



# Middlesex Centre Strategic Plan – 2024 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.

This fourth annual update provides a snapshot of our accomplishments toward the objectives in the Strategic Plan in 2024. 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 to 2023 Strategic Plan updates.

When developing the Strategic Plan, we could not have predicted the changes we would see in the economy, housing, legislative direction from the Province and now international trade. 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](https://middlesexcentre.ca/stratplan) or by contacting the municipal office.



## 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

## 2024 Accomplishments

- ✓ Continued to expand in-house recreational and cultural programming, along with continued programs offered in partnership with the YMCA and other organizations.
- ✓ Introduced paid parking at Douglas B. Weldon Park in Arva to recoup some of the costs associated with operating this, Middlesex Centre's busiest park.
- ✓ Updated the Ice Time Allocation Policy, in consultation with community user groups.
- ✓ Offered free public skating throughout most of the skating season, thanks to local business and community sponsors.
- ✓ Expanded seniors programming at Middlesex Centre community centres through a grant from the Ontario Seniors Active Living Centre Program, with social and physical recreation programs offered.



*In the Spring of 2024, Middlesex Centre welcomed the Hon. Raymond Cho, Minister for Seniors and Accessibility, to the Bryanston Community Centre. Minister Cho announced funding support for the Seniors Active Living Centre (SALC) Program in Middlesex Centre.*



*In September, Councillor Sue Cates, Mayor Aina DeViet, Soyuth Sok, VP Health, Fitness & Aquatics for YMCA of Southwestern Ontario, Councillor Frank Berze, and Nancy Giffen, Centre Manager, Middlesex Centre YMCA, officially opened the new Komoka Youth Centre.*

- ✓ Opened a new youth centre in Komoka, building on the success of the Ilderton Youth Centre. Programming at the Komoka Youth Centre is operated by the Middlesex Centre YMCA, and includes free drop-in sessions three nights a week. A grant from the Canada Healthy Communities Initiative (funded by the Government of Canada) provided the initial investment for the youth centre.
- ✓ Held a public design competition for a barn quilt to grace the side of the historic barn at Ilderton's Heritage Park.
- ✓ Shared promotional information and provided operational support for the Ilderton Fair and other community events.
- ✓ 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.
- ✓ Continued to forge partnerships with education institutions including Western University, Toronto Metropolitan University (TMU), and Fanshawe College on various projects and co-operative education.

## Key Performance Indicators – Engaged Community

Performance Measure	2023	2024
Number of participant registrations in recreation programs	755	1,795
Value of Council Grants Issued (\$)	15,700	18,930
Value of Community Improvement Plan Grants Issued (\$)	14,187	31,066
Leveraged Value of Community Improvement Plan Grants Issued (\$)	28,374	298,928



*In the summer of 2024, Middlesex Centre repainted the iconic barn at Ilderton's Heritage Park. As part of that face-lift, Middlesex Centre engaged the community in designing a barn quilt for the side of the building. The selected design is a vivid tribute to the rich and layered history of Ilderton.*



*Middlesex Centre's Public Works & Engineering staff were joined by Middlesex Centre Fire Services at the annual "Touch a Truck" during National Public Works Week. Kids of all ages were able to get up close to loaders, excavators, fire trucks and more!*





## 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

## 2024 Accomplishments

- ✓ Completed the Servicing Master Plan and Transportation Master Plan in support of the Official Plan Review. These plans identify infrastructure improvements and expansions required to meet the needs of current and future growth.
- ✓ Created department policies relating to sump pump in townhouses and posts on slabs for sheds.
- ✓ Successfully onboarded the new manager of planning and development to advance development within the municipality.

- ✓ Organized a builder/developer meeting to provide information in respect to the development industry, along with outlining best building code practices.

## Key Performance Indicators – Balanced Growth

Performance Measure	2023	2024
Total Building Permits Issued	486	338
Total Permit Value (\$)	120,280,007	22,650,413
Number of New Dwellings Created	162	61
Permit Fees Collected (\$)	854,505	440,935
Commercial Total Value of Assessed Properties (\$)	166,116,367	169,045,567
Industrial Total Value of Assessed Properties (\$)	15,606,000	16,701,500
Residential Total Value of Assessed Properties (\$)	2,755,768,993	2,853,418,652
Farm Total Value of Assessed Properties (\$)	1,619,447,340	1,643,342,181



## PRIORITY 3 Vibrant Local Economy

### 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

### 2024 Accomplishments

- ✓ Worked with County of Middlesex Tourism (Visit Middlesex) and Economic Development (Invest in Middlesex), promoted and spotlight certain sectors and businesses in Middlesex Centre.
- ✓ With Invest in Middlesex, updated information on Middlesex Centre's 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.
- ✓ Hosted the Komoka Community Market (farmers market) at the Komoka Wellness Centre.
- ✓ Engaged with local business associations to better assist with economic development.



*Middlesex EDAC held its first meeting in July 2024. Committee members come from across the municipality and bring a variety of different business backgrounds and expertise to share.*

- ✓ Established the Middlesex Centre Economic Development Advisory Committee (EDAC). Members provide strategic advice to council and senior staff to further economic development and business growth in the municipality.
- ✓ Purchased the former Ilderton CIBC building to secure the property for future economic development and business opportunities along the Ilderton main street.

### Key Performance Indicators – Vibrant Local Economy

Performance Measure	2023	2024
Commercial Assessment Growth (year-over-year, %)	26.10	1.76
Industrial Assessment Growth (year-over-year, %)	4.30	7.02



#### 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

### 2024 Accomplishments

- ✓ Continued to implement Vision Zero initiatives for road safety/traffic calming, with measures such 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. Installed permanent speed cushions along Jeffries Rd. in Kilworth.
- ✓ Amended the Parking and Traffic By-law to allow for various safety improvements across Middlesex Centre.
- ✓ 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. including, among others:



*Middlesex Centre Fire Services added a multi-use utility shelter to their specialized equipment list in 2024. The portable shelter, which is set up quickly like a tent, can be used to protect those affected by an emergency or a disaster from the heat and cold, to support firefighting operations, and to serve as a mobile command centre.*

- \$493,000 investment from the Province's Housing-Enabling Water Systems Fund, which is providing 73% of the costs for Middlesex Centre to twin the Glendon Drive Watermain, increasing supply capacity and creating a back-up feed to Kilworth.
- \$150,000 in funding from the Government of Ontario / Ontario Trillium Fund to support the installation of the updated Meadowcreek Playground.
- \$47,005 Community Emergency Preparedness Grant from the Government of Ontario (Emergency Management Ontario) to purchase a new multi-use utility shelter for Middlesex Centre Fire Services.

- ✓ Continued to update and refine the asset inventory for the municipality. Implemented a new asset management system, Citywide, to better track our asset portfolio's condition and maintenance. As of August 2024, Middlesex Centre's asset portfolio, including roads and bridges, water and wastewater infrastructure, buildings, fleet vehicles and so forth, consisted of 32,526 assets with a total replacement value of \$1.47 billion.
- ✓ 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.
- ✓ Completed a new Development Charges Background Study and approved a new Development Charges By-law.
- ✓ Continued with major renovations on the Municipal Office and the attached Coldstream Community Centre. The renovated office is expected to open in Spring of 2025.



*Work continued on the major renovation for the municipal office. When completed in the Spring of 2025, there will be a new Council Chamber and more offices for staff, along with accessibility improvements such as a new universal washroom.*



*In October, Middlesex Centre assumed its newest park – Timberwalk Lions Park. A playground will be installed in Spring of 2025.*

- ✓ Began design work for the upcoming renovations to the Ilderton Arena to begin April 2025. When complete in August 2025, this work will see the arena's lifespan extended by 10 to 15 years. In 2024, work included new spectator seating and heating and arena painting and lighting. In 2025, the arena will see new refrigeration, arena lobby and entrance, and washrooms, among other improvements.
- ✓ Completed updates at community centres, including new lighting and lower parking lot in Delaware, new HVAC in Ilderton, and HVAC and roof in Komoka.
- ✓ Completed updates at municipal parks, including:
  - Installed a new playground at Meadowcreek Park in Ilderton (funded by the Government of Ontario and the Ontario Trillium Foundation)
  - Installed a new playground at Komoka Park (additional funding provided by the Optimist Club of Komoka-Kilworth and Middlesex Paving & Maintenance)



- Repaved and updated the basketball courts at Komoka Park (funded by Middlesex Paving & Maintenance, and LiUNA 1059 – work commenced in Fall 2024 to be complete in Spring 2025?)
- Repaired and repainted the tennis and pickleball courts at the Bryanston School Property
- Installed a new entrance and gate at the Delaware Baseball Diamond
- ✓ Assumed the land for the new Timberwalk Lions Park in Ilderton, and began preparation for a new playground, to be installed in the Spring of 2025. Funding for the playground is being provided by the Ilderton & District Lions Club.
- ✓ Reviewed municipal rates and fees for recreation programs and facility rentals to ensure alignment with established revenue targets.
- ✓ Completed a Road Needs Study to assist in the development of long-term capital planning for roadway resurfacing and improvements.



*Middlesex Centre updated two playgrounds in 2024, at Meadowcreek Park (left) and Komoka Park (right). 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.*

- ✓ Implemented Municipal 511 to improve and enhance communication related to road closures or other road related events.
- ✓ Undertook a number of major public works capital projects, including:
  - Reconstructing Hyde Park Rd. from Fifteen Mile Rd. to Elginfield Rd.
  - Asphalt resurfacing along various roads in Delaware, Komoka, Kilworth, and Ilderton.
  - Resurfacing over 31 km of tar and chip roads at various locations within the municipality.
  - Rehabilitating three bridges on 9 Mile Rd., Medway Rd. and Coldstream Rd.
  - Replacing four culverts on Ivan Dr., 13 Mile Rd., Lamont Dr., and New Ontario Rd.
  - Expanding sidewalk n Kilworth along Birchcrest Dr. and Woodland Dr.
  - Commencing the planning for Old River Rd. improvements, with work to continue into 2025.
  - Undertaking the Municipal Environmental Assessment at the Komoka Wastewater Treatment Plant, to allow for future expansion at the facility.
  - Undertaking detailed design and engineering for the facility upgrades at the Ilderton Wastewater Treatment Plant, to allow for future expansion, modernization and automation of the existing facility.
- ✓ 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.
- ✓ Completed a review of all industrial, commercial and institutional water connections to ensure the municipal water system is protected from backflow.

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

Performance Measure	2023	2024
Number of Competitive Procurement Processes through bids&tenders	27	25
Competitive Residential Tax Rate (below average for Middlesex County and Comparator Group)	Yes	Yes
Asset Consumption Ratio (%) (a ratio between 26% and 50% indicates assets are moderately new)	37.00 (2022 value)	37.30 (2023 value)
Percent of Budget funded by Non-tax Revenue (%)	48	48
Asset Management - Preventative Maintenance and Repair Tasks Completed (average per month)	120	566

### Key Performance Indicators – Sustainable Infrastructure & Services: Infrastructure

Performance Measure	2023	2024
Municipal Parkland and Open Space (ha)	126	127
Municipal Trails (km)	6	6
Sidewalk Maintained (km)	36.8	37.1
Paved Roads Maintained (lane km)	662	662
Gravel Roads Maintained (lane km)	544	544
Streetlights	1,324	1,324
Regulatory & Warning Signs	2,413	2,372
Bridges, Large-diameter Culverts, Retaining walls, and Dams Maintained	153	153
Watermains Maintained (km)	86	86
Wastewater Pipes Maintained (km)	50	50
Stormwater Pipes Maintained (km)	67	67



PRIORITY 5

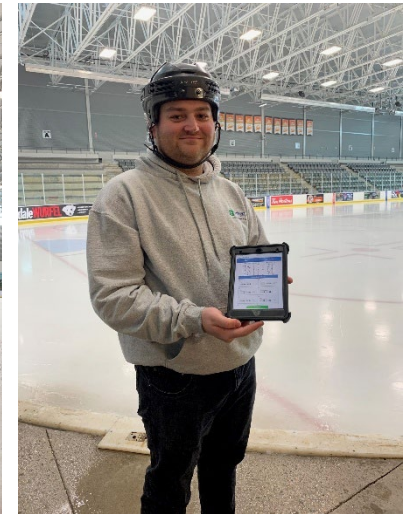
## Responsive Municipal Government

### 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

### 2024 Accomplishments

- ✓ 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 2024 Middlesex Centre Budget from the Government Financial Officers Association. This award recognizes municipalities that demonstrate the highest principles of governmental budgeting. It is the third time Middlesex Centre has received this award.



*Keeping the ice at the Ilderton Arena and Komoka Wellness Centre at an optimal depth starts with measuring. Manually measuring and recording the depths used to take staff hours per week. To improve the process, Middlesex Centre started using the Sub-Zero Ice Management System. Using digital calipers linked to a tablet, the new system allows staff to create an ice depth map in about 15 minutes per rink. This information is then relayed to the ice re-surfacer for precision flooding. Middlesex Centre is one of the first municipalities in North America to embrace this new technology.*

- ✓ Expanded automation of processes and digital services to residents and businesses, including:
  - continuing to hold hybrid virtual/in-person council meetings.
  - implementing the citizen portal on Middlesex Centre's asset management system, Citywide, allowing residents to seamlessly report issues with roads, facilities, and other municipal infrastructure into the departmental maintenance lists.
  - expanding Cloudpermit capabilities to additional planning applications.

- ✓ Gathered and where possible implemented continuous improvement (CI) initiatives coming forward from staff to make Middlesex Centre an efficient, thriving organization. Among the CI improvements in 2024:
  - Early transition to the e-file service through the Ontario Land Tribunal (one of the first three in the Province)
  - Use of Digital Water Solutions on Water Detection Loss – 5 Hydrants AI Devices
  - Ice Measurement for Arena Flooding using AI Devices



*In January 2024, Middlesex Centre was recognized as a Dementia Friendly Community™ Supporter by the Alzheimer Society Southwest Partners. The program acknowledges the municipality's efforts to build a community where people living with dementia and their care partners are welcomed, included, and supported. Middlesex Centre was one of the first municipalities in our region to receive this acknowledgement.*

- ✓ Continued updates to municipal website and outreach through digital and traditional media to share information about services and programs with residents.
- ✓ Hosted a Mayor's Town Hall (spring) and the second 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.
- ✓ Continued shared Fire Prevention and Investigation Services, with Middlesex Centre Fire Services providing services to Thames Centre and North Middlesex.
- ✓ Acquired several fire / emergency services related grants that provided public educational materials and smoke and carbon monoxide alarms for free public distribution.
- ✓ Developed an emergency responder-specific wellness program to support Middlesex Centre Fire Services.
- ✓ Completed a full compensation review and updated all job descriptions for Middlesex Centre Fire Services (all other departments were completed in 2023).
- ✓ Celebrated 38 staff and firefighters with milestone years of service (between 5 and 40 years).
- ✓ Filled a vacant council seat for Ward 1 following council-approved process.
- ✓ Staff training on Artificial Intelligence and use of modern technologies.
- ✓ Established a new Committee of Adjustment. This committee of council makes decisions regarding applications for severances and minor variances.
- ✓ Updated the code of conduct for members of council, local boards and committees.



- ✓ With other lower tier municipalities in Middlesex County, established the Middlesex OPP Detachment Board (civilian oversight board)
- ✓ Expanded shared services model for By-law Enforcement services with Lucan Biddulph to include by-law enforcement services to Adelaide Metcalfe.
- ✓ Updated or implemented numerous corporate policies, including the whistleblower policy, complaint handling policy, RZone policy, tangible capital asset policy, development charge exemption policy, routine disclosure policy, and all municipal IT policies.

## Key Performance Indicators

### – Responsive Municipal Government







Performance Measure	2023	2024
Number of By-law Complaints Investigated	255	294
Number of Emergency Responses	435	434
Fire Inspections Conducted	252	481
Website Usage	125,025	133,500
Total Followers (all social media)	5,491	6,385
Individual Staff Training Sessions	1,282	1,445
Number of Council Meetings Held	26	29
By-Laws Approved	133	113
Customer Service – Residents rating experience as satisfied (%)	72	75




# 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












## 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	 In-Progress
		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	 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	 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	a - Encourage development that: <ul style="list-style-type: none"> <li>• Considers new urbanism forms of residential development</li> <li>• Allows for additional residential units and infill housing, subject to appropriate regulations</li> <li>• Is designed with the specific needs of seniors in mind</li> <li>• Incorporates more medium density in new development areas</li> </ul>	  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	  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







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	 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	 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	 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
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	 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



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	  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

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	  Done & Ongoing



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