



Middlesex Centre Strategic Plan – 2023 Update

Introduction

In January 2021, Middlesex Centre Council adopted a new Strategic Plan for our community. This guiding document lays out priorities and objectives for 2021 to 2026 and informs our services to residents and decisions on behalf of the community.

The beginning of 2023 marked the first year of the new term of council and the half-way point of the Strategic Plan. Given that, it was appropriate that early in 2023 Middlesex Centre council members met to reflect on the content of the strategic plan and consider if any new goals and initiatives should be added. At this meeting, council reaffirmed their commitment to the current strategic plan, which will carry the municipality through to 2026.

This third annual update provides a snapshot of our accomplishments toward the objectives in Strategic Plan in 2023. As you will see, council and staff continue to make progress on a number of key initiatives. These accomplishments are in addition to those reported in the 2021 and 2022 Strategic Plan updates.

When developing the Strategic Plan, we could not have predicted the changes we would see in the economy, interest rates, housing and legislative direction from the Province. However, it is clear that the plan has provided a road map and helped the municipality move forward on the priorities of council, residents and the agricultural and business communities. As they have been, staff are actively incorporating the initiatives and objectives in the Strategic Plan into their budgets and work planning.

We look forward to continuing to work with residents, businesses, community organizations and other partners on implementing the Strategic Plan's vision for Middlesex Centre.

Michael Di Lullo, CAO

The Middlesex Centre Strategic Plan and annual updates are available online at middlesexcentre.ca/stratplan or by contacting the municipal office.



VISION:

A thriving, progressive and welcoming community that honours our rural roots and embraces our natural spaces.

MISSION:

To deliver the highest standard in municipal services in a sustainable, professional and innovative manner.

VALUES:

Respect. Cooperation. Innovation. Integrity.



Our Vision – Mission – Values

VISION

A thriving, progressive and welcoming community that honours our rural roots and embraces our natural spaces

MISSION

To deliver the highest standard in municipal services in a sustainable, professional and innovative manner

VALUES

Respect: We are an open, courteous and inclusive workplace that values and celebrates the varied backgrounds and experiences of our community. We ensure every resident can participate in our community and engage with our municipal government.

Cooperation: We work in a spirit of trust, collaboration and partnership across departments and with our community to achieve our shared goals.

Innovation: We embrace innovation to improve our delivery of services. We take initiative and are flexible and creative in anticipating and adapting to changing conditions.

Integrity: We take accountability for our actions and deliver what we promise. We are truthful and honest in how we do our job. We inspire public confidence and trust in our municipal government.



Objectives

- 1.1 - Support community organizations and opportunities for volunteer involvement in the community
- 1.2 - Enhance the vitality of our villages
- 1.3 - Celebrate our rural and agricultural heritage

2023 Accomplishments

- ✓ Continued to expand in-house recreational and cultural programming, along with continued programs offered in partnership with the YMCA and other organizations.
- ✓ Implemented an Affordable Access to Recreation Policy.
- ✓ Instituted a commemorative tree and bench program for Middlesex Centre parks.
- ✓ Developed a formal volunteer program for the municipality.
- ✓ Completed a Special Event Guide to help local community groups hosting larger events in Middlesex Centre.
- ✓ Donated locally significant historical documents to the Middlesex Centre Archives.
- ✓ Celebrated Middlesex Centre's 25th Anniversary with a family fun day at the Komoka Wellness Centre.



On September 9, Middlesex Centre celebrated its 25th Anniversary with a Fun Day at the Komoka Wellness Centre.

- ✓ Introduced Community Movie Nights in Ilderton and Komoka, working with local service clubs.
- ✓ Established the Ilderton Seniors Centre, with drop-in and registered programs offered.
- ✓ Shared promotional information and provided operational support for the Ilderton Fair and other community events.



Community movie nights in Komoka and Ilderton proved to be very popular with residents of all ages.



Toronto Metropolitan University and other partners are coming together to study the accuracy and reliable quantification of greenhouse gases (GHG) in municipal wastewater systems over the next three years. Research will take place in several communities across Canada, including Middlesex Centre.

- ✓ Provided public education and outreach activities, both virtually and in-person, on municipal activities including fire safety, building safety (importance of building and fire codes), emergency preparedness, the role of public works, and the services of local government.
- ✓ Continued to refine the Community Improvement Plan to ensure the incentives offered to businesses are appropriate.
- ✓ Worked with County of Middlesex on supplementing costs towards the Community Improvement Plan.
- ✓ Continued to forge partnerships with education institutions including Western University, University of Waterloo, Toronto Metropolitan University (TMU), Fanshawe College and Conestoga College on various projects and co-operative education. For example, Middlesex Centre is working with TMU on a national-level project looking at greenhouse gas emissions from wastewater facilities.

Key Performance Indicators – Engaged Community

Performance Measure	2023
Number of registered participants in recreation programs	755
Value of Council Grants Issued (\$)	18,930
Value of Community Improvement Plan Grants Issued (\$)	14,187
Leveraged Value of Community Improvement Plan Grants Issued (\$)	28,374



PRIORITY 2 Balanced Growth

Objectives

- 2.1 - Through the Official Plan Review and other means, influence new development to include attainably priced housing
- 2.2 - Through the Official Plan Review and other means, manage the pace of new residential development and encourage the complementary availability of commercial, school, and public amenities
- 2.3 - Promote designs and concepts that reflect a “small-community feel” in new development

2023 Accomplishments

- ✓ Undertook concurrent studies for Municipal Servicing and the Municipal Transportation Network in support of the Official Plan Review. These plans identify infrastructure improvements and expansion required to meet demand of current and future growth. They are expected to be completed in the first part of 2024.
- ✓ Created department policies relating to: firestopping in large farm buildings, HVAC design requirements in renovations, plumbing ‘smash plate’ placement and foundation-to-foundation connections for additions.
- ✓ Completed a Zoning Consolidation Review as part of the Official Plan Review to ensure that policies such as surplus farm dwellings are incorporated into planning policies.



The Peter J. Marshall Innovation Award Jury presented its highest award to the Municipality of Middlesex Centre at AMO 2023 Conference. The award recognized Middlesex Centre's building services department for its early transition to a fully automated, paperless e-permitting system for building services (Cloudpermit). This innovation has made permit processing faster and more efficient, saving time, money and resources for Middlesex Centre, and the other Middlesex County municipalities in which we provide building inspection services.

- ✓ Organized a builder/developer meeting to provide information in respect to the development industry, along with outlining best building code practices.
- ✓ Received the Association of Municipalities of Ontario (AMO) Peter J. Marshall Award for building efficient shared services through technology (e-permitting).

Key Performance Indicators – Balanced Growth

Performance Measure	2023
Total Building Permits Issued	486
Total Permit Value (\$)	120,280,007
Number of New Dwellings Created	162
Permit Fees Collected (\$)	854,505
Commercial Total Value of Assessed Properties (\$)	166,116,367
Industrial Total Value of Assessed Properties (\$)	15,606,000
Residential Total Value of Assessed Properties (\$)	2,755,768,993
Farm Total Value of Assessed Properties (\$)	1,619,447,340



Objectives

- 3.1 - Support Middlesex County's efforts to secure provincial and federal funding for broadband internet service expansion throughout Middlesex Centre
- 3.2 - Ensure that appropriate sites are available for commercial and industrial businesses
- 3.3 - Be active partners in promoting local businesses

2023 Accomplishments

- ✓ Worked with County of Middlesex Tourism to promote and spotlight certain sectors and businesses in Middlesex Centre.
- ✓ With Invest in Middlesex, developing a Middlesex Centre community profile to promote the municipality as a place to invest or start a business.
- ✓ Shared information such as funding opportunities and land inventory with area businesses and other government entities.
- ✓ Engaged with local business associations to better assist with economic development.
- ✓ Hosted local farmers markets at municipal properties in Komoka and Ilderton.

Key Performance Indicators – Vibrant Local Economy

Performance Measure	2023
Commercial Assessment Growth (year-over-year, %)	26.10
Industrial Assessment Growth (year-over-year, %)	4.30



PRIORITY 4

Sustainable Infrastructure and Services

Objectives

- 4.1 - Improve safety for road users
- 4.2 - Expand existing services in accordance with the pace of new development, and apply a financial sustainability lens to all municipal services and programs
- 4.3 - Continue with our asset management plan and apply a financial sustainability lens to all municipal assets and infrastructure

2023 Accomplishments

- ✓ Continued to implement Vision Zero initiatives for road safety/traffic calming, with measures such as speed humps and portable speed radar. Used speed radar data as a tool for road safety, with data provided to County and OPP (for enforcement) where relevant.
- ✓ Sought and in many cases successfully received infrastructure grants for initiatives such as water system upgrades and new infrastructure such as accessible washrooms, playgrounds, etc.
- ✓ Continued to update and refine the asset inventory for the municipality.
- ✓ Undertook our first tree inventory and condition assessment.
- ✓ Undertook our first streetlight inventory and condition assessment.



In early October, Mayor DeViet and Deputy Mayor Brennan officially broke ground on a major renovation for the municipal office. When complete, there will be a new Council Chamber and more offices for staff, along with accessibility improvements such as a new universal washroom.

- ✓ Continued to engage with residents on municipal budgeting in order to be transparent and open with the costs required to maintain municipal assets.
- ✓ Continued communication on capital projects through focused articles and posts on municipal website, social media, e-newsletter and through traditional media.
- ✓ Working with students from Western University, completed a cost analysis of an Indoor Aquatic Facility.
- ✓ Completed design and began major renovations on the Municipal Office.
- ✓ Completed updates at community centres, including new HVAC and side entrance doors in Delaware, new front doors in Ilderton, new back door in Komoka, and a new water softener at Coldstream.



Councillor Heffernan and Mayor DeViet were on-hand to officially open the new accessible washrooms at Heritage Park. As budget allows, and with support from Provincial grants and community donations, Middlesex Centre is updating park playgrounds, paths and washrooms to make them more accessible for all park visitors.



In 2023, Middlesex Centre introduced a new Disc Golf course at Douglas B Weldon Park in Arva. The 9-hole course is suitable for all ages and skill levels.

- ✓ Completed updates at municipal parks, including:
 - accessible washroom at Heritage Park and Poplar Hill Park (grant funded),
 - new playground equipment at Westbrook Park,
 - new backstop and baseline fencing for the baseball diamond at Heritage Park, and
 - new asphalt and fencing at Douglas B. Weldon Park Tennis Courts.
- ✓ Installed a 9-hole disc golf course at Douglas B. Weldon Park. Funding for the project included a donation from the Optimist Club of Arva.

- ✓ Undertook a number of major public works capital projects, including:
 - Reconstruction of Hyde Park Road from Thirteen Mile Road to Fifteen Mile Road.
 - Road resurfacing of various locations in Delaware, Komoka, Kilworth, and Poplar Hill/Coldstream.
 - Rehabilitation of three bridges.
 - Replacement of streetlighting in Melrose.
 - Repaired and updated the tertiary sand filters at the Ilderton wastewater treatment plant.
 - Installed a new Dissolved Oxygen instrumentation at the Komoka wastewater treatment plant.

- ✓ Began engineering design of the Melrose Water Interconnect to enable connection to the Middlesex Centre Water Distribution System.
- ✓ Performed improvements to the municipal SCADA system (computerized control system for water and wastewater systems) to maximize reliability, responsiveness, cost effectiveness, security, and system standardization.
- ✓ Continued to delivery on recommendations in recently completed Fire Services Master Plan, Community Services Master Plan, IT Master Plan, Organizational Review, etc.

Key Performance Indicators – Sustainable Infrastructure & Services: Finance & Asset Management

Performance Measure	2023
Number of Competitive Procurement Processes through bids&tenders	27
Competitive Residential Tax Rate (below average for Middlesex County and Comparator Group)	Yes
Asset Consumption Ratio (%) (a ratio between 26% and 50% indicates assets are moderately new)	37.00 (2022 value)
Percent of Budget funded by Non-tax Revenue (%)	48
Asset Management - Preventative Maintenance and Repair Tasks Completed	1,434

Key Performance Indicators – Sustainable Infrastructure & Services: Infrastructure

Performance Measure	2023
Municipal Parkland and Open Space (ha)	126
Municipal Trails (km)	6
Sidewalk Maintained (km)	36.8
Paved Roads Maintained (lane km)	662
Gravel Roads Maintained (lane km)	544
Streetlights & Regulatory Lights Maintained	4,564
Bridges & Large-diameter Culverts Maintained	150
Watermains Maintained (km)	86
Wastewater Pipes Maintained (km)	50
Stormwater Pipes Maintained (km)	67



PRIORITY 5

Responsive Municipal Government

Objectives

- 5.1 - Enhance customer service
- 5.2 - Foster a culture of mutual trust and respect within Council and between Council and staff
- 5.3 - Foster a culture of innovation, continuous improvement, and cost-effective service delivery
- 5.4 - Expand our partnerships
- 5.5 - Work with other levels of government, health organizations, and community groups to address complex societal problems

2023 Accomplishments

- ✓ Reviewed and recommitted to the priorities in the Middlesex Centre Strategic Plan (Council).
- ✓ Proactively met with other levels of government, including meetings with Provincial Ministry officials to discuss local municipal issues.
- ✓ Received a Distinguished Budget Presentation Award for the 2023 Middlesex Centre Budget from the Government Financial Officers Association. This award recognizes municipalities that demonstrate the highest principles of governmental budgeting.



The Komoka Wellness Centre has received Rick Hansen Foundation Accessibility Certification™, which is awarded to facilities that go beyond the building code, providing accessibility features for people with varying disabilities that affect mobility, vision and hearing.

- ✓ Expanded automation of processes and digital services to residents and businesses, including:
 - continuing to hold hybrid virtual/in-person council meetings.
 - expanding Cloudpermit capabilities for building permits, planning applications, and by-law enforcement.
 - launching new Univerus software for online recreational bookings and facility rentals.
- ✓ Gathered and where possible implemented continuous improvement initiatives coming forward from staff to make Middlesex Centre an efficient, thriving organization.
- ✓ Completed a Customer Service Review and implemented a new customer service policy.

- ✓ Continued updates to municipal website and outreach through digital and traditional media to share information about services and programs with residents.
- ✓ Conducted a Mayor’s Town Hall (spring) and the first Mayor’s State of the Municipality Breakfast (fall).
- ✓ Continued shared services model for Building Services Municipal Partnerships, with Middlesex Centre providing building services for Adelaide Metcalfe, Lucan-Biddulph, North Middlesex and Southwest Middlesex. Additionally, provided temporary Chief Building Official services for Strathroy-Caradoc and Thames Centre.
- ✓ Continued shared Fire Prevention and Investigation Services, with Middlesex Centre Fire Services providing services to Thames Centre and North Middlesex.
- ✓ Undertook a training partnership with Elgin County, Oneida First Nation and the Ontario Fire Marshal’s Office.
- ✓ Engaged with neighboring Fire Services to develop service agreements for the delivery of special operations teams such as high-angle rope, ice/water and off-road rescue services.
- ✓ Acquired fire / emergency services related grants that provided free training materials for firefighters and provided free smoke and carbon monoxide alarms for public distribution.
- ✓ Completed a full compensation review and updated all job descriptions for all departments (excluding firefighters, who will be reviewed in 2024).
- ✓ Celebrated staff and firefighters with milestone years of service (between 5 and 50 years).
- ✓ Revived the records inventory project and made marked strides to digitizing all physical records located at the municipal office.

- ✓ Updated or implemented numerous corporate policies, including customer service policy, development charge interest policy, asset retirement obligation policy, and all human resources policies.

Key Performance Indicators – Responsive Municipal Government







Performance Measure	2023
Number of By-law Complaints Investigated	255
Number of Emergency Responses	435
Fire Inspections Conducted	252
Website Usage	125,025
Total Followers (all social media)	5,491
Individual Staff Training Sessions	1,282
Number of Council Meeting Held	26
By-Laws Approved	133
Customer Service – Residents rating experience as satisfied (%)	72






Strategic Plan – Implementation Status

The following tables summarize the status of the actions taken to date with respect to the specific initiatives listed in the Strategic Plan.



 Done	 Ongoing	 In-Progress	 On-Hold	 Not Started
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Status: Priority 1 – Engaged Community

Objective	Strategy	Initiatives	Status
1.1 - Support community organizations and opportunities for volunteer involvement in the community	1.1.1 - By introducing new residents to areas of interest in the municipality	a - Work with Middlesex County and other partners to produce virtual tours of areas of interest in the municipality	 Not Started
		b - Offer tours and open houses to introduce residents to Middlesex Centre's major parks, trails, facilities, cultural assets, and other points of interest	 Not Started
	1.1.2 - By communicating with community organizations and supporting local special events	a - Maintain a database of Middlesex Centre's community organizations, their areas of activity and links to their websites	 Not Started
		b - Host an annual community organization forum to facilitate networking, exchanging of priorities, and sharing plans and concerns with each other and with the municipality	 Not Started
		c - Complete a guide for organizations hosting or conducting special events and other volunteer-led activities in municipal facilities	 Done
1.2 - Enhance the vitality of our villages	1.2.1 - By publicizing the distinctive heritage of our settlement areas	a - Recognize and publicize the distinctive heritage of our settlement areas, through tours, open house events, murals, plaques, and other forms of signage, etc.	 In-Progress



Objective	Strategy	Initiatives	Status
	1.2.2 - By developing a long-term vision for each settlement area and considering Community Improvement Plan incentives to encourage their revitalization	a - Expand the Community Improvement Plan to promote and support revitalization of settlement areas throughout Middlesex Centre, and expand the range of incentives offered to businesses and landowners in that plan	 Done
		b - Develop a long-term vision for each of Middlesex Centre's settlement areas, applicable to both public and private realms, including the creation of an identifiable village centre in the Komoka area, building on the approved Middlesex County Environmental Assessment for the Glendon Drive corridor	 Not Started
1.3 - Celebrate our rural and agricultural heritage	1.3.1 - By supporting organizations that promote agriculture-related events and activities	a - Continue our support for the Fall Fair and similar community events	 Ongoing
		b - Encourage the efforts of the Agricultural Society, the Middlesex Federation of Agriculture and other organizations including school boards, to promote the profile of agriculture through such means as farm tours, driving tours, educational events and activities, agricultural tourism, farm gate sales, and community markets	 In-Progress
	1.3.2 - By ensuring the preservation of, and access to, Middlesex Centre's historical documents	a - Work with the Middlesex Centre Archives and Middlesex County toward a framework for preserving and providing access to pre-amalgamation municipal records and other historical documents of community interest, and recognize the value of the Archives' heritage functions	 Ongoing







Status: Priority 2 – Balanced Growth

Objective	Strategy	Initiatives	Status
2.1 - Through the Official Plan Review and other means, influence new development to include attainably priced housing	2.1.1 - By encouraging innovative and medium-density forms of housing, and housing designed with seniors in mind	<p>a - Encourage development that:</p> <ul style="list-style-type: none"> • Considers new urbanism forms of residential development • Allows for “granny flats” and infill housing, subject to appropriate regulations • Is designed with the specific needs of seniors in mind • Incorporates more medium density in new development areas 	  Done & Ongoing




Objective	Strategy	Initiatives	Status
2.2 - Through the Official Plan Review and other means, manage the pace of new residential development and encourage the complementary availability of commercial, school, and public amenities	2.2.1 - By encouraging the protection of productive agricultural land	a - Review policies on surplus farm dwellings	 Done
		b - Encourage infill within existing urban settlement areas	  Done & Ongoing
	2.2.2 - By working with development and commercial interests to meet the demand for commercial and employment activities as our population increases	a - Dialogue with developers about the projected demand for commercial and employment activity as our population increases, and about the pace of residential development compared to complementary retail and local employment opportunities	 Ongoing
2.3 - Promote designs and concepts that reflect a “small-community feel” in new development	2.3.1 - By promoting walkability and holistic street design	a - Require new development to include elements that promote walkability and holistic street design appropriate for residential areas, in accordance with Complete Street Design principles	  Done & Ongoing
	2.3.2 - By advancing the revitalization of village centres	a - Prioritize developments that advance revitalization and infill within settlement areas	  Done & Ongoing
	2.3.3 - By encouraging the traditional "main street" look	a - Encourage the traditional main street look and feel through mixed-use development	  Done & Ongoing











Status: Priority 3 – Vibrant Local Economy



Objective	Strategy	Initiatives	Status
3.1 - Support Middlesex County's efforts to secure provincial and federal funding for broadband internet service expansion throughout Middlesex Centre		a - Where opportunities arise, provide support to increase funding for expansion of broadband throughout Middlesex Centre and County overall	  Done & Ongoing

Objective	Strategy	Initiatives	Status
3.2 - Ensure that appropriate sites are available for commercial and industrial businesses	3.2.1 - By facilitating home-based and farm-based small business and light industry	a - Develop policies and regulations to encourage home-based and farm-based small businesses and light industries	 Done & Ongoing
	3.2.2 - By designating viable sites for commercial and industrial development	a - Designate sites for commercial development and light industry/trades in balance with residential growth, and protect viable commercial and industrial sites from residential development	 Done & Ongoing
	3.2.3 - By considering incentives for development of a business park	a - Explore development of a municipal business park, and/or of facilitating the servicing and development of new privately-owned business park lands	 Ongoing
3.3 - Be active partners in promoting local businesses	3.3.1 - By promoting "shop local"	a - Work with business associations and other stakeholders on programs to promote local shopping and services	 Ongoing
	3.3.2 - By encouraging local and regional economic development	a - Continue to work with Middlesex County in developing and promoting our local economy, and to explore economic development strategies that reflect emerging trends	 In-Progress
	3.3.3 - By supporting the efforts of businesses to adapt to new retail and employment trends	a - Work with businesses and Middlesex County to respond to trends such as home delivery, shopping local, farmers markets, and day-trip tourism	 In-Progress








Status: Priority 4 – Sustainable Infrastructure & Services











Objective	Strategy	Initiatives	Status
4.1 - Improve safety for road users	4.1.1 - By expanding the network of trails and bike lanes	a - Expand our network of bicycle lanes and off-road trails	 In-Progress
		b - Publish a map of our walking and cycling trail routes	 Done (County maps)
	4.1.2 - By addressing road safety challenges	a - Work with Middlesex County to resolve road safety challenges on County roads throughout Middlesex Centre	 Ongoing



Objective	Strategy	Initiatives	Status
		b - Implement the existing traffic calming policy on Middlesex Centre roads, provide education to all types of road users on road safety, and further build on the principles of Vision Zero to provide a more resilient and safer road network	 In-Progress
	4.1.3 - By supporting the implementation of Middlesex County's plan for the Glendon Drive corridor	a - Work collaboratively with Middlesex County to implement safety improvements in the Glendon Drive corridor, including safe pedestrian connections within and between Komoka and Kilworth	 In-Progress
4.2 - Expand existing services in accordance with the pace of new development, and apply a financial sustainability lens to all municipal services and programs	4.2.1 - By preparing for the operating cost impact of maintaining existing service levels as residential development proceeds	a - Analyze and project the operating cost impacts of new residential developments in terms of the need for additional staffing, equipment, etc. to maintain infrastructure and facilities, and to provide municipal services	 Done
	4.2.2 - By preparing for the effects of impending provincial and federal regulations on waste management	a - Work with the municipality's service provider to evaluate the impact of impending new federal regulations on plastics, of impending provincial requirements of producer responsibility for recycling, and of new waste management technologies to maximize the effectiveness and efficiency of our waste management practices	 In-Progress
4.3 - Continue with our asset management plan and apply a financial sustainability lens to all municipal assets and infrastructure	4.3.1 - By progressively updating our asset management plan and building the reserve funds for the timely repair/replacement of our assets	a - Continue to update and fund our asset management plan and prioritize capital spending priorities based on that plan	 Done & Ongoing
		b - Expand our current practice of making annual reserve fund contributions toward the cost of projected asset management expenditures	 In-Progress
		c - Develop and maintain a policy framework that brings together capital expenditure projections with management of discretionary and mandatory reserves and reserve funds, debt management, and recovery of investment	 Ongoing
		d - Determine the projected growth-related requirements for infrastructure and equipment in preparation for the 2024 mandatory review of our Development Charges Study	 In-Progress
		e - Review the criteria applied to the conversion of granular roads to hard surface	 Done
		f - Pursue government grants, bequests, public/private partnerships, and other non-tax sources of funding for capital projects	 Ongoing

Objective	Strategy	Initiatives	Status
	4.3.2 - By communicating our approach to funding capital projects	a - Build upon our communication with the public regarding the mandatory legal requirements underlying our water rates, including mandatory full cost accounting and annual contributions toward life cycle replacement costs	 Ongoing
		b - Communicate clearly with the public on capital spending priorities in terms of costs, benefits, funding sources, and timing	 Ongoing

Status: Priority 5 – Responsive Municipal Government

Objective	Strategy	Initiatives	Status
5.1 - Enhance customer service	5.1.1 - By implementing a customer service policy	a - Develop a robust customer service policy	 Done
	5.1.2 - By expanding our digital services	a - Expand opportunities for digital and on-line service	 Done & Ongoing
		b - Continue to enhance and promote the website as the one-stop source of information about municipal services and activities	 Done & Ongoing
5.2 - Foster a culture of mutual trust and respect within Council and between Council and staff	5.2.1 - By encouraging training and professional development for Council members and staff	a - Support and encourage training for members of Council, including the role of council and council conduct	 Done & Ongoing
		b - Support and encourage staff training, professional development, and other practices that help to encourage and retain effective staff	 Done & Ongoing
	5.2.2 - By reinforcing common purpose among Council members and promoting teamwork between Council and staff	a - Use this strategic plan to reinforce common purpose among Council members and promote teamwork between Council and staff	 Done & Ongoing
		b - Regularly review our statement of workplace values emphasizing mutual trust, respect, and encouragement	 Done & Ongoing

Objective	Strategy	Initiatives	Status
5.3 - Foster a culture of innovation, continuous improvement, and cost-effective service delivery	5.3.1 - By reviewing and enhancing our processes	a - Ramp up our use of technological data-gathering to better inform data-driven decisions	 Done & Ongoing
		b - Continue to enhance our processes, such as development review, permit issuance, complaint/inquiry management, and program registration	 Done & Ongoing
	5.3.2 - By incorporating climate change and sustainability considerations in decision-making	a - Incorporate considerations associated with climate change in all our programming and service delivery, and identify and undertake "Green" initiatives with a calculated pay-back period where appropriate	 In-Progress
	5.3.3 - By sharing information and gathering input	a - Continue our timely and effective communication to the public on behalf of Council	 Done & Ongoing
		b - Gauge the satisfaction of residents with municipal services and facilities by a variety of means	 Done & Ongoing
		c - Institute a regular "Mayor's Town Hall"-type event to provide updates to and hear from the public	 Done & Ongoing
5.4 - Expand our partnerships	5.4.1 - By working with Middlesex County, neighbouring municipalities and community organizations	a - Implement opportunities for regular dialogue for the sharing of plans, interests, and concerns between Council and business organizations, developers/builders, service clubs, and stakeholders in the agricultural sector	 Done & Ongoing
		b - Maintain robust relationships with Middlesex County staff to add to their understanding and commitment to Middlesex Centre's strategic priorities	 Done & Ongoing
		c - Work with neighbouring municipalities to establish and investigate opportunities for additional service-sharing initiatives	 Done & Ongoing
		d - Support local schools, Middlesex County, the school boards and other agencies, and community organizations addressing issues facing the youth of Middlesex Centre	 In-Progress

Objective	Strategy	Initiatives	Status
5.5 - Work with other levels of government, health organizations, and community groups to address complex societal problems	5.5.1 - The municipality recognizes that our community faces complex societal problems – poverty, hunger, addictions, mental health issues, and so forth – that are beyond our municipal jurisdiction or capacity. We will support other levels of government, health organizations, and community groups addressing societal issues in Middlesex Centre.	a - Jointly with the County and other lower-tier municipalities, develop and implement a Community Safety Wellbeing Plan to facilitate support and address social matters	  Done & Ongoing