



# Middlesex Centre Strategic Plan – 2025 Update

## Introduction

In January 2021, Middlesex Centre Council adopted a Strategic Plan to guide the municipality's priorities and decision-making from 2021 to 2026. The plan establishes key objectives that inform municipal services, policies, and investments in support of residents, businesses, and the broader community.



This report represents the fifth annual progress update and provides a snapshot of accomplishments achieved in 2025 toward the Strategic Plan's objectives. As outlined in the following sections, Council and staff continue to make steady progress on the recommended initiatives. Note that these results build on the work previously reported in the 2021 to 2024 Strategic Plan updates.



Since the Strategic Plan was adopted, the municipality has navigated significant and often unforeseen change, including the impacts of the COVID-19 pandemic, evolving economic and trade conditions, housing pressures, and legislative changes. Despite these challenges, the Strategic Plan has remained a valuable roadmap, helping guide municipal decision-making and advance priorities important to Council, residents, and the agricultural and business communities. Strategic Plan initiatives and objectives continue to be integrated into annual budgets and departmental work plans.



Middlesex Centre remains committed to working with residents, businesses, community organizations, and partners to advance the Strategic Plan's vision for the community.

Tiffany Farrell, 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.



PRIORITY 1

## Engaged Community

### 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

### 2025 Accomplishments

- ✓ Continued to expand in-house recreational and cultural programming, along with continued programs offered in partnership with the YMCA and other organizations.
- ✓ Offered free public skating throughout the skating season, thanks to local business and community sponsors.
- ✓ Continued to expand 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.
- ✓ Passed an Arts and Culture Policy to ensure a consistent, coordinated approach to cultural programming that aligns with broader goals around recreation, inclusion, and community engagement.
- ✓ Enacted a Volunteer Recognition Program to honour individuals and community organizations whose efforts have significantly enhanced the quality of life in Middlesex Centre.



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

- ✓ Became designated as a "Bee City Canada" community, committing to pollinator protection through habitat creation, education, and celebration.
- ✓ Expanded recreation amenities at municipal parks with support from community groups and local businesses, including:
  - Basketball Court at Komoka Park (with Middlesex Paving & Maintenance)
  - Wheelchair Accessible Swing and Gazebo at Poplar Hill Park (with Poplar Hill Lions Club)
  - Playground at Timberwalk Park (with Ilderton & District Lions Club)
- ✓ Shared promotional information and provided operational support for the Ilderton Fair and other community events.



*After assuming Timberwalk Lions Park in 2024, the park saw the installation of a new playground including a giant cow climber. The playground was funded by a donation from the Ilderton Lions.*



*With a donation from the Poplar Hill Lions, a new wheelchair-accessible swing was installed at Poplar Hill Park, allowing children of all ages to enjoy the playground more fully.*

- ✓ 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	2024	2025
Number of participant registrations in recreation programs	1,795	2,235
Value of Council Grants Issued (\$)	18,930	19,926
Value of Community Improvement Plan Grants Issued (\$)	31,066	16,218
Total Value of Projects Receiving Community Improvement Plan Grant (\$)	298,928	33,395



PRIORITY 2

## Balanced Growth

### Objectives

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

### 2025 Accomplishments

- ✓ Received \$4.24 million in federal funding through the Housing Accelerator Fund, to help speed up housing development by improving planning and approval processes. Funding will be provided yearly from 2025 to 2028, to advance progress on the Municipality’s Housing Action Plan. HAF-related projects to date have included expanding the use of the online Cloudpermit system to modernize the planning application process, updating the zoning by-law to allow for more housing types including additional residential units, and updating the community improvement plan (CIP) to offer wider range of incentives for housing development.



*Building Services brought together local builders and developers to share information about recent updates in the building sector.*

- ✓ With support from a \$492,715 grant through the Provincial Housing-Enabling Water System Fund, twinned the Glendon Dr. watermain, to increase supply capacity and create a redundant (back-up) feed to Kilworth.
- ✓ Hired a full-time development engineer to improve the efficiency of the development process.
- ✓ Following on the Transportation Master Plan, started work on the associated Active Transportation Plan (ATP). The ATP is a long-term strategy to active transportation infrastructure needs, ensuring capital projects and future development supports walking, cycling, and other forms of active mobility.
- ✓ 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	2024	2025
Total Building Permits Issued	338	333
Total Construction Value (\$)	71,582,152	121,940,527
Number of New Dwellings Created	61	68
Permit Fees Collected (\$)	440,935	682,275
Commercial Total Value of Assessed Properties (\$)	169,045,567	175,312,067
Industrial Total Value of Assessed Properties (\$)	16,701,500	16,749,500
Residential Total Value of Assessed Properties (\$)	2,853,418,652	2,902,464,452
Farm Total Value of Assessed Properties (\$)	1,643,342,181	1,647,065,481



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

### 2025 Accomplishments

- ✓ Worked with County of Middlesex Tourism (Visit Middlesex) and Economic Development (Invest in Middlesex), to promote and spotlight certain sectors and businesses in Middlesex Centre.
- ✓ 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.

### Key Performance Indicators – Vibrant Local Economy

Performance Measure	2024	2025
Commercial Assessment Growth (year-over-year, %)	1.76	3.71
Industrial Assessment Growth (year-over-year, %)	7.02	0.29



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

### 2025 Accomplishments

- ✓ Updated the municipal Asset Management Strategy and Policy. Middlesex Centre's asset portfolio, including roads and bridges, water and wastewater infrastructure, buildings, fleet vehicles and so forth, consisted of tens of thousands of assets with a total replacement value of \$1.51 billion.
- ✓ Updated the municipality's tax-supported and water-rate supported long-range financial plans. These plans provide a strategic road map for Middlesex Centre's financial sustainability over the next ten years, considering growth, development, infrastructure needs, and other considerations.
- ✓ Amended and updated reserve and reserve fund policy.
- ✓ Continued to engage with residents on municipal budgeting in order to be transparent and open with the costs required to maintain municipal assets.



*Major renovations for the municipal office were completed in Spring of 2025, offering a new Council Chamber and more offices for staff, along with accessibility improvements such as a new universal washroom and a refresh of the attached Coldstream Community Centre.*

- ✓ Continued communication on capital projects through focused articles and posts on municipal website, social media, e-newsletter and through traditional media.
- ✓ Completed major renovations on the Municipal Office and the attached Coldstream Community Centre.
- ✓ Undertook major renovations to the Ilderton Arena, including new refrigeration, arena lobby and entrance, and washrooms, among other improvements. This work is expected to extend the arena's lifespan by 10 to 15 years.
- ✓ Continued to deliver on recommendations in recently completed Fire Services Master Plan, Community Services Master Plan, IT Master Plan, Organizational Review, etc.
- ✓ Continued to implement Vision Zero initiatives for road safety/traffic calming, with measures such as speed humps and portable speed radar. Used speed radar data as a tool for road safety, with data provided to County and OPP (for enforcement) where relevant.



*Summer 2025 saw the start of major renovations to the Ilderton Arena, including updates to accessibility, energy efficiency, and skater and guest spaces. The municipality received a \$1 million grant from the Government of Ontario to support this work.*



*Middlesex Centre received \$197,000 in funding through two grants from the provincial government's Ontario Trillium Foundation to improve accessibility at the Komoka Community Centre. Upgrades included adding a universally accessible washroom and sport-friendly flooring in the main hall to support programs and activities. The renovations are part of Middlesex Centre's ongoing program to ensure our facilities meet the needs of all residents.*

- ✓ Continued ongoing renewal of municipal facilities, roads, and other assets.
- ✓ Began the work necessary to connect the community of Melrose to the municipality's main water supply (Lake Huron Primary Water Supply System). When complete in 2026, this work will improve the reliability and efficiency of the water system for Melrose and overall.
- ✓ Progressed the Municipal Environmental Assessment at the Komoka Wastewater Treatment Plant, to allow for future expansion at the facility. Council adopted the report in January 2026.
- ✓ Undertook the 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. The design will be completed in 2026.
- ✓ 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.

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

Performance Measure	2024	2025
Number of Competitive Procurement Processes through bids&tenders	25	23
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)	37.30 (2023 value)	37.80 (2024 value)
Percent of Budget funded by Non-tax Revenue (%)	48	49
Asset Management - Preventative Maintenance and Repair Tasks Completed (average per month)	566	1,149

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

Performance Measure	2024	2025
Municipal Parkland and Open Space (ha)	127	127
Municipal Trails (km)	6.4	6.4
Sidewalk Maintained (km)	37.1	37.1
Paved Roads Maintained (lane km)	662	662
Gravel Roads Maintained (lane km)	544	544
Streetlights	1,324	1,324
Regulatory & Warning Signs	2,372	2,372
Bridges, Large-diameter Culverts, Retaining walls, and Dams Maintained	150	150
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

### 2025 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 2025 Middlesex Centre Budget from the Government Financial Officers Association. This award recognizes municipalities that demonstrate the highest principles of governmental budgeting. It is the fourth time Middlesex Centre has received this award.

- ✓ Received Strong Mayor Powers through the Government of Ontario. These powers afford the mayor the ability to appoint the CAO and certain department heads, propose the municipal budget, veto certain by-laws, and bring forward matters that advance provincial priorities such as housing. The mayor, collaborating with staff, undertook to determine how these new powers would work best in the Middlesex Centre context.
- ✓ Began work in support of the upcoming Municipal Elections, including confirming the use of internet and telephone voting again for 2026.
- ✓ Introduced a Use of AI Policy to ensure municipal employees use this new technology appropriately.
- ✓ Continued expanded automation of processes and digital services to residents and businesses, including offering hybrid virtual/in-person council meetings and 24/7 citizen reporting portal on Middlesex Centre's asset management system, Citywide, as well as 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 2025:
  - Use of AI in building code interpretation
  - Piloting sensory-friendly skating sessions
  - Use of recycled aggregate in parking areas
  - Improvements to the planning notification process.



*Middlesex Centre council and staff attended the annual Association of Municipalities Ontario Conference, providing an opportunity for the municipality to speak directly to provincial ministries to advance local priorities such as economic development.*

- ✓ 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 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 services model for By-law Enforcement, with Middlesex Centre providing services for Lucan-Biddulph and Adelaide Metcalfe.

- ✓ 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. A recent grant of \$79,542 will fund a Decontamination and Rehabilitation (Decon and Rehab) unit designed to support firefighter health and recovery during major incidents.
- ✓ Celebrated 29 staff and firefighters with milestone years of service (between 5 and 50 years).
- ✓ Updated or implemented numerous corporate policies, including those related to corporate credit card use, capital financing and debt management, post-dated cheques, and refunds in the community services department

## Key Performance Indicators – Responsive Municipal Government







Performance Measure	2024	2025
Number of By-law Complaints Investigated	294	236
Number of Emergency Responses	434	502
Fire Inspections Conducted	481	330
Website Usage	133,500	135,200
Total Followers (all social media)	6,385	7,889
Individual Staff Training Sessions through Human Resources	1,445	1,277
Number of Council Meetings Held	29	28
By-Laws Approved	113	104
Customer Service – Residents rating experience as satisfied (%)	75	56






# 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	 Ongoing
		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	 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	<p>a - Encourage development that:</p> <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	 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

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