



# Middlesex Centre Strategic Plan – 2022 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 the next five years (2021-2026) and informs our services to residents and decisions on behalf of the community.

This second update provides a snapshot of accomplishments toward the objectives in Strategic Plan in 2022. As you will see, Council and staff made noteworthy progress on a number of key initiatives. These accomplishments are in addition to those reported in the 2021 Strategic Plan Update.

When developing the Strategic Plan, we could not have predicted the challenges and the extent to which staff would need to pivot to forge ahead considering the pandemic. Nor could we have foreseen the economic downturn and its ramifications for Middlesex Centre. However, it is clear that the plan has provided a road map and helped the municipality succeed in the face of the challenges presented over the past few years.

October 24, 2022, marked election day for Ontario municipalities. Early in 2023, the incoming council will meet to reflect on the content of the strategic plan and any new goals and initiatives to be considered for their term. In the meanwhile, 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](http://middlesexcentre.ca/stratplan) or by contact the municipal office.



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

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

**VALUES:**  
Respect. Cooperation. Innovation. Integrity.



ENGAGED COMMUNITY

BALANCED GROWTH

VIBRANT LOCAL ECONOMY

SUSTAINABLE INFRASTRUCTURE AND SERVICES

RESPONSIVE 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

### 2022 Accomplishments

- ✓ Invested in outdoor furnishings for community settlement areas such as Ilderton's Main Street and Delaware, with funding support from outside grants
- ✓ Began preliminary planning and site design for new Unity Square Project in Komoka
- ✓ Created new outdoor skating area in Ilderton (opening expected in winter 2022-2023, depending on weather)
- ✓ Developed an Age-Friendly Community Action Plan
- ✓ Updated the Community Services Master Plan, 2023-2027
- ✓ Established the Ilderton Youth Centre, with drop-in and registered programs offered in partnership with BGC London
- ✓ Established a Youth Advisory Committee for Middlesex Centre
- ✓ Began offering in-house recreational and cultural programming, along with continued programs offered in partnership with the YMCA and other organizations

- ✓ Provided public education and outreach activities, both virtually and in-person, on municipal activities, including fire safety, building safety (importance of building codes), emergency preparedness, the role of public works, and the services of local government
- ✓ Shared promotional information and provided operational support for the Ilderton Fair and other community events
- ✓ Continued to forge partnerships with education institutions including Western University, University of Waterloo, Ryerson University, Fanshawe College and Conestoga College



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

### 2022 Accomplishments

- ✓ Completed a Comprehensive Official Plan Review and accompanying studies to address future growth needs
- ✓ Commenced a Zoning Consolidation Review as part of the official plan review to ensure that policies such as surplus farm dwellings are incorporated into planning policies
- ✓ Moving ahead with concurrent studies for Master Servicing and Transportation Analysis in support of the Official Plan Review. These plans identify infrastructure improvements and expansion required to meet demand of current and future growth.



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

### 2022 Accomplishments

- ✓ Worked with County of Middlesex Tourism to promote and spotlight certain sectors and businesses in Middlesex Centre
- ✓ With Invest in Middlesex, developing a Middlesex Centre community profile to promote the municipality as a place to invest or start a business
- ✓ Shared information such as funding opportunities with area businesses
- ✓ Completed a Mobile Food Outlet By-law to clarify requirements for food trucks and similar businesses in Middlesex Centre
- ✓ Worked with County of Middlesex on supplementing costs towards the Community Improvement Plan to help our business community



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

### 2022 Accomplishments

- ✓ Continued to implement Vision Zero initiatives for road safety/traffic calming, with measures such as speed humps and portable speed radar. Used speed radar data as a tool for road safety, with data provided to County and OPP (for enforcement) where relevant
- ✓ Moved forward on engineering for Old River Road, with landowner meetings and the issuance of a contract for detailed engineering design
- ✓ Completed a below water extraction licensing for the Olalondo Pit, including public notification
- ✓ Began formalizing an Excess Soils Plan & Tracking System
- ✓ Undertook a review related to the Ministry of Environment, Conservation and Parks' (MECP) new Consolidated Linear Infrastructure program for our wastewater collection and stormwater systems

- ✓ 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
- ✓ Completed the Fire Services Master Plan and Community Risk Assessment, ensuring support for and the effectiveness of Middlesex Centre Fire Services into the future and ensuring compliance with all regulations
- ✓ Began work on the Municipal Office Renovation Project, notably identified scope of work, prepared initial design drawings, and secured project architect
- ✓ Adopted an Energy Conservation/Demand Management Plan
- ✓ Worked with Western University students on a feasibility study for a new net-zero arena for Ilderton
- ✓ Improved the internal system for tracking development security deposits
- ✓ Sought and in many cases successfully received infrastructure grants for initiatives such as water system upgrades and new infrastructure such as arenas, accessible washrooms, playgrounds, etc.
- ✓ Continued to update and refine the asset inventory for the municipality
- ✓ Implemented an asset management and preventative maintenance work order system; while currently for internal use, expected to become public facing in 2023
- ✓ 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



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

### 2022 Accomplishments

- ✓ Completed several initiatives that support good customer service, including updating the municipal phone system, providing cross-training for front-desk positions, and training staff on active intruder response
- ✓ Received a Distinguished Budget Presentation Award for the 2022 Middlesex Centre Budget from the Government Financial Officers Association. This award recognizes municipalities that demonstrate the highest principles of governmental budgeting.
- ✓ Implemented the second phase of the new Questica budget software, including Open Book, which provides open and transparent online access to capital and operating budgets for residents

- ✓ Held an open, transparent, and accessible Municipal Election using internet and telephone voting
- ✓ Expanded automation of processes and digital services to residents and businesses, including:
  - holding hybrid virtual/in-person council meetings
  - expanding Cloudpermit from building permit to planning application (expected implementation in 2023)
  - implementing new software for online recreational bookings (expected to launch in early 2023)
  - improving digital service for fire services to manage operations and conduct reporting/training initiatives
  - improving online payment options, including accepting credit card payments and working with banks to expand available online billing options
- ✓ Celebrated staff and firefighters with milestone years of service (between 5 and 50 years)
- ✓ Increased efficiency and responded to legislated priority related to human resources and health and safety:
  - tracking employee training through online systems
  - implementing new policies and associated training if required, including a Disconnect from Work Policy and a Diversity, Equity, and Inclusion Policy
  - providing specific training for Fire Services, ensuring firefighters are certified to the appropriate industry standards for Ontario
  - updating standard operating procedures (SOPs) for Community Services and PWE Transportation Division
- ✓ Proactively met with other levels of government, including meetings with Provincial Ministry officials to discuss local municipal issues
- ✓ Updated our computer systems to the latest version of MS Office, increasing efficiency and digital security
- ✓ Gathered and where possible implemented continuous improvement initiatives coming forward from staff to make Middlesex Centre an efficient, thriving organization
- ✓ Launched a new Backflow Prevention Program
- ✓ Completed a deck guide for residents of all five municipalities served by Middlesex Centre's Building Services
- ✓ Purchased road sign printing equipment to bring that service in-house (cost savings)
- ✓ Created checklist to support planning and building:
  - Submissions Prior to Authorization to Construct
  - Site Plan and Subdivision Submission
- ✓ Completed the Fire Underwriters Survey (FUS) Comprehensive Departmental Review. This Fire and Emergency Services department review is conducted every five years (industry standard).
- ✓ Implemented a new, more efficient, and robust report management system for Middlesex Centre Fire Services
- ✓ Continued updates to municipal website and outreach through digital and traditional media to share information about services and programs with residents
- ✓ Conducted a Mayor's Town Hall
- ✓ Updated the County Mutual Aid Plan (MAP) for fire emergency response, in association with other lower tier municipalities
- ✓ Worked with the County and municipal counterparts on various initiatives such as joint IT and purchasing process, and job-related information sharing through such initiatives as the quarterly Treasurers' meetings