



**Meeting Date:** April 8, 2026

**Prepared By:** Heather Kepran, Manager of Strategic Communications

**Submitted by:** Tiffany Farrell, CPA, CA, Chief Administrative Officer

**Report No:** CAO-03-2026

**Subject:** Strategic Plan Progress Report Year 5

---

**Recommendation:**

THAT Report CAO-03-2026 re: Strategic Plan Progress Report Year 5 be received for information.

**Purpose:**

To provide a progress update on the fifth-year accomplishments towards the priorities set out in Middlesex Centre's Strategic Plan 2021-2026.

**Background:**

On January 20, 2021, Council approved a new Strategic Plan. This guiding document informs how Council and staff make decisions for the betterment of Middlesex Centre and provides a series of initiatives to that end.

While developing the Strategic Plan, Council and staff committed to a revised vision, mission, and values for the organization. The corporate values of respect, cooperation, innovation, and integrity are integral to making Middlesex Centre a welcoming and forward-thinking community. These values are front and centre in staff's approach to providing public service.

After a new term of council started at the end of 2022, Council met in 2023 to review the Strategic Plan. At that meeting, Council reaffirmed its commitment to vision, mission and values, and to the plan's priorities.

The Strategic Plan, along with annual progress reports, can be found on the municipal website at: <https://www.middlesexcentre.ca/stratplan>.

## **Analysis:**

Upon adoption, staff began implementing the Strategic Plan through the capital and operating budgets and department work plans. The municipality is now nearing the end of the current Strategic Plan, and there has been significant progress on the key initiatives under the identified priorities of:

- Priority 1: Engaged Community
- Priority 2: Balanced Growth
- Priority 3: Vibrant Local Economy
- Priority 4: Sustainable Infrastructure and Services
- Priority 5: Responsive Municipal Government

Appended to this report as Attachment 1 is a summary of the 2025 accomplishments towards the Strategic Plan priorities. These are in addition to the accomplishments found in the annual reports from previous years.

The report also includes a table summarizing the implementation status of each initiative in the plan. Most initiatives are “done” and/or “ongoing.” Several are listed as “in progress;” these are often cases where the municipality is working with outside partners or where the initiative falls under long-term municipal plans. One initiative related to hosting an annual community organization forum remains “not started.” This will be considered over the next few months.

A final summary report on the implementation of the Strategic Plan is expected to be presented to Council in September 2026.

## **Financial Implications:**

None.

## **Strategic Plan:**

This report aligns with all priorities of the Strategic Plan, touching upon each of the five priorities.

## **Attachments:**

A1 Strategic Plan Annual Report Update 2025