MIDDLESEX CENTRE

STRATEGIC PLAN

2021—2026

FINAL REPORT

middlesex centre

in the centre of it all

FROM VISION TO RESULTS

COMMUNITY IMPACT SUMMARY

In January 2021, Middlesex Centre Council adopted a Strategic Plan to guide municipal priorities, decision-making, and investments for the 2021-2026 period. The plan established a clear vision for the community and identified key priorities to support residents, businesses, and the long-term success of Middlesex Centre.

Since that time, the municipality has faced significant challenges and change, including the impacts of the COVID-19 pandemic, economic uncertainty, housing pressures, and evolving provincial legislation. Despite these challenges, the Strategic Plan has provided a consistent roadmap that helped Council and staff focus on what mattered most to the community.

The result has been meaningful progress across all priority areas.

- New programs and services have increased opportunities for residents to connect and participate in community life.
- Important master plans, planning studies and housing initiatives have prepared the municipality for future growth.
- Investments in economic development have supported businesses and strengthened the local economy.
- Significant improvements to roads, parks, facilities, water systems, and community infrastructure have enhanced service levels and quality of life. Asset management and long-term financial planning have contribution to the financial sustainability of the municipality.
- Ongoing investments in technology, customer service, and organizational improvements have made municipal services more accessible, efficient, and responsive.

Middlesex Centre's progress over the past six years has been built on collaboration. Many of the accomplishments highlighted in this report were supported by community groups, local businesses volunteers, partner agencies, and provincial and federal funding programs. Their contributions, expertise, and investment have helped expand the municipality's capacity to deliver projects, enhance services, and create positive outcomes for residents.

Overall, the Strategic Plan has helped guide Middlesex Centre through a period of significant change while advancing Council's vision for the community. The accomplishments and ongoing initiatives outlined in the report demonstrate meaningful progress toward the municipality's priorities and provide a solid foundation for future strategic planning and continued success.

A note on the report structure: For each strategic priority, a summary of initiatives is provided as key accomplishments. A full list of the initiatives completed under each priority can be found in the timeline at the end of the report.

This report was submitted to Middlesex Centre Council on October 7, 2026.

If alternative formats are required, please contact the municipal office.

VISION – MISSION – VALUES – PRIORITIES

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.

STRATEGIC PRIORITIES:



ENGAGED COMMUNITY



BALANCED GROWTH



VIBRANT LOCAL ECONOMY



SUSTAINABLE INFRASTRUCTURE AND SERVICES



RESPONSIVE MUNICIPAL GOVERNMENT

PRIORITY 1

ENGAGED COMMUNITY

Over the course of the Strategic Plan, recreation, cultural, and senior and youth programming has expanded significantly, with participation increasing substantially in recent years. New and enhanced community spaces, including youth centres, parks, and arenas, are creating more places for residents to gather, connect, and stay active.

Partnerships with local organizations, businesses, educational institutions, and community groups have strengthened the delivery of programs, events, and public amenities, while Middlesex Centre grant programs have provided ongoing support to community and economic development initiatives. Investments in accessibility, heritage preservation, community celebrations, and public spaces have helped foster a stronger sense of belonging, enhance quality of life, and celebrate the unique character and identity of Middlesex Centre.

Strategic Plan 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

Key Accomplishments

- Introduced and expanded municipally-lead recreation, cultural, youth, and seniors programming across Middlesex Centre.
- Established the Ilderton Youth Centre, Komoka Youth Centre, and Seniors Active Living Centres.
- Developed an Age-Friendly Community Action Plan and updated the Community Services Master Plan.
- Implemented an Affordable Access to Recreation Policy.
- Supported community celebrations including Middlesex Centre's 25th Anniversary and Ilderton's 150th Anniversary
- Introduced a range of community-building programs, from a commemorative tree and bench program to free public skating sponsored by local businesses and organizations.

- Supported for community organizations through the Council Grants program and Fee Waiver Program. Supported local businesses through the Community Improvement Plan grants.
- Expanded partnerships with educational institutions on research and student projects and continued to offer local cooperative learning opportunities.
- Supported local heritage through Council Grants Funding for the Middlesex Centre Archives, Tri-County Heritage Festival and Ilderton Fall Fair, and through community heritage initiatives such as the Ilderton Heritage Park Barn Quilt.
- Developed a Special Event Guide to help local community groups hosting larger events in Middlesex Centre.
- Improved accessibility at municipality parks and facilities. Notably, the Komoka Wellness Centre received Rick Hansen Foundation Accessibility Certification™ and Middlesex Centre e was recognized as a Dementia Friendly Community™ Supporter by the Alzheimer Society Southwest Partners.
- Introduced new park amenities and accessibility improvements in partnership with community groups, service clubs, and local businesses.

Key Performance Metrics

Performance Measures	2021	2022	2023	2024	2025
Number of participant registrations in recreation programs	No programs offered	149	755	1,795	2,235
Value of Council Grants Issued ($)	16,250	12,185	15,700	18,930	19,926
Value of Community Improvement Plan Grants Issued ($)	29,479	18,568	14,187	31,066	16,218
Total Value of Projects Receiving Community Improvement Plan Grants ($)	109,612	63,080	28,374	298,928	33,395

Community Impact

A Stronger, More Connected Community

Residents have more opportunities to connect, stay active, volunteer, and participate close to home. Expanded recreation, youth, seniors, cultural, and community programs have strengthened social connections, enhanced quality of life, and helped create welcoming spaces for residents of all ages. Middlesex Centre's rural roots and agricultural heritage remain a point of local pride.

PRIORITY 2

BALANCED GROWTH

Over the course of the Strategic Plan, long-term planning work in areas such as servicing, transportation, zoning and the Official Plan has guided how and where growth occurs in Middlesex Centre. In support of federal and provincial housing targets, Middlesex Centre has developed new funding programs to support affordable housing and increase housing variety. The municipality has remained focused on modernizing the building permit and planning application processes to improve efficiency for residents and businesses alike.

Strategic Plan 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

Key Accomplishments

- Completed a Comprehensive Official Plan Review and supporting growth-related studies, and initiated a subsequent review in 2026.
- Completed Zoning Consolidation Review and updated planning policies.
- Completed the Servicing Master Plan and Transportation Master Plan to guide future growth.
- Secured $4.24 million through the federal Housing Accelerator Fund. These funds are being used to improve land use planning, development approval processes, and building permit processes in order to increase the supply of housing more quickly.
- Advanced affordable and diverse housing opportunities through planning and policy changes.

- Expanded the Community Improvement Plan to offer programs in support of affordable housing.
- Continued regular engagement with the development industry through builder and developer forums.
- Strengthened internal development review capacity through new staff resources.
- Modernized building permit and development approvals through expanded use of the Cloudpermit e-permitting system and digital processes.
- Recognized at the provincial level for innovation in digital building and planning services: Received the AMO Peter J. Marshall Innovation Award for the Building Services Department's early transition to a fully automated, paperless Cloudpermit system.

Key Performance Metrics

Performance Measures	2021	2022	2023	2024	2025
Total Building Permits Issued	836	662	486	338	333
Total Construction Value ($)	257,387,115	154,177,049	120,280,007	71,582,152	121,940,527
Number of New Dwellings Created	349	187	162	61	68
Permit Fees Collected ($)	1,742,383	1,019,991	854,505	440,935	682,275
Commercial Total Value of Assessed Properties ($)	134,759,590	131,736,669	166,116,367	169,045,567	175,312,067
Industrial Total Value of Assessed Properties ($)	12,500,900	14,968,500	15,606,000	16,701,500	16,749,500
Residential Total Value of Assessed Properties ($)	2,530,480,756	2,637,207,977	2,755,768,993	2,853,418,652	2,902,464,452
Farm Total Value of Assessed Properties ($)	1,626,287,454	1,622,982,754	1,619,447,340	1,643,342,181	1,647,065,481

Community Impact

Growth That Respects Community Character

Middlesex Centre is better positioned to accommodate future growth through updated planning policies, infrastructure planning, and housing initiatives. Investments in long-term growth management help ensure development is sustainable, supports housing choice, and maintains the small-community feel residents value.

PRIORITY 3

VIBRANT LOCAL ECONOMY

Over the course of the Strategic Plan, Middlesex Centre has taken a more deliberate and coordinated approach to supporting the local economy. The creation of an Economic Development Advisory Committee has helped guide priorities and inform decision-making. This is being furthered by the creation of a Middlesex Centre Economic Development Strategy, expected toward the end of 2026.

Changes to the comprehensive zoning by-law and additional programs under the Community Improvement Plan are supporting current and future business opportunities. Working with Invest in Middlesex and other partners has offered opportunities to support businesses and strengthening the local economy, reinforcing Middlesex Centre as a great place to live, work, and invest.



Strategic Plan 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

Key Accomplishments

- Advocated for and supported Provincial initiatives to deliver more rural broadband coverage across Middlesex Centre.
- Completed a Highway Corridor Study to identify commercial and industrial growth opportunities.
- Established the Middlesex Centre Economic Development Advisory Committee (EDAC).
- Updated and expanded the Community Improvement Plan to support local businesses.
- Worked with tourism and economic development partners such as Invest in Middlesex to showcase local businesses and attractions.

- Supported community markets on municipal properties and promoted “shop local” initiatives.
- Adopted a Mobile Food Outlet By-law supporting mobile business opportunities.
- Adopted zoning changes to support on-farm diversified uses (businesses).
- Supported businesses through information sharing, funding opportunities, and economic development outreach.
- Initiated the development of a new economic development strategy for Middlesex Centre.

Key Performance Metrics

Performance Measures	2021	2022	2023	2024	2025
Commercial Assessment Growth (year-over-year, %)	0.05	-2.24	26.10	1.76	3.71
Industrial Assessment Growth (year-over-year, %)	0.41	19.74	4.30	7.02	0.29

Community Impact

Supporting Local Business and Economic Opportunity

Businesses have greater access to resources, investment incentives, and economic development support. By strengthening economic development partnerships across the region and establishing local committees and strategies, Middlesex Centre is helping create conditions for a resilient and growing local economy.

PRIORITY 4

SUSTAINABLE INFRASTRUCTURE AND SERVICES

Over the course of the Strategic Plan, Middlesex Centre has made major investments in roads, bridges, sidewalks, and water, wastewater, and stormwater systems to support safe, reliable service delivery. Playground upgrades, park improvements, and the introduction of new parks have enhanced public spaces across the municipality. Road safety initiatives through the Vision Zero program have improved neighbourhood safety and livability.

These investments are supported by a comprehensive asset management program that tracks thousands of municipal assets, allowing the municipality to plan maintenance and replacements responsibly, protect infrastructure over the long term, and support financial sustainability for current and future residents.

Strategic Plan 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

Key Accomplishments

- Implemented Vision Zero traffic safety measures across the municipality, including installing speed cushions and active radar signage.
- Completed major planning studies including Fire Services, IT, Transportation, Active Transportation, and Servicing (water, wastewater) master plans.
- Updated long-term financial plans for tax based services and for water, wastewater and stormwater services
- Adopted and continuously enhanced asset management plans, policies, and systems, including implementation of the Citywide asset management platform, expanded

preventative maintenance programs, and the tracking of more than 32,500 municipal assets with a total replacement value of more than $1.51 billion.

- Secured significant provincial and federal grants for infrastructure, accessibility, water systems, parks, and recreation facilities.
- Advanced major water and wastewater initiatives, including the Glendon Drive watermain, Melrose water connection, and wastewater treatment plant expansion planning.
- Completed extensive road, bridge, culvert, sidewalk, and resurfacing projects across the municipality Undertook major renovations and modernization of the municipal office and the Ilderton Arena.
- Expanded and upgraded parks, playgrounds, sports facilities, trails, washrooms, and community centres.

Key Performance Metrics - Sustainable Infrastructure & Services: Finance & Asset Management

Performance Measures	2021	2022	2023	2024	2025
Number of Competitive Procurement Processes through bids&tenders	System not implemented	26	27	25	23
Competitive Residential Tax Rate (below average for Middlesex County and Comparator Group)	Yes	Yes	Yes	Yes	Yes
Asset Consumption Ratio (%) (a ratio between 26% and 50% indicates assets are moderately new)	--	35.90 (2021 value)	37.00 (2022 value)	37.30 (2023 value)	37.80 (2024 value)
Percent of Budget funded by Non-tax Revenue (%)	41	47	48	48	49
Asset Management - Preventative Maintenance and Repair Tasks Completed (average per month)	System not implemented	System not implemented	120	566	1,149

Key Performance Metrics - Sustainable Infrastructure & Services: Infrastructure by the Numbers

Infrastructure Type	Number
Municipal Parkland and Open Space	127 ha
Municipal Trails	6.4 km
Sidewalk Maintained	37.1 km
Paved Roads Maintained	662 lane km
Gravel Roads Maintained	544 land km
Streetlights	1,324
Regulatory & Warning Signs	2,372
Bridges, Large-diameter Culverts, Retaining walls, and Dams Maintained	150
Water Facilities (wells, booster stations, towers and standpipes)	13
Watermains Maintained	86 km
Wastewater Treatment Facilities	2 (plus 8 pumping stations)
Watermains Maintained	86 km
Stormwater Pipes Maintained	67 km
Fire Apparatus Maintained (including engines, pumper/tankers, rescue units, utility terrain vehicle, water rescue boat)	20+
Municipal Fleet Maintained (including vehicles, light- and heavy-duty trucks, graders, tractors, mowers, ice resurfacers)	150+

Community Impact

Investing in the Infrastructure That Supports Daily Life

Residents benefit from safer roads, improved parks and facilities, modernized community spaces, and reliable water and wastewater services. Strategic investments in infrastructure and asset management are helping ensure Middlesex Centre can continue to deliver high-quality services today and for future generations.

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PRIORITY 5

RESPONSIVE MUNICIPAL GOVERNMENT

Over the course of the Strategic Plan, Middlesex Centre has expanded the use of digital tools to improve service delivery, infrastructure monitoring, and public access to municipal services. Enhanced online services and citizen portals have made it easier for residents and businesses to interact with the municipality and access information. These improvements have been supported by a strong commitment to budget transparency and responsible financial management, reflected in external recognition and awards. Strong partnerships with community organizations, senior levels of government, and service providers have strengthened service delivery and extended the municipality's capacity to respond effectively to community needs.

Strategic Plan 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

Key Accomplishments

- Expanded digital service delivery through Cloudpermit, online booking systems, online payments, Citywide reporting, and hybrid Council meetings.
- Completed a Customer Service Review and implemented a customer service policy.
- Received multiple Distinguished Budget Presentation Awards from the Government Finance Officers Association.
- Conducted fair and accessible municipal elections using internet and telephone voting (2022 and 2026 (underway).

- Strengthened communication and engagement through Mayor's Town Halls, State of the Municipality events, and enhanced digital communications.
- Expanded shared services partnerships with neighboring municipalities for building services, fire prevention and investigation and by-law enforcement.
- Advanced corporate modernization through automation, artificial intelligence, digital records management, and continuous improvement initiatives.
- Enhanced staff development, wellness, training, compensation reviews, and workplace policies.
- Sought and secured grants for a number of projects each year, including initiatives to support firefighter training, equipment, and wellness, among others.
- Updated governance, accountability, and operational policies across the organization while strengthening relationships with other levels of government and municipal partners.

Key Performance Metrics - Sustainable Infrastructure & Services: Infrastructure

Performance Measures	2021	2022	2023	2024	2025
Number of By-law Complaints Investigated	--	--	255	294	236
Number of Emergency Responses	373	417	435	434	502
Fire Inspections Conducted	232	278	252	481	330
Website Usage	132,781	125,233	125,025	133,500	135,200
Total Followers (all social media)	3,835	4,513	5,491	6,385	7,889
Individual Staff Training Sessions by Human Resources	--	1,156	1,282	1,445	1,277
Number of Council Meetings	--	22	26	29	28
By-Laws Approved	123	115	133	113	104
Customer Service – Residents rating experience as satisfied (%)	No data	No data	72	75	56

Community Impact

Modern, Accessible and Resident-Focused Service Delivery

Residents can access municipal services more easily through improved customer service, expanded online tools, and enhanced communication. Continued innovation, strong partnerships, and investments in technology and staff development are helping the municipality deliver efficient, transparent, and responsive local government.

IMPLEMENTATION STATUS

The following tables summarize the status of actions taken to date for each initiative identified in the Strategic Plan. All initiatives are either completed, ongoing, or in progress. Initiatives identified as ongoing have become part of regular municipal operations, programs, services, and organizational practices. Initiatives identified as in progress are long-term initiatives that extend beyond the current strategic planning horizon or are dependent on external partnerships, funding opportunities, or legislative processes.

 Done	 Ongoing	 In Progress	 On Hold	 Not Started

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	 Ongoing
		b - Offer tours and open houses to introduce residents to Middlesex Centre's major parks, trails, facilities, cultural assets, and other points of interest	 Ongoing
	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	 Ongoing
		b - Host an annual community organization forum to facilitate networking, ex-changing of priorities, and sharing plans and concerns with each other and with the municipality	 Ongoing
		c - Complete a guide for organizations hosting or conducting special events and other volunteer-led activities in municipal facilities	 Done

Objective	Strategy	Initiatives	Status
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
	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 Glen-don Drive corridor	In Progress
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	Ongoing
	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	a - Encourage development that: • Considers new urbanism forms of residential development • Allows for additional residential units 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
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	✓ → Done & 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
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	Ongoing
	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	Ongoing

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
		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	Done & Ongoing
	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

Objective	Strategy	Initiatives	Status
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	→ Ongoing
		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	✓ Done
		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	✓ → Done & Ongoing
	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	✓ → Done & Ongoing
		b - Communicate clearly with the public on capital spending priorities in terms of costs, benefits, funding sources, and timing	✓ → Done & 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
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

Objective	Strategy	Initiatives	Status
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	Done & Ongoing
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

TIMELINE OF KEY ACCOMPLISHMENTS

The following timeline highlights the key accomplishments reported through Middlesex Centre's annual Strategic Plan updates from 2021 to 2025. Accomplishments from 2026 have also been included for completeness; however, they were not reported through a separate annual report to Council. Together, these achievements provide a consolidated view of the projects and initiatives undertaken to advance the priorities established in the Strategic Plan.

Priority 1: Engaged Community

2021

- Enhanced public survey outreach for the Community Services Master Plan, Age-Friendly Community Action Plan, and sidewalk and street-lighting prioritization.
- Explored grant opportunities benefiting community groups, including Trees Middlesex and pickleball initiatives.
- Funded and promoted the Middlesex Centre Archives and supported its county-wide archives initiative.
- Promoted the Ilderton Fall Fair.
- Updated the New Resident Welcome Package and related processes.
- Introduced an updated Community Improvement Plan with new funding categories for businesses.
- Established partnerships with Western University, the University of Waterloo, Ryerson University and Fanshawe College.
- Conducted outreach to local schools on fire and emergency safety when pandemic restrictions allowed.

2022

- Invested in outdoor furnishings in settlement areas, including Ilderton's Main Street and Delaware, with support from external grants.
- Began preliminary planning and site design for Unity Square in Komoka.
- Created a new outdoor skating area in Ilderton.
- Developed an Age-Friendly Community Action Plan.
- Updated the Community Services Master Plan for 2023–2027.
- Established the Ilderton Youth Centre, offering drop-in and registered programs in partnership with BGC London.
- Established a Youth Advisory Committee.
- Began offering in-house recreational and cultural programming while continuing programs delivered with the YMCA and other organizations.
- Delivered virtual and in-person education about fire and building safety, emergency preparedness, public works and local government services.
- Promoted and provided operational support for the Ilderton Fair and other community events.
- Continued partnerships with Western University, the University of Waterloo, Ryerson University, Fanshawe College and Conestoga College.

2023

- Expanded in-house recreational and cultural programming and continued

programs offered with the YMCA and other organizations.

- Implemented an Affordable Access to Recreation Policy.
- Introduced a commemorative tree and bench program for municipal parks.
- Developed a formal municipal volunteer program.
- Completed a Special Event Guide for community groups hosting larger events.
- 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.
- Introduced community movie nights in Ilderton and Komoka with local service clubs.
- Established the Ilderton Seniors Centre with drop-in and registered programming.
- Promoted and provided operational support for the Ilderton Fair and other community events.
- Joined a national research project led by Toronto Metropolitan University and other partners to study greenhouse gas emissions from municipal wastewater systems.
- Continued education and outreach about fire and building safety, emergency preparedness, public works and local government services.
- Continued refining the Community Improvement Plan and worked with Middlesex County to supplement program costs.
- Continued partnerships with post-secondary institutions on research, projects and co-operative education.

2024

- Continued expanding municipal recreational and cultural programming and programs offered with community partners.
- Introduced paid parking at Douglas B. Weldon Park to recover a portion of the park's operating costs.
- Updated the Ice Time Allocation Policy in consultation with community user groups.
- Offered free public skating through support from local sponsors.
- Expanded seniors programming through the Ontario Seniors Active Living Centre Program.
- Opened the Komoka Youth Centre, offering free drop-in programming operated by the Middlesex Centre YMCA.
- Held a public design competition for a barn quilt at Heritage Park and repainted the historic barn. The selected design recognizes Ilderton's history.
- Continued support for the Ilderton Fair and other community events.
- Continued public education and outreach about municipal and emergency services.
- Continued refining the Community Improvement Plan.
- Continued educational partnerships with Western University, Toronto Metropolitan University and Fanshawe College.
- Held the annual Touch a Truck event during National Public Works Week.

2025

- Continued expanding in-house recreational and cultural programs and partnership programming.
- Offered free public skating with support from community and business sponsors.

- Expanded seniors programming through the Ontario Seniors Active Living Centre Program.
- Passed an Arts and Culture Policy to provide a consistent, coordinated approach to cultural programming.
- Enacted a Volunteer Recognition Program to recognize individuals and organizations contributing to the community.
- Held the annual Touch a Truck event with Public Works & Engineering and Fire Services.
- Received designation as a Bee City Canada community and committed to pollinator habitat, education and celebration.
- Expanded park amenities through community and business partnerships, including:
  - a basketball court at Komoka Park;
  - an accessible swing and gazebo at Poplar Hill Park; and
  - a playground at Timberwalk Lions Park, including a giant cow climber.
- Continued promotional and operational support for the Ilderton Fair and other community events.
- Continued public education and outreach about municipal and emergency services.
- Continued refining the Community Improvement Plan.
- Continued partnerships with Western University, Toronto Metropolitan University and Fanshawe College.

2026

- Continued promotional and operational support for the Ilderton Fair and other community events.
- Continued public education and outreach about municipal and emergency services.
- Continued partnerships with Western University, Toronto Metropolitan University and Fanshawe College.
- Sponsored the Ilderton 150 Celebrations, hosted by the Ilderton Agricultural Society and other community groups (lead sponsor).
- Sponsored the 2026 Canadian Plowing Championships held in Middlesex County (bronze sponsor)
- Approved an updated Community Improvement Plan that included new grants for affordable housing initiatives as well as updates to the business grants offered.
- Hosted a forum for community groups. Based on feedback from this forum, similar events will be planned annually going forward.

Priority 2: Balanced Growth

2021

- Incorporated affordable housing into planned developments, including the Design for Happiness project in Komoka.
- Advanced the Official Plan Review and supporting studies addressing growth needs.
- Updated planning policies, including policies concerning surplus farm dwellings.

2022

- Completed a Comprehensive Official Plan Review and related studies addressing future growth.
- Began a Zoning Consolidation Review to incorporate matters such as surplus farm dwelling policies.

- Advanced concurrent Municipal Servicing and Transportation studies identifying infrastructure improvements and expansions needed for current and future growth.

2023

- Continued concurrent Municipal Servicing and Transportation Network studies supporting the Official Plan Review.
- Developed departmental policies concerning firestopping in large farm buildings, HVAC design for renovations, plumbing smash-plate placement and foundation connections for additions.
- Completed the Zoning Consolidation Review.
- Received the AMO Peter J. Marshall Innovation Award for the Building Services Department's early transition to a fully automated, paperless Cloudpermit system.
- Held a builder and developer information meeting covering sector updates and building-code practices.

2024

- Completed the Servicing Master Plan and Transportation Master Plan, identifying infrastructure improvements and expansions needed to support current and future growth.
- Created departmental policies for sump pumps in townhouses and posts on slabs for sheds.
- Welcomed a new manager of planning and development.
- Held a builder and developer information meeting covering development-industry information and building-code practices.

2025

- Received $4.24 million through the federal Housing Accelerator Fund to advance the Housing Action Plan from 2025 to 2028. Early work included expanding Cloudpermit, updating the zoning by-law to allow additional housing types and broadening Community Improvement Plan incentives for housing.
- Held information sessions for local builders and developers.
- Twinned the Glendon Drive watermain with support from a $492,715 Housing-Enabling Water System Fund grant, increasing supply capacity and providing a backup feed to Kilworth.
- Hired a full-time development engineer.
- Began an Active Transportation Plan following completion of the Transportation Master Plan.

2026

- Initiated the Middlesex Centre Official Plan Review.
- Adopted amendments to the Comprehensive Zoning By-law.
- Approved Housing Accelerator Fund-related zoning changes to support increased housing development in Middlesex Centre.
- Applied for the provincial Development Charge Reduction Program, which aims to support housing development.
- Approved Middlesex Centre's 20-year Active Transportation Plan.

Priority 3: Vibrant Local Economy

2021

- Completed a Highway Corridor Study examining commercial and industrial investment opportunities.
- Surveyed local businesses to identify where municipal assistance would be most useful.

- Created a Middlesex Centre business listing to support shop-local promotion.
- Worked with Middlesex County Tourism to promote local sectors and businesses.
- Began developing a community investment profile with Invest in Middlesex.
- Shared pandemic-related funding opportunities with businesses.
- Hosted a working group of businesses and service organizations to review a proposed Mobile Food Truck By-law.

2022

- Continued working with Middlesex County Tourism to promote local sectors and businesses.
- Continued developing a community investment profile with Invest in Middlesex.
- Shared funding opportunities with local businesses.
- Completed a Mobile Food Outlet By-law clarifying requirements for food trucks and similar businesses.
- Worked with Middlesex County to supplement Community Improvement Plan funding for the business community.

2023

- Worked with Middlesex County Tourism to promote local sectors and businesses.
- Continued developing a community investment profile with Invest in Middlesex.
- Shared funding opportunities and information about available land with businesses and other government organizations.
- Engaged local business associations to support economic development.
- Hosted farmers' markets at municipal properties in Komoka and Ilderton.

2024

- Worked with Visit Middlesex and Invest in Middlesex to promote local businesses and economic sectors.
- Updated Middlesex Centre's community investment profile.
- Shared funding opportunities and land inventory information with businesses and government organizations.
- Hosted the Komoka Community Market at the Komoka Wellness Centre.
- Continued engagement with local business associations.
- Established the Middlesex Centre Economic Development Advisory Committee to advise Council and senior staff on business growth and economic development.
- Purchased the former Ilderton CIBC property for future economic development and business opportunities along Ilderton's main street.

2025

- Continued working with Visit Middlesex and Invest in Middlesex to promote businesses and economic sectors.
- Continued sharing funding and land inventory information with businesses and other government organizations.
- Hosted the Komoka Community Market at the Komoka Wellness Centre.
- Continued engagement with local business associations.

2026

- Began work on the first Middlesex Centre Economic Development Strategy.

- Continued working with Visit Middlesex and Invest in Middlesex to promote businesses and economic sectors.
- Hosted the Komoka Community Market and the Ilderton Farmers Market on municpial sites..
- Continued sharing funding and land inventory information with businesses and other government organizations.

Priority 4: Sustainable Infrastructure and Services

2021

- Implemented Vision Zero measures, including crosswalks, parking markings near schools, speed signage and speed cushions.
- Approved a Gravel Road Conversion Policy establishing a consistent process for considering tar-and-chip upgrades.
- Expanded Building Services, established municipal partnerships and introduced digital systems.
- Adopted an updated, provincially compliant Asset Management Plan.
- Advanced an amendment to the Development Charges Study concerning growth-related infrastructure.
- Implemented systems to improve asset inventories and track changes to fleet, buildings, municipal servicing and infrastructure.
- Continued building reserves for asset repair and replacement.
- Pursued and received infrastructure grants supporting water upgrades, arenas, accessible washrooms and playgrounds.
- Developed an IT Master Plan.
- Expanded public engagement concerning municipal budgeting and the costs of maintaining assets.
- Improved communication about capital projects through the website, social media, e-newsletters and traditional media.

2022

- Continued Vision Zero and traffic-calming measures, including speed humps and portable radar, and shared relevant speed data with Middlesex County and the OPP.
- Advanced engineering for Old River Road, held landowner meetings and issued a detailed-design contract.
- Completed below-water extraction licensing for the Olalondo Pit.
- Began formalizing an Excess Soils Plan and Tracking System.
- Reviewed the new Consolidated Linear Infrastructure program for wastewater and stormwater systems.
- Improved the SCADA system supporting water and wastewater operations.
- Completed the Fire Services Master Plan and Community Risk Assessment.
- Began the Municipal Office Renovation Project.
- Adopted an Energy Conservation and Demand Management Plan.
- Completed a student-supported feasibility study for a potential net-zero arena in Ilderton.
- Improved internal tracking of development security deposits.
- Pursued and received infrastructure grants.
- Updated and refined the municipal asset inventory.

- Implemented an asset-management and preventive-maintenance work-order system.
- Continued budget engagement and capital-project communication.

2023

- Continued Vision Zero and traffic-calming measures and the use of radar data.
- Pursued infrastructure grants for water systems, accessible washrooms, playgrounds and other assets.
- Updated and refined the asset inventory.
- Completed the municipality's first tree and street-light inventories and condition assessments.
- Began major Municipal Office renovations, including a new Council Chamber, additional offices and accessibility improvements.
- Continued resident engagement on budgeting and communication about capital projects.
- Completed an indoor aquatic facility cost analysis with Western University students.
- Upgraded community centres in Delaware, Ilderton, Komoka and Coldstream.
- Added accessible washrooms at Heritage Park and Poplar Hill Park.
- Installed playground equipment at Westbrook Park.
- Added baseball fencing at Heritage Park.
- Upgraded the Douglas B. Weldon Park tennis courts.
- Installed a nine-hole disc golf course at Douglas B. Weldon Park.
- Reconstructed Hyde Park Road from Thirteen Mile Road to Fifteen Mile Road.
- Resurfaced roads in Delaware, Komoka, Kilworth and the Poplar Hill/Coldstream area.
- Rehabilitated three bridges and replaced street lighting in Melrose.
- Repaired the tertiary sand filters at the Ilderton wastewater treatment plant.
- Installed dissolved-oxygen instrumentation at the Komoka wastewater treatment plant.
- Began engineering design for the Melrose Water Interconnect.
- Continued improving the municipal SCADA system.
- Continued implementing recommendations from recent master plans and organizational reviews.

2024

- Continued Vision Zero initiatives, including permanent speed cushions on Jeffries Road in Kilworth.
- Amended the Parking and Traffic By-law to support safety improvements.
- Secured infrastructure grants, including:
  - $493,000 toward twinning the Glendon Drive watermain;
  - $150,000 for the Meadowcreek playground; and
  - $47,005 for a multi-use emergency utility shelter.
- Added the multi-use emergency shelter to Fire Services' equipment.
- Implemented Citywide to improve asset-condition and maintenance tracking.
- Continued public engagement on budgeting and capital-project communications.

- Completed a Development Charges Background Study and approved a new Development Charges By-law.
- Continued major renovations to the Municipal Office and Coldstream Community Centre.
- Assumed Timberwalk Lions Park and prepared for a new playground.
- Began design and preliminary improvements for the Ilderton Arena renovation.
- Upgraded community centres in Delaware, Ilderton and Komoka.
- Installed new playgrounds at Meadowcreek Park and Komoka Park.
- Began basketball-court improvements at Komoka Park.
- Repaired and repainted tennis and pickleball courts at the Bryanston School property.
- Installed a new entrance and gate at the Delaware baseball diamond.
- Reviewed recreation and facility-rental rates and fees.
- Completed a Road Needs Study.
- Implemented Municipal 511 for road-closure and road-event communication.
- Reconstructed Hyde Park Road from Fifteen Mile Road to Elginfield Road.
- Completed asphalt resurfacing in Delaware, Komoka, Kilworth and Ilderton.
- Resurfaced more than 31 kilometres of tar-and-chip roads.
- Rehabilitated three bridges and replaced four culverts.
- Expanded sidewalks in Kilworth.
- Began planning Old River Road improvements.
- Advanced the Komoka Wastewater Treatment Plant Municipal Environmental Assessment.
- Advanced design and engineering for Ilderton Wastewater Treatment Plant improvements.
- Continued SCADA improvements and implementation of master-plan recommendations.
- Reviewed industrial, commercial and institutional water connections for backflow protection.

2025

- Updated the Asset Management Strategy and Policy.
- Updated tax-supported and water-rate-supported long-range financial plans.
- Amended the Reserve and Reserve Fund Policy.
- Continued resident engagement on budgeting and communication about capital projects.
- Completed major renovations to the Municipal Office and Coldstream Community Centre, including accessibility improvements.
- Undertook major renovations to the Ilderton Arena, including refrigeration, lobby, entrance, washrooms, accessibility and energy-efficiency improvements, with support from a $1-million provincial grant.
- Received $197,000 through two Ontario Trillium Foundation grants for accessibility improvements to the Komoka Community Centre.
- Continued implementing recommendations from recent master plans and organizational reviews.
- Continued Vision Zero and traffic-calming initiatives.

- Continued renewal of municipal facilities, roads and other assets.
- Began work to connect Melrose to the Lake Huron Primary Water Supply System.
- Advanced the Komoka Wastewater Treatment Plant Municipal Environmental Assessment, with Council adopting the report in January 2026.
- Advanced detailed design and engineering for expansion, modernization and automation at the Ilderton Wastewater Treatment Plant.
- Continued improvements to the municipal SCADA system.

2026

- Continued implementing recommendations from recent master plans and organizational reviews.
- Continued Vision Zero and traffic-calming initiatives.
- Continued renewal of municipal parks, facilities, roads and other assets, in keeping with the municipal asset management program.
- Advanced work on multi-year projects, including expansion of the Komoka Wastewater Treatment Plan, improvements to the Ilderton Wastewater Treatment Plant improvements, and work on the Arva Dam, among others.
- Continued SCADA improvements and implementation of master-plan recommendations.
- Updated the reserve and reserve fund policy. Established a reserve fund for future gravel road improvements.
- Adopted a service allocation policy and security policy to support development applications.

Priority 5: Responsive Municipal Government

2021

- Expanded automated and digital services, including electronic Council meetings, Questica budget software, online credit-card payments and integrated website forms.
- Continued website improvements and public outreach.
- Updated the municipal Social Media Policy.
- Held a Mayor's Town Hall.
- Hosted an information workshop for builders and developers.
- Reinforced corporate values with staff.
- Continued Council education and professional-development opportunities.
- Introduced an online staff-training system.
- Implemented staff-led continuous-improvement initiatives.
- Worked with Middlesex County and municipal partners on modernization, legislative and information-sharing initiatives.
- Established a Youth Advisory Committee.
- Worked with Middlesex County and other stakeholders to enact a Community Wellbeing Plan.

2022

- Updated the municipal phone system, cross-trained front-desk staff and provided active-intruder response training.
- Received the Distinguished Budget Presentation Award for the 2022 Budget.
- Implemented Questica Open Book for public access to operating and capital budget information.

- Conducted the Municipal Election using internet and telephone voting.
- Continued hybrid Council meetings.
- Expanded Cloudpermit toward planning applications.
- Implemented recreation-booking software.
- Improved digital systems for Fire Services.
- Expanded online payment options.
- Recognized staff and firefighters for service milestones.
- Expanded online employee-training tracking and introduced new corporate policies.
- Advanced firefighter certification training and updated operating procedures.
- Met with provincial ministries about local priorities.
- Updated corporate computer systems.
- Continued employee-led continuous improvement.
- Launched the Backflow Prevention Program.
- Completed a residential deck guide.
- Purchased in-house road-sign printing equipment.
- Created planning and building submission checklists.
- Completed the Fire Underwriters Survey departmental review.
- Implemented a more robust Fire Services report-management system.
- Continued public communications and held a Mayor's Town Hall.
- Updated the County Mutual Aid Plan.
- Continued joint IT, purchasing and professional information-sharing work with municipal partners.

2023

- Council reviewed and reaffirmed the Strategic Plan.
- Met with provincial ministries concerning local municipal issues.
- Received the Distinguished Budget Presentation Award for the 2023 Budget.
- Achieved Rick Hansen Foundation Accessibility Certification for the Komoka Wellness Centre.
- Continued hybrid Council meetings.
- Expanded Cloudpermit for building, planning and by-law services.
- Launched Univerus for online recreation bookings and facility rentals.
- Continued staff-led continuous improvement.
- Completed a Customer Service Review and implemented a new Customer Service Policy.
- Continued public communications.
- Held a Mayor's Town Hall and the first Mayor's State of the Municipality Breakfast.
- Continued shared Building Services with four Middlesex County municipalities and provided temporary chief building official services to two others.
- Continued shared Fire Prevention and Investigation Services.
- Established fire-training and specialized-rescue partnerships.
- Secured grants for firefighter training and free smoke and carbon monoxide alarms.
- Completed a corporate compensation review and updated job descriptions, excluding firefighters.

- Recognized staff and firefighter service milestones.
- Advanced digitization of municipal records.
- Updated or implemented corporate, financial, customer-service and human-resources policies.

2024

- Continued meetings with provincial ministries on local priorities.
- Received the Distinguished Budget Presentation Award for the 2024 Budget.
- Implemented the Sub-Zero Ice Management System to improve arena ice measurement and flooding.
- Continued hybrid Council meetings.
- Launched the Citywide citizen portal for reporting infrastructure concerns.
- Expanded Cloudpermit to additional planning applications.
- Implemented continuous improvement projects, including Ontario Land Tribunal e-filing, digital water-loss detection and digital arena ice measurement.
- Received recognition as a Dementia Friendly Community Supporter.
- Continued public communications.
- Held a Mayor's Town Hall and the second Mayor's State of the Municipality Breakfast.
- Continued shared Building Services and Fire Prevention and Investigation Services.
- Secured emergency-services grants for public education materials and smoke and carbon monoxide alarms.
- Developed an emergency responder wellness program.
- Completed the Fire Services compensation and job-description review.
- Recognized 38 staff and firefighters for service milestones.
- Filled the vacant Ward 1 Council seat.
- Provided staff training on artificial intelligence and modern technology.
- Established a Committee of Adjustment.
- Updated the Council, local-board and committee Code of Conduct.
- Established the Middlesex OPP Detachment Board with other lower-tier municipalities.
- Expanded shared by-law enforcement services.
- Updated numerous corporate policies.

2025

- Continued meetings with provincial ministries on municipal priorities.
- Received the Distinguished Budget Presentation Award for the 2025 Budget, the municipality's fourth such award.
- Prepared for implementation of Strong Mayor Powers in Middlesex Centre.
- Began preparations for the 2026 Municipal Election and confirmed internet and telephone voting.
- Introduced a municipal Use of AI Policy.
- Continued hybrid Council meetings, and the use of Citywide citizen portal, and expanded services through Cloudpermit.
- Implemented continuous improvement projects involving AI-assisted building-code interpretation, sensory-friendly skating, recycled aggregate in parking areas, and planning-notification improvements.
- Attended the Association of Municipalities of Ontario Conference to advance local priorities with provincial ministries.
- Continued public communications.

- Held a Mayor's Town Hall and Mayor's State of the Municipality Breakfast.
- Continued shared Building Services, By-law Enforcement, and Fire Prevention and Investigation Services.
- Secured fire and emergency services grants, including $79,542 for a firefighter Decontamination and Rehabilitation unit.
- Recognized 29 staff and firefighters for service milestones.
- Updated corporate policies concerning credit cards, capital financing and debt, post-dated cheques, and community-services refunds.

2026

- Continued meetings with provincial ministries on municipal priorities.
- Received the Distinguished Budget Presentation Award for the 2026 Budget, the municipality's fifth such award.
- Continued preparations for the 2026 Municipal Election, to be held in October.
- Continued hybrid Council meetings, the Citywide citizen portal and expansion of Cloudpermit.
- Attended the Rural Ontario Municipal Association Conference and the Association of Municipalities of Ontario Conference to advance local priorities with provincial ministries.
- Continued public communications.
- Held a Mayor's State of the Municipality Breakfast.
- Undertook a third-party customer service review.
- Continued shared services with neighbouring municipalities for Building Services, By-law Enforcement, and Fire Prevention and Investigation.
- Recognized 43 staff and firefighters for service milestones.
- Updated the municipal procurement policy, among others.
- Secured numerous grants to support municipal initiatives related to recreation, fire safety promotion, tree planting, and rural economic development.

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