

# Municipality of Middlesex Centre Strategic Plan 2006-2011

## *The Municipality of Middlesex Centre*

*A growing community of communities, where people make the difference.*

Within its boundaries, the Municipality of Middlesex Centre provides a place that people have been happy to call home for generations. People looking for a lifestyle tied to the land are drawn to this community for many reasons. Whether it is to be close to nature; to live in a safe and neighbourly place to raise a family or to develop a successful business or farm, Middlesex Centre provides an attractive, welcoming environment.

People are at the heart of this community - family, friends and neighbours. It is these people who drive the hundreds of events and activities that bring people together in a lifestyle that meets their interests.

To varying degrees, Middlesex Centre enjoys all of the key factors that make a rural community strong as identified by Government of Ontario in its Rural Plan, Strong Rural Communities: Working Together for Success (Nov 2004).

- ✓ A population large enough to sustain local economies and community services
- ✓ Reliable access to health-care services
- ✓ Quality education located close to home
- ✓ Up-to-date and well-maintained infrastructure (e.g., roads, bridges, water, wastewater and waste management facilities, hospitals, schools, cultural resources) that supports economic prosperity, public safety and a high quality of life
- ✓ Diversified economies that provide a range of employment opportunities including well-paying, highly skilled jobs
- ✓ Clean and healthy natural environments that support public health and safety, economic activity and a high quality of life
- ✓ Respect for biodiversity and the protection of natural heritage for future generations
- ✓ Active community participation and the leadership necessary to build on community strengths
- ✓ Cultural and social services that promote diversity and vitality.

Advances in these building blocks are the basis for this Strategic Plan. Public consultations have occurred frequently over the last 3 years. Municipal Council and the Administration have asked and received input from the community on a wide variety of issues such as the Official Plan, Recreation, Community Development, waste management and water. That input along with the work of staff and other experts has formed the basis of a number of in depth documents that serve to guide the actions of the Municipal Administration. The Municipality is proud to continue the delivery of friendly, efficient and responsive service to its residents based on a reasonable tax base and responsible investment in the future.

# Municipality of Middlesex Centre Strategic Plan 2006-2011

## Vision

*The Municipality of Middlesex Centre is a thriving community of urban and rural communities, woven together by the strength of our agricultural base, community spirit and people's friendly, positive attitude.*

## Mission

*Council and staff of Middlesex Centre are committed to sustaining our community's unique character while ensuring a strong future for our citizens through innovative leadership; responsible and accountable government; and strong partnerships.*

## Values

- A fair and open environment where there is integrity, inclusiveness and accountability;
- An atmosphere where people are empowered, feel supported and are recognized for the quality of their contributions.
- Friendly, responsive and efficient services that meet the needs of the public.
- Innovative and progressive ideas and solutions
- Respect for roles and responsibilities of staff and Council

## What are the Core Services?

Healthy communities require constant attention and nurturing. Communities become what they are based on and choices people make over a long period of time.

Services that are provided by the Municipality have been legislated or have come to be expected by the community and specifically they include:

- Safe transportation systems – e.g. roads, bridges
- Water, Waste Water, Storm Water and drainage
- Emergency Services – Fire, Policing, Ambulance
- Waste Management – Garbage Collection and Recycling
- Parks, Recreation, Facilities Management
- Planning, Land Use
- By-law Enforcement (e.g. parking, animal control, building standards)
- Economic Development
- Municipal Administration, Municipal Council, Election Service

In addition to these Core Services, services called “Discretionary Services” are provided as determined annually when Council identifies priorities during the budget process (e.g. initiatives to improve health care in the community or support for heritage projects).

# **Municipality of Middlesex Centre Strategic Plan 2006-2011**

## **How are these services provided now and what does tomorrow look like?**

### **Corporate Services**

The Corporate Services Department is the general administrative arm of the Municipality providing such services as: Corporate Budgeting; Taxation; Accounting; Human Resources; insurance; licensing; Fire and Emergency Services; by-laws; Council matters; legislative services; records management; cemetery maintenance; Freedom of Information and Election Services. The Department is comprised of professional staff that provides legislative support to other Departments; Council members and residents.

An important component of the Corporate Services Department is communication with residents and other government, non-government agencies and organizations regarding municipal matters. Through the Communication Strategy, which will be designed and implemented during this Strategic Plan, we will continue to provide accessible information regarding the Municipality, while promoting community events and services provided by the residents of Middlesex Centre. This Communication Strategy will include such things as an improved Web Site, electronic access to documentation, promotion of the Municipality and delivery of information to the community.

We will continue to seek input from the community to ensure that the needs and values of the community are met and to validate the type of services provided. Services provided by the Corporate Services Department will continue to be friendly, efficient and financially responsible while providing people a safe and healthy community.

### **Recreation & Facilities Services**

The Recreation and Facilities Services Department manages the park system and municipally owned and operated buildings throughout the Municipality. The Department is responsible for ensuring that municipal parks are maintained and improved with the provisions of a number of features including baseball fields, soccer fields and play equipment. We also have passive parks and trail systems. Together this park system provides something for everyone in the Municipality. The Facilities Division of the Department operates and maintains community centres, the Arena and Curling Club, as well as other municipally owned buildings, including the Municipal Office. The Department continues to evaluate the needs of the community and review the effectiveness of the current facilities.

The strength of the Recreation & Facilities Department is the ability to work in partnership with various organizations within our community. This has permitted us to accomplish many goals including the installation of new facilities, the upgrade of existing ones and the ability to put into communities equipment that the local people require.

Our major opportunity in the next 5 years will be the construction of a new Multi Use Recreational Complex in the Komoka-Kilworth-Delaware area of the Municipality. As outlined in the Arena Needs Study, this facility will act as a focal point for this geographic part of the Municipality. The hope is that this new facility will give all area residents an opportunity to feel part of Middlesex Centre, and have a modern facility to accommodate their needs.

## **Municipality of Middlesex Centre Strategic Plan 2006-2011**

The new facility will be constructed consistent with the Corporation's philosophy of partnership with our community. This new civic facility will be a strong representation of the success of our community as Middlesex Centre. Construction and launch of the centre is the major goal of the Municipality. At the same time, we will continue to work with our partners to accomplish the goals and objectives set out in the 2001 Parks & Recreation Master plan and other important community initiatives that continue to make Middlesex Centre a great place to live and raise a family.

### **Planning & Development Services**

The Planning and Development Services Department in addition to taking the lead in Economic Development activities, carries out the review of all development applications, such as plans of subdivision applications and is responsible for the issuance of building permits. This Department is also responsible for enforcing municipal by-laws including the Zoning By-law and Property Standards By-law. Drainage Act approvals are also carried out by this Department.

The activities and processes of the Planning & Development Services have an influence on the quality of life within the Municipality through all structures and buildings that comprise the physical environment of the community. Maintaining an innovative and solution-oriented approach to dealing with land use and development issues, the Planning & Development Services ensures compatible development and a high aesthetic standard for the community.

Planning & Development Services is made up of experienced professionals with knowledge of both urban and rural planning and development issues. These committed, responsive professionals provide a problem-solving service to the community. Planning & Development Services is currently working on a revised Official Plan, new Site Plan Control Guidelines, and a Village Design Guidelines document all of which will contribute to the improved functionality, compatibility and aesthetics of new development.

Over the next 5 years, the Planning & Development Services will continue to apply new legislative requirements and industry standards in order to provide leading edge service to the community. As well, the Planning & Development Services Department will continue to improve its technology in order to provide efficient and cost-effective land use and development services to the community.

# **Municipality of Middlesex Centre Strategic Plan 2006-2011**

## **Public Works and Engineering Services**

The Public Works and Engineering Services Department is responsible for all transportation matters as well as the water, wastewater and storm water services, and waste management for the Municipality. This Department carries out road maintenance both through road construction and winter maintenance. Although the operations of the water and wastewater systems are contracted to an outside party, the Public Works and Engineering Department has the overall responsibility for these systems.

The Department of Public Works and Engineering Services are committed to systematic and cost effective practices for all issues. In order to achieve this for the Municipality, experienced, dedicated and well qualified staff has been working hard to responsibly provide day to day service while planning efficient and effective long term strategies.

While updating Roads Management practices through regular maintenance schedules, the Department will also update the Municipal fleet and streamline water and wastewater user systems through effective program management. As well, the Municipality will continue to demonstrate environmentally conscious initiatives through responsible waste management practices.

The overall result for the Municipality will be a safer roads, higher quality water, wastewater and waste management service for the community. This results in a higher level of Risk Management coverage and thereby providing the Municipality a better financial position to manage future capital projects.

## **Summary**

**Together, through good fiscal management and responsible investment in the future, we are building a stronger, more vibrant community where people make the difference.**

# Municipality of Middlesex Centre Strategic Plan 2006-2011

## Strategic Goals and Supporting Objectives

1. Provide open and visible government for the community.
  - 1.1. Promote equitable governance through public participation, partnerships and reporting.
  - 1.2. Ensure a broad cross-section of the community is heard from. Maintain and continue communication with the public.
2. Ensure municipal government is designed to meet the interests and needs of the citizens of Middlesex Centre.
  - 2.1. Municipal government is administered in an efficient and effective manner
  - 2.2. Implement a comprehensive Official Plan for the Municipality that addresses both rural and urban goals and priorities.
  - 2.3. Prevent land use conflicts within the rural areas that threaten agricultural viability or practices.
3. Improve and maintain existing service infrastructure using responsible financing and ensuring adequate reserves.
  - 3.1. Implement a Long Term Servicing Master Plan which addresses municipal water, waste water, storm water, solid waste and transportation.
  - 3.2. Meet the goals adopted in the Road Needs Study and Structure Inspection and Assessment Report which identifies financial commitment and establishes the timing for major projects.
  - 3.3. Develop and implement an Asset & Facilities Management Plan
  - 3.4. Adopt a Long Term Capital Financing Plan
4. Provide services that protect the citizens of Middlesex Centre.
  - 4.1. Maintain an effective Emergency Services Plan and increased police presence.
5. Ensure that Community Services are spread and shared across the Municipality in an innovative fashion that addresses public needs and affordability.
  - 5.1. Implement the recommendations approved in the Parks and Recreation Master Plan for the Municipality.
  - 5.2. Ensure proper stewardship of the environment, wildlife and resources of the region.
6. Increase the economic base of the community through initiatives in Economic Development.
  - 6.1. Design and implement an Economic Strategy that increases tax revenues of the Municipality.
7. Attract people to Middlesex Centre to participate in activities and events and visit sites of interests.
  - 7.1. Develop a Tourism Master Plan and a related marketing strategy that will promote the success of local business, associations and community initiatives.