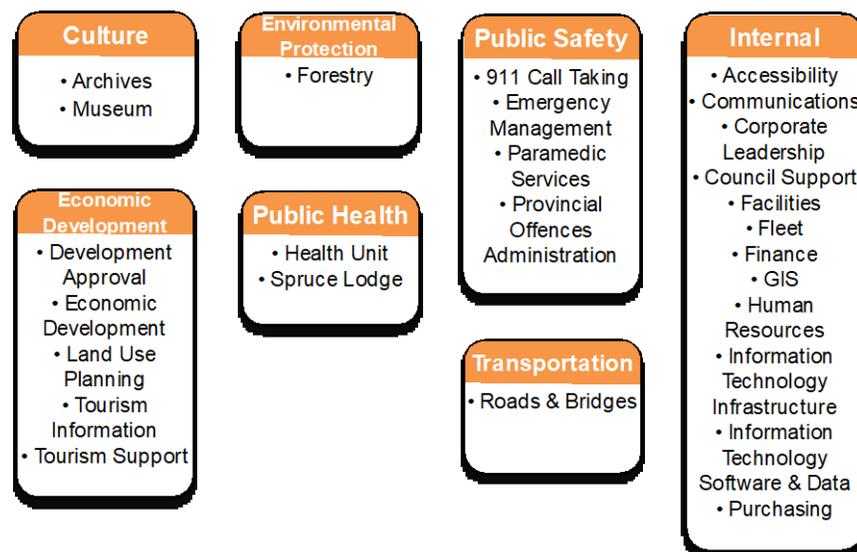
### Services That We Deliver

Services delivered directly by West Perth for the benefit of residents are outlined in the following chart:



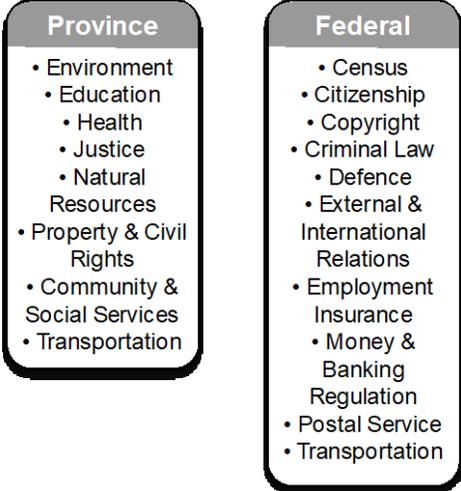
### Services From Perth County

Services delivered by Perth County and provided for the benefit of all municipalities and residents within the County are outlined in the following chart:



**Services From Other Levels Of Government**

Services that are provided at the provincial and federal level include:





# Our Strategic Priorities

## Mission

*West Perth is a municipality that balances rural and urban. We celebrate our agricultural heritage, our abundant outdoor spaces and our strong sense of community.*

West Perth is a prosperous, confident community that enjoys a balanced mix of rural and urban landscapes. People know their neighbours, and there is a strong sense of ownership, passion and community commitment amongst residents. West Perth combines a prosperous community with a thriving agricultural base, offering exceptional opportunities to build, grow and sustain a business. The community enjoys immediate access to day-to-day services and amenities while preserving and sustaining an abundance of natural resources, outdoor spaces and recreational opportunities.

## Vision

*West Perth aspires to be a strongly-community oriented municipality where citizens are involved, businesses succeed and residents at all life stages can thrive. The municipality strives to preserve our agricultural heritage, sustain a diverse commercial sector and build an exceptional community where people are proud to belong.*

Our vision for West Perth reinforces what we have and imagines how we can continue to thrive in a responsible, reasonable and sustainable manner.

We want to preserve the community that we have and the overall sense of community belonging, pride and involvement that this represents. We want to continue to build the connections that make a difference, allowing people to access services and their jobs—whether physically or virtually. And we want to make sure that as we grow, we do so in a responsible manner that fits what we can manage and support as a municipality.

That means making sure that our growth occurs within the limits of what we can manage. We need to support commercial and industrial growth that diversifies our economy and fits within our physical capacity. We need to promote residential growth that sustains our population and brings qualified and capable employment candidates to the municipality. And we need to offer a diversity of housing options that enable people at all life stages to make our municipality home.

We see maintaining our relevance as a municipality as being essential to our success. We want to ensure that residents are able to locally access and receive services. We need to sustain the sense of community involvement and pride that exists today. And we need to support their continued engagement in the community and their recognition of what that community represents.

We also need to continue to enhance the sense of place that West Perth represents. We want a downtown that we can be proud of, and that attracts residents and visitors alike. Equally, we want to enhance our cultural and recreation opportunities, and to leverage the natural assets that we enjoy to continue to offer vibrant and valuable experiences.

Overall, we seek to continue to grow and sustain ourselves as a community. We want to pass those values down to the next generation, and to be an attractive home and place to work and grow for youth and young families. To do that, we seek to embrace diversity and welcome residents from all walks of life that value and care about the kind of community that we are, and that we aspire to continue being.

## **Community Values**

Community values highlighted during the strategic planning engagement process are:

- Diversity. We are a welcoming, diverse community that is open to and appreciative of that newcomers offer.
- Participation. We embrace community and involvement and value our service groups and volunteer participation.
- Size. We value the feel of living in a small town and a community atmosphere where everyone knows everyone.
- Successful. We have a strong business community, where people have an opportunity to conduct business and make a living.
- Safety. We are a safe, clean and comfortable community where parents are comfortable raising their children and allowing them to thrive.
- Commitment. We are a community with deep roots and strong branches. Many were raised here, and all embrace their hometown pride.
- Proximity. We are close to urban centres, close to the lake and well positioned in the middle of it all.
- Opportunity. We are a community of opportunity, where people are able to thrive, youth can still choose to stay here, and people can build a successful life and career.
- Rural Roots. We are blessed with good farmland and an agricultural heritage that anchors us as a community.
- Affordability. We value being an affordable community where there is an opportunity for residents to get ahead in life and succeed.

## **Corporate Values**

Corporate values highlighted during the strategic planning process are:

- Fiscal Responsibility. We are fiscally minded and cost-conscious and use our financial resources wisely and cost-effectively.
- Innovative. We are progressive, innovative, future-ready and prepared to think outside of the box in how we organize and deliver services.
- Supportive. We have a committed workforce where people care about and value their co-workers and willingly support each other.

- Commitment. Staff enjoy their work, value their work environment and appreciate the opportunity to work in a small, engaged organization.
- Leadership. We support and care for our people, listen to their opinions and are willing to make changes and improve how we operate.
- Community Focus. We take pride in our community and our municipality, and value the opportunity to serve our municipality and its residents.



# Our Strategic Plan

## Overall Goals

The overall goals of the strategic plan for West Perth are:

- Growth & Economic Development
- Service Effectiveness
- Community Development
- Volunteerism & Community Participation
- Corporate Sustainability

These are explored further in the following sections.

## Goal 1 – Growth & Economic Development

### What We Heard

There is a strong desire to maintain a small, community feel. There is a significant desire to maintain the sense of community, where people know and connect with each other.

Residents expressed a desire to maintain a local community feel and the identity of West Perth, there is also strong desire to continue to maintain an appropriate level of growth. This means that the community needs to be welcoming to newcomers, and to promote, encourage and change the level of acceptance of a more diverse population within the community.

The creation and promotion of economic opportunities through commercial and industrial development was highlighted as critically important. This is particularly true in providing viable employment opportunities for residents, and attracting new residents (and a qualified employment base for employers). This also includes ensuring there are sufficient industrial areas to promote and create incentives for industry to locate within the community.

There is a need for diversification of commerce and industry in the community. The value and contribution of small business to the community is also recognized, and the importance of local understanding and decision making of businesses and business owners in supporting and contributing to the community.

Residents strongly reinforced the need to explore alternative transportation options within the community. In particular, there is a need to explore and develop transportation offerings that can allow people to commute to work, commute to school, and be able to access services and healthcare.

## **What The Data Are Saying**

Population has been relatively stable overall between the 2001 and 2016 census results.

While the overall number of adults (20-64 years) has remained stable, there has been a 21% decline in youth (<20 years) population and a 15% increase in seniors (>65 years) population over the same time period.

Immigration and growth from new residents from elsewhere is extremely low overall. Migration from elsewhere within Canada is less than 5% of the population in a given year, and immigration from outside of Canada represents less than 0.5% of the population.

More than 92% of residents identify themselves as third generation (or more) residents of West Perth.

97% of residents participating in the engagement process want to improve the diversity of business and industry, with 66% seeing this as very important or essential.

78% of participating residents value increasing the diversity of residents within the community, with 30% perceiving this as very important or essential.

97% of residents responding to the engagement process are concerned about the ability to retain industry, with 60% identifying that they are very or extremely concerned.

72% of participating residents are concerned about the loss of agricultural land to business, industry and corporate consolidation.

100% of residents participating in the engagement process disagree with the notion that the municipality is growing too fast, with 40% disagreeing or strongly disagreeing.

## **Why It Is Important**

Maintaining responsible continued growth is vitally important to the on-going sustainability of the community.

Community growth is essential in attracting and retaining employers within the municipality. This supports having sufficient qualified and skilled prospective employees within the community.

Preserving our agricultural lands is equally important in maintaining our rural character, and ensuring that productive farmlands are retained.

More diverse business options and farm-gate and on-farm incubators support entrepreneurship and provide opportunities for lower-risk incubation of entrepreneurial opportunities.

Continuing to maintain and promote diversity is essential in attracting a broad array of residents, and ensuring the economic resilience of the municipality by not being overly exposed or reliant upon one sector or employer.

## What We Are Doing

Priorities	Actions
<b>West Perth Grows At A Positive And Responsible Pace</b>	Embrace and encourage diversity in attracting new residents Support and welcome newcomers to West Perth Increase percentage of people living and working in West Perth
<b>Quality, High-Value Agricultural Lands Are Sustained</b>	Support preservation of productive agricultural lands Promote development of on-farm incubator businesses and farm-gate sales Encourage transition of on-farm incubator businesses to commercial and industrial properties as they succeed and grow Promote and encourage use of locally-produced agricultural products and services Explore and create incentives to promote improved farm drainage, soil health and nutrient management practices
<b>West Perth Has A Diverse And Thriving Commercial And Industrial Sector</b>	Promote the attraction and retention of diverse corporations Invest in and encourage utility development to support and facilitate growth Invest in the growth and development of serviced industrial lands Support enhancement of connectivity options and access to high-speed internet throughout the municipality
<b>There Are A Variety Of Transportation Options Within The Community</b>	Collaborate in the development of the County transportation network Explore partnerships and alternative models to support transportation between communities and out to hub destinations

## Goal 2 – Service Effectiveness

### What We Heard

There is a strong desire to ensure services are delivered equally to all areas of the municipality, and consistently across the County, and to proactively manage any potential inequities. A strong need for transparency and accountability was reinforced.

Residents reinforced the requirement for services to be affordable. This was framed as a need to ensure that taxes remain at reasonable and "respectful" levels. A particular sensitivity for farming participants was the perceived significant increase in absolute taxes based upon increased assessed values in the last couple of years.

An average of 85% of residents care about who is responsible for service delivery.

## What The Data Are Saying

100% of residents that participated in the engagement process desire improvement to service levels and the quality of service delivery, with 58% identifying this as very important or essential.

97% of participating residents encourage development of strategies to more efficiently deliver services, with 64% of residents perceiving this as very important or essential.

85% of responding residents are concerned about increases in costs required to sustain service levels, with 51% identifying themselves as very or extremely concerned.

## Why It Is Important

Ensuring services respond to community needs is essential to attracting and retaining residents. This in turn continues to promote the municipality as a preferred destination for business and industry. Business seek municipalities that have the amenities and services required to retain and maintain an appropriate quality of life for their employees.

Articulating and clearly defining service levels also ensures that expectations are appropriately managed, and help to reduce the potential for service creep.

Continued emphasis on service delivery efficiency and cost effectiveness is vital in managing and maintaining services and ensuring on-going financial viability of West Perth.

## What We Are Doing

Priorities	Actions
<b>Delivered Services Respond To Community Needs</b>	Identify and enhance services that make a difference in attracting and retaining businesses and residents Ensure effective delivery of services that make a difference in sustaining the community
<b>Service Level Expectations Are Clearly Understood And Communicated</b>	Clarify and define services and service levels provided by the municipality Proactively communicate committed services and service levels to new and existing residents
<b>Services Are Delivered Efficiently And Cost Effectively</b>	Explore opportunities to optimize the delivery of committed services Develop and enhance the ability to access services online Identify and establish partnerships to ensure efficient and effective delivery of services Support opportunities within the County to collaboratively realize service efficiencies

## **Goal 3 – Community Development**

### **What We Heard**

Residents strongly highlighted the need for more affordable and more diverse housing options. Of particular note was the need to attract and support lower cost housing options that would enable more local employees to live as well as work in the community.

There is a desire particularly amongst business participants to ensure that West Perth has a robust economic centre and a thriving downtown. There is a need to promote and encourage investment in the core and the development of desirable retail and living space in the downtown.

Provision of on-going education and training options is highlighted as being important. Consider opportunities to promote the development of on-going career development and vocational training programs.

The importance of high-speed internet was highlighted. This is seen as critical for developing and encouraging the growth of business, supporting the delivery of services and creating opportunities to attract new residents and enable existing residents to pursue home-based businesses or be able to work from home rather than commuting to jobs elsewhere.

### **What The Data Are Saying**

94% of responding residents support improving the growth of the downtown, with 78% of residents identifying this as very important or essential.

87% of residents participating in the engagement process identify a need to revitalize and enhance the downtown, with 57% of residents identifying this as very important or essential.

86% of current housing stock takes the form of single-detached housing.

80% of participating residents identify a requirement for more affordable and diverse housing options to be available.

87% of participating residents are concerned with the ability to maintain municipal infrastructure, with 41% identifying this as something they are very or extremely concerned about.

### **Why It Is Important**

Building a community with the amenities, facilities and quality of life sought by existing and prospective residents is vital in maintaining the viability of the municipality.

Diverse and more affordable housing options directly support the ability to attract and retain youth and young families. Promoting more diverse and accessible housing options means that younger people are able to reasonably consider West Perth as a potential home, and enhances the pool of prospective employees to local business.

Sustaining the viability and health of municipal facilities—and proactively engaging in repairs, maintenance and enhancement—avoids the potential for significant later costs to repair or replace.

### What We Are Doing

Priorities	Actions
<p><b>West Perth Enjoys Amenities That Sustain Community Success</b></p>	<p>Preserve and promote a vibrant and attractive downtown            Build trail linkages and actively promote wetlands and the trail system to tourists as well as residents            Support and attract key services and retail establishments that meet community needs            Promote and encourage availability of local educational opportunities, including schools and on-going skills development programs            Establish and promote a tree-planting program that combines municipal involvement and resident participation            Explore and encourage the expansion of seniors housing options within the community            Encourage and attract additional health care providers to the community, including family doctors, health facilities and specialist care</p>
<p><b>West Perth Has Diverse Housing Options And Improved Housing Density</b></p>	<p>Support the County in the development of a modern, flexible and relevant Official Plan            Establish policies that encourage and incent development of attainable housing and increases housing density in the municipality</p>
<p><b>West Perth Has Appropriate And Well-Maintained Municipal Facilities</b></p>	<p>Establish asset management plans and long-term financial plans to ensure infrastructure is functional and cost-effectively managed            Explore and establish collaborative agreements and partnerships to enhance facility access            Ensure all municipal facilities are accessible and AODA compliant</p>
<p><b>Meaningful Efforts Have Been Made To Reduce Environmental Impacts</b></p>	<p>Promote greenhouse gas reduction by the community and the municipality            Promote recycling, waste diversion and reduction of resource consumption by residents and businesses            Investigate and implement strategies to cost effectively reduce the impact of municipal operations</p>

## **Goal 4 – Volunteerism & Community Participation**

### **What We Heard**

One of the enduring and on-going themes is the need to attract and retain youth within the community. Residents highlighted that this was an attainable goal—and that there were youth who were attracted to returning the community. They also reinforced that this needs to be an on-going area of focus and emphasis. Of particular concern is promoting and encouraging youth to explore careers within the community, and to remain or return to the community as they begin their careers.

Residents identified a need to increase the availability of health care within the community. This includes attracting and retaining more family doctors and health facilities, as well as improving the availability of specialist care.

Related to improving the affordability of housing is consideration of more affordable housing options for seniors. There is a desire to create options that allow seniors to stay within the community in more accessible and affordable housing options, rather than having to sell and move to more urban areas.

Volunteerism and the willingness to contribute to the community was reinforced as a core strength of West Perth. The need for volunteerism to be an enduring value within the community was reinforced, rather than services migrating to municipalities.

A desire was expressed to work with service clubs to help raise money for transportation and other major projects for the community. Creating opportunities for alignment and collaboration between service groups, and to make a collective larger impact, was identified as a critical opportunity.

Continue to increase the number and diversity of trees in the community, in order to increase the forest canopy and support diversity. Continue to promote the demonstration forest as a destination, as well as other outdoor areas, recreation spaces and trails. Continue to improve availability, accessibility and viability of natural areas.

### **What The Data Are Saying**

94% of residents responding to the engagement process support the enhancement of community facilities and amenities, with 66% of residents seeing this as very important or essential.

94% of responding residents desire improving the quality of existing community programs, with 46% perceiving this as very important or essential.

82% of participating residents would like to improve the diversity of existing community programs, with 55% of residents viewing this as very important or essential.

100% of residents who responded to the engagement process support the creation of incentives to attract and retain youth in the community, with 75% perceiving this as very important or essential.

100% of responding residents identify the need to promote the availability of skilled and valuable jobs to youth in the community, with 85% seeing this as very important or essential.

93% of residents completing surveys are concerned about the adequate availability of services and programs for youth, with 52% identifying themselves as very or extremely concerned.

Youth is the only segment of the population experiencing decline, with a reduction of 21% of the population (aged less than 20 years) from 2001 to 2016.

### Why It Is Important

Community participation and maintaining a strong sense of involvement is essential in ensuring the municipality is perceived as a desirable place to live.

Volunteerism and community participation are seen as a fundamental value within the community. Continuing to promote and reinforce community involvement helps to identify the kind of resident we want to attract, and helps ensure a vibrant and committed community environment.

Promoting and ensuring the quality of life for all residents means ensuring that the municipality is responsive to the needs of residents at all ages and from all walks of life. This in turn means we continue to be a community of choice for residents and businesses, and directly supports our on-going health and success.

### What We Are Doing

Priorities	Actions
<b>There Is A Strong And Committed Community Within West Perth</b>	Promote and celebrate West Perth as a cohesive community Provide support, guidance and assistance to help sustain the viability of community groups Build connections and encourage collaboration between groups and volunteers and optimal use of community facilities Develop and implement a volunteer strategy to encourage and sustain a culture of volunteerism and community participation
<b>West Perth Has An Exceptional Quality Of Life</b>	Support and deliver programs that appeal to a broad range of residents, including sports, culture, arts, outdoors and active lifestyles Develop and sustain partnerships to support and enable the delivery of a diverse array of programs Develop and support events and activities throughout the municipality
<b>West Perth Is A Desirable Community For Youth And Young Families To Call Home</b>	Implement and sustain a youth strategy

## **Goal 5 – Corporate Sustainability**

### **What We Heard**

Residents reinforced the need for services to be provided and delivered locally. There was a strong desire to have people locally that the community can interact and deal with, and that understand the community and the local environment.

Residents value the fact that all of the services they need are available in the municipality.

Maintaining a local presence and continued identity as West Perth is seen by residents as extremely important.

### **What The Data Are Saying**

66% of participating residents are concerned about the loss of qualified staff from the municipality, with 42% being very or extremely concerned.

82% of responding residents are concerned about the decline in the quality or delivery of municipal services, with 36% of residents identifying themselves as being very or extremely concerned.

91% of residents participating in the engagement process desire a reduction in the duplication of service delivery within the County, with 48% identifying themselves as very or extremely concerned.

88% of participating residents desire an increase in collaboration with other municipalities in how services are delivered, with 54% of residents identifying themselves as very or extremely concerned.

### **Why It Is Important**

Staff are dedicated and committed to providing exceptional service and supporting the community. Being able to do so is challenging given service demands and expectations, and constraints on capacity.

The municipality will experience a significant turnover of key staff in the coming years, as senior staff become eligible for retirement. Putting in place effective and appropriate resourcing, training and succession plans is essential.

While the municipality endeavours to be cost effective and prudent in its investment and spending, there is a significant need to improve the processes and systems by which municipal finances are managed. This will result in improved budgeting, development of long-term financial strategies and more appropriate and effective financial reporting capabilities.

Continued enhancement of technology solutions will improve the ability to collaborate and work internally, while establishing a platform for improving and expanding options for effective service delivery.

## What We Are Doing

Priorities	Actions
<b>West Perth Staff Are Engaged And Successful</b>	Develop and implement an HR strategy and staffing plan to sustain service levels Acquire and implement a human resources system and training database
<b>West Perth Finances Are Sustainable And Well-Managed</b>	Develop effective and comprehensive financial management policies and procedures Develop a long-term financial plan and explore alternative financing strategies Develop and implement budget and financial management software tools
<b>Plans And Processes Are Relevant And Effective</b>	Enhance and improve records management processes Develop and implement appropriate master plans to provide long-term guidance for facilities and parks
<b>Technology Solutions Support Efficient And Effective Service Delivery</b>	Develop and implement an information technology master plan Investigate and invest in technology solutions to more effectively and efficiently support service delivery within the municipality



# Getting it All Done

## How We Plan To Deliver



This strategic plan sets the direction for the municipality. There are two related planning documents that define how we will take action:

- **Corporate Implementation Plan.** The corporate implementation plan is an annual plan for the municipality that defines our actions for implementing this strategic plan for each year. It defines the immediate priorities to be addressed for the community and corporation for the year.
- **Department Plans.** Department plans define the work of each department for the year. This includes how each department supports the corporate implementation plan (and in turn the strategic plan). It also includes any planned improvements within the department, and the service delivery plan of how the

department's services are delivered. These plans feed into the development of the annual budget for the municipality. They also firmly connect the work of each employee to the overall priorities of the organization.

## How This Relates To Other Plans

In addition to the strategic plan, there are many other plans within municipalities. There are master plans, asset management plans, economic development plans, official plans and feasibility studies.

Each of these documents looks at some aspect of the municipality, and defines priorities and direction for its area of focus. An asset management plan, for example, defines the infrastructure assets in the municipality, their condition and the maintenance, rehabilitation and replacement plans for each. This is a schedule of the optimal process of maintaining each asset.

While plans may lay out an optimal schedule, that doesn't mean the municipality needs to proceed based on that schedule. Investments can be accelerated, and they can also be deferred. There is risk in doing either, and that risk needs to be understood. But there can also be good reasons to make those choices.

Subsidiary plans set out the optimal approach for what they are focused on. The strategic plan is where those choices are ultimately made. Every other plan in the municipality is an input to the strategic planning process. The strategic plan and its related implementation plan define the committed priorities of the organization. It is where the actual choices are made of what will be done and when.

## How We Will Partner

Any strategic plan results in a great deal of work to be done. It is work that the organization cannot do alone. Successful realization of the planned results will involve the effort and contribution of many people, and many other organizations.

In implementing the strategies and actions in this strategic plan, the municipality will partner with a number of organizations, including:

- **Member municipalities.** This strategic plan has been deliberately developed in collaboration with the member municipalities in Perth County. We have worked with the other municipalities in the County to identify opportunities for cooperation, collaboration and sharing of services and resources between municipalities.
- **The County.** In addition to the member municipalities, we have also identified strategies to work with the County to better deliver on municipal priorities. We have explored where there are collaboration opportunities that can streamline services and improve service delivery to our residents and across the County.
- **Other municipalities.** We are committed to partnering with other municipalities that can help us to better ensure effective and affordable service delivery. That includes looking at opportunities to collaborate and work with Stratford, St. Marys and municipalities outside of the County.

- **Volunteer and service groups.** This is a strategic plan for the municipality as a whole. Some of the work will be delivered by the corporation. There are also opportunities for the community as a whole, and the volunteer and service groups that play such a vital role in West Perth, to contribute to the realization of the goals contained here.
- **Businesses and business groups.** Businesses and business groups within the municipality also have opportunities to contribute. This is particularly true in areas of economic development. We will work with business to promote the health and viability of the municipality, and promote the development of jobs and economic opportunities.

## How We Will Keep Track

Plans are important. Results from those plans are even more important. We will continue to monitor the results of the plan—and report those results to Council and to the community on a regular basis. Tracking and reporting will involve two important perspectives:

- **Attainment of the plan.** This answers the question, are we doing the things we said we would do? We will monitor and ensure that each of the actions that were identified in the plan have been undertaken, and that they have delivered on their intended results.
- **Attainment of results.** This answers the question of whether what we are doing is making a difference. The purpose of the strategic plan is to make meaningful change for the community. Part of our evaluation will be ensuring that the changes that were desired are actually occurring.



Mayor Walter McKenzie

Deputy Mayor Dean Trentowsky

Councillor Steven Herold - *Fullarton Ward*

Councillor Alex Foster - *Fullarton Ward*

Councillor Nicholas Vink - *Hibbert Ward*

Councillor Andrew Fournier - *Hibbert Ward*

Councillor Diane Chessell - *Logan Ward*

Councillor Ryan Duck - *Logan Ward*

Councillor Doug Feltz - *Mitchell Ward*

Councillor Phillip O'Donnell - *Mitchell Ward*

Councillor Murray Rose - *Mitchell Ward*

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