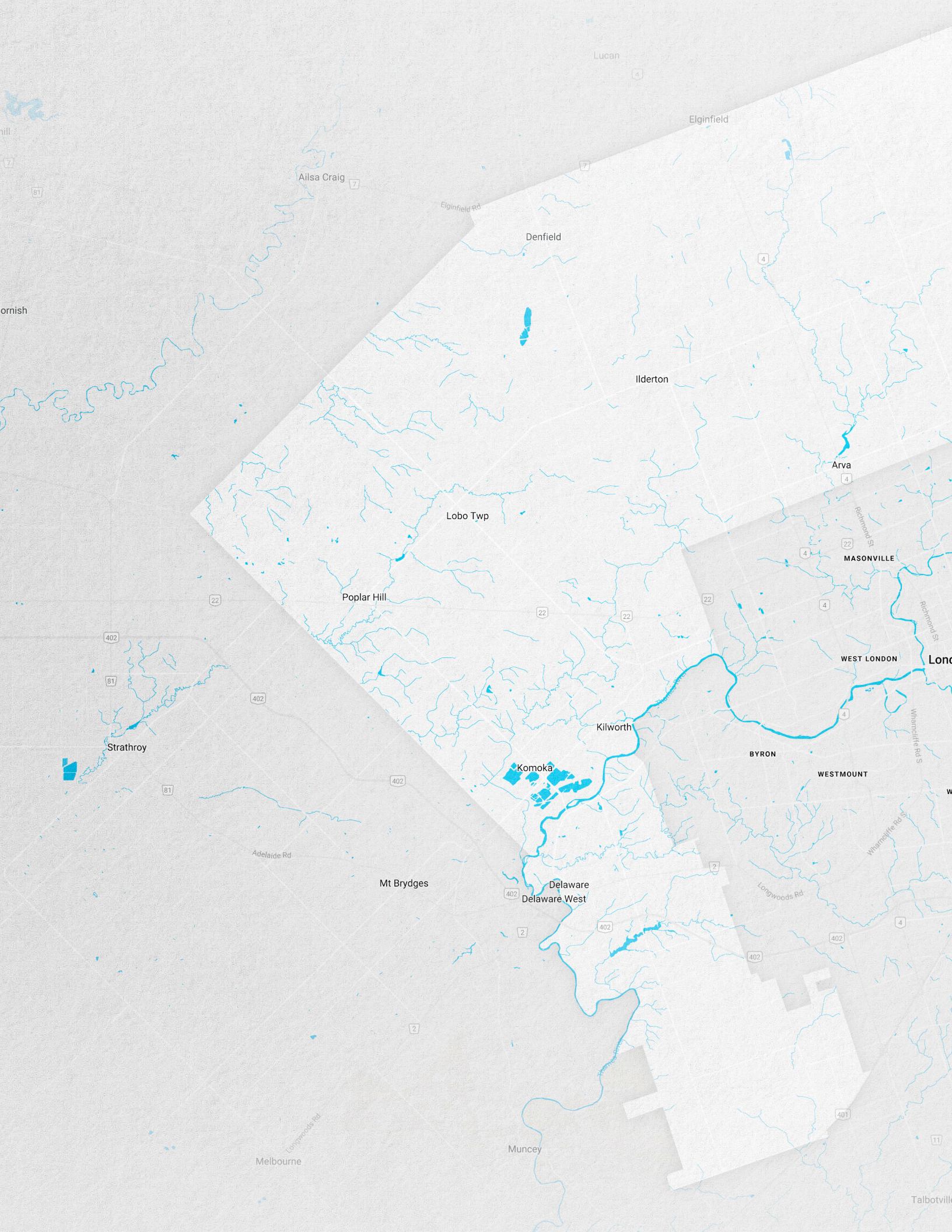
MIDDLESEX CENTRE

STRATEGIC PLAN

2021-2026

middlesex centre

in the centre of it all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Whamcliffe Rd S
Adelaide Rd
Mt Brydges
Delaware
Delaware West
Longwoods Rd
Longwoods Rd
Muncey
Melbourne
Talbotville

ROAD MAP FOR THE FUTURE

Simply put, a strategic plan is a "road map" that focuses on the future, informs decision-making and guides efforts to shape our municipality going forward. Because we know we'll have many challenges and decisions in coming years, public consultations asked residents to identify their priorities for the municipality. The answers were summarized by key themes and ranged from quality of life considerations to economic development issues. They provided the basis for the direction in this strategic plan – a direction we will take to ensure we continue to build and grow successfully.

Thank-you everyone for your part in helping create our guiding document! There was tremendous participation by residents and community organizations in focus group settings as well as in completion of on-line and mail-in surveys. Similarly, the considerable staff and Council effort to provide input and review needs to be acknowledged. I believe the involvement of all key parties in developing our strategic plan bodes well for its successful implementation.

Now the exciting part starts!

Aina

MAYOR AINA DEVIET

middlesex centre

in the centre of it all

A COMMUNITY-BASED STRATEGIC PLAN

The often-quoted Yankees' catcher Yogi Berra once said, "If you don't know where you're going, you'll end up somewhere else."

The Middlesex Centre strategic plan is a guiding document for where we want to go as a community and charts a course for getting there.

Council was determined that this plan should be rooted in the needs of the community and the input of residents and businesses. Accordingly, the municipality engaged Erebus Municipal Services Inc. to undertake an extensive program of community consultation during the summer of 2020. Middlesex Centre residents, businesses and community groups were asked what was important to them in their community, and to share their vision for the future.

Middlesex Centre will continue to provide the core municipal services you expect. This strategic plan goes beyond that, laying out a five-year framework to address the priorities, issues, and opportunities identified through the community consultation.

How will this Strategic Plan be used?

- Council will use it to guide decision-making and set priorities.
- Staff will use it to direct the budgets, long-term plans, and yearly business plans they propose to Council and deliver to residents.
- Community organizations and other governments will use it to see where we are headed, and how we can work together to achieve our shared objectives.
- Residents will use it to see where we are headed and hold the municipality accountable to our objectives.

VISION – MISSION – VALUES – PRIORITIES

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.

STRATEGIC PRIORITIES:

ENGAGED COMMUNITY

BALANCED GROWTH

VIBRANT LOCAL ECONOMY

SUSTAINABLE INFRASTRUCTURE AND SERVICES

RESPONSIVE MUNICIPAL GOVERNMENT

PRIORITY

ENGAGED COMMUNITY

Objective 1.1 - Support community organizations and opportunities for volunteer involvement in the community

By introducing new residents to areas of interest in the municipality

- Work with Middlesex County and other partners to produce virtual tours of areas of interest in the municipality
- Offer tours and open houses to introduce residents to Middlesex Centre's major parks, trails, facilities, cultural assets, and other points of interest

By communicating with community organizations and supporting local special events

- Maintain a database of Middlesex Centre's community organizations, their areas of activity, and links to their websites
- Host an annual community organization forum to facilitate networking, exchanging of priorities, and sharing plans and concerns with each other and with the municipality
- Complete a guide for organizations hosting or conducting special events and other volunteer-led activities in municipal facilities

Objective 1.2 - Enhance the vitality of our villages

By publicizing the distinctive heritage of our settlement areas

- Recognize and publicize the distinctive heritage of our settlement areas, through tours, open house events, murals, plaques, and other forms of signage, etc.

By developing a long-term vision for each settlement area and considering Community Improvement Plan incentives to encourage their revitalization

- 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
- 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

Objective 1.3 - Celebrate our rural and agricultural heritage

By supporting organizations that promote agriculture-related events and activities

- Continue our support for the Ilderton Fall Fair and similar community events
- 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

By ensuring the preservation of, and access to, Middlesex Centre's historical documents

- 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

PRIORITY

BALANCED GROWTH

Objective 2.1 - Through the Official Plan Review and other means, influence new development to include attainably priced housing

By encouraging innovative and medium-density forms of housing, and housing designed with seniors in mind

- Encourage development that:
  - Considers new urbanism forms of residential development
  - Allows for “granny flats” and infill housing, subject to appropriate regulations
  - Is designed with the specific needs of seniors in mind
  - Incorporates more medium density in new development areas

Objective 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

By encouraging the protection of productive agricultural land

- Review policies on surplus farm dwellings
- Encourage infill within existing urban settlement areas

By working with development and commercial interests to meet the demand for commercial and employment activities as our population increases

- 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

Objective 2.3 - Promote designs and concepts that reflect a "small-community feel" in new development

By promoting walkability and holistic street design

- Require new development to include elements that promote walkability and holistic street design appropriate for residential areas, in accordance with Complete Street Design principles

By advancing the revitalization of village centres

- Prioritize developments that advance revitalization and infill within settlement areas

By encouraging the traditional "main street" look

- Encourage the traditional main street look and feel through mixed-use development

PRIORITY

VIBRANT LOCAL ECONOMY

Objective 3.1 - Support Middlesex County's efforts to secure provincial and federal funding for broadband internet service expansion throughout Middlesex Centre

Objective 3.2 - Ensure that appropriate sites are available for commercial and industrial businesses

By facilitating home-based and farm-based small business and light industry

- Develop policies and regulations to encourage home-based and farm-based small businesses and light industries

By designating viable sites for commercial and industrial development

- Designate sites for commercial development and light industry/trades in balance with residential growth, and protect viable commercial and industrial sites from residential development

By considering incentives for development of a business park

- Explore development of a municipal business park, and/or facilitating the servicing and development of new privately-owned business park lands

Objective 3.3 - Be active partners in promoting local businesses

By promoting "shop local"

- Work with business associations and other stakeholders on programs to promote local shopping and services

By encouraging local and regional economic development

- Continue to work with Middlesex County in developing and promoting our local economy, and to explore economic development strategies that reflect emerging trends

By supporting the efforts of businesses to adapt to new retail and employment trends

- Work with businesses and Middlesex County to respond to trends such as home delivery, shopping local, farmers markets, and day-trip tourism

PRIORITY

SUSTAINABLE INFRASTRUCTURE AND SERVICES

Objective 4.1 - Improve safety for road users

By expanding the network of trails and bike lanes

- Expand our network of bicycle lanes and off-road trails
- Publish a map of our walking and cycling trail routes

By addressing road safety challenges

- Work with Middlesex County to resolve road safety challenges on County roads throughout Middlesex Centre
- 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

By supporting the implementation of Middlesex County's plan for the Glendon Drive corridor

- Work collaboratively with Middlesex County to implement safety improvements in the Glendon Drive corridor, including safe pedestrian connections within and between Komoka and Kilworth

Objective 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

By preparing for the operating cost impact of maintaining existing service levels as residential development proceeds

- 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

By preparing for the effects of impending provincial and federal regulations on waste management

- 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

Objective 4.3 - Continue with our asset management plan and apply a financial sustainability lens to all municipal assets and infrastructure

By progressively updating our asset management plan and building the reserve funds for the timely repair/replacement of our assets

- Continue to update and fund our asset management plan and prioritize capital spending priorities based on that plan
- Expand our current practice of making annual reserve fund contributions toward the cost of projected asset management expenditures
- 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
- Determine the projected growth-related requirements for infrastructure and equipment in preparation for the 2024 mandatory review of our Development Charges Study
- Review the criteria applied to the conversion of granular roads to hard surface
- Pursue government grants, bequests, public/private partnerships, and other non-tax sources of funding for capital projects

By communicating our approach to funding capital projects

- 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
- Communicate clearly with the public on capital spending priorities in terms of costs, benefits, funding sources, and timing

PRIORITY

RESPONSIVE MUNICIPAL GOVERNMENT

Objective 5.1 - Enhance customer service

By implementing a customer service policy

- Develop a robust customer service policy

By expanding our digital services

- Expand opportunities for digital and on-line service
- Continue to enhance and promote the website as the one-stop source of information about municipal services and activities

Objective 5.2 - Foster a culture of mutual trust and respect within Council and between Council and staff

By encouraging training and professional development for Council members and staff

- Support and encourage training for members of Council, including the role of council and council conduct
- Support and encourage staff training, professional development, and other practices that help to encourage and retain effective staff

By reinforcing common purpose among Council members and promoting teamwork between Council and staff

- Use this strategic plan to reinforce common purpose among Council members and promote teamwork between Council and staff
- Regularly review our statement of workplace values emphasizing mutual trust, respect, and encouragement

Objective 5.3 - Foster a culture of innovation, continuous improvement, and cost-effective service delivery

By reviewing and enhancing our processes

- Ramp up our use of technological data-gathering to better inform data-driven decisions
- Continue to enhance our processes, such as development review, permit issuance, complaint/inquiry management, and program registration

By incorporating climate change and sustainability considerations in decision-making

- 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

By sharing information and gathering input

- Continue our timely and effective communication to the public on behalf of Council
- Gauge the satisfaction of residents with municipal services and facilities by a variety of means
- Institute a regular "Mayor's Town Hall"-type event to provide updates to and hear from the public

Objective 5.4 - Expand our partnerships

By working with Middlesex County, neighbouring municipalities and community organizations

- 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

- Maintain robust relationships with Middlesex County staff to add to their understanding and commitment to Middlesex Centre's strategic priorities
- Work with neighbouring municipalities to establish and investigate opportunities for additional service-sharing initiatives
- Support local schools, Middlesex County, the school boards and other agencies, and community organizations addressing issues facing the youth of Middlesex Centre

Objective 5.5 – Work with other levels of government, health organizations, and community groups to address complex societal problems

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.

IMPLEMENTATION AND REPORTING

The strategic plan is only as good as our commitment to implementation and reporting.

For each of the objectives outlined in the plan, we will:

- identify meaningful, outcome-based performance measures to ensure progress
- propose an implementation plan for the initiatives presented, including timelines and the resources required

These implementation plans will work into our annual business plans, budgets, and capital programs.

To ensure we are on track to meet our objectives, we will report regularly on the Strategic Plan. This will include:

- annual business plans that align with budget
- annual reporting to Council and the community

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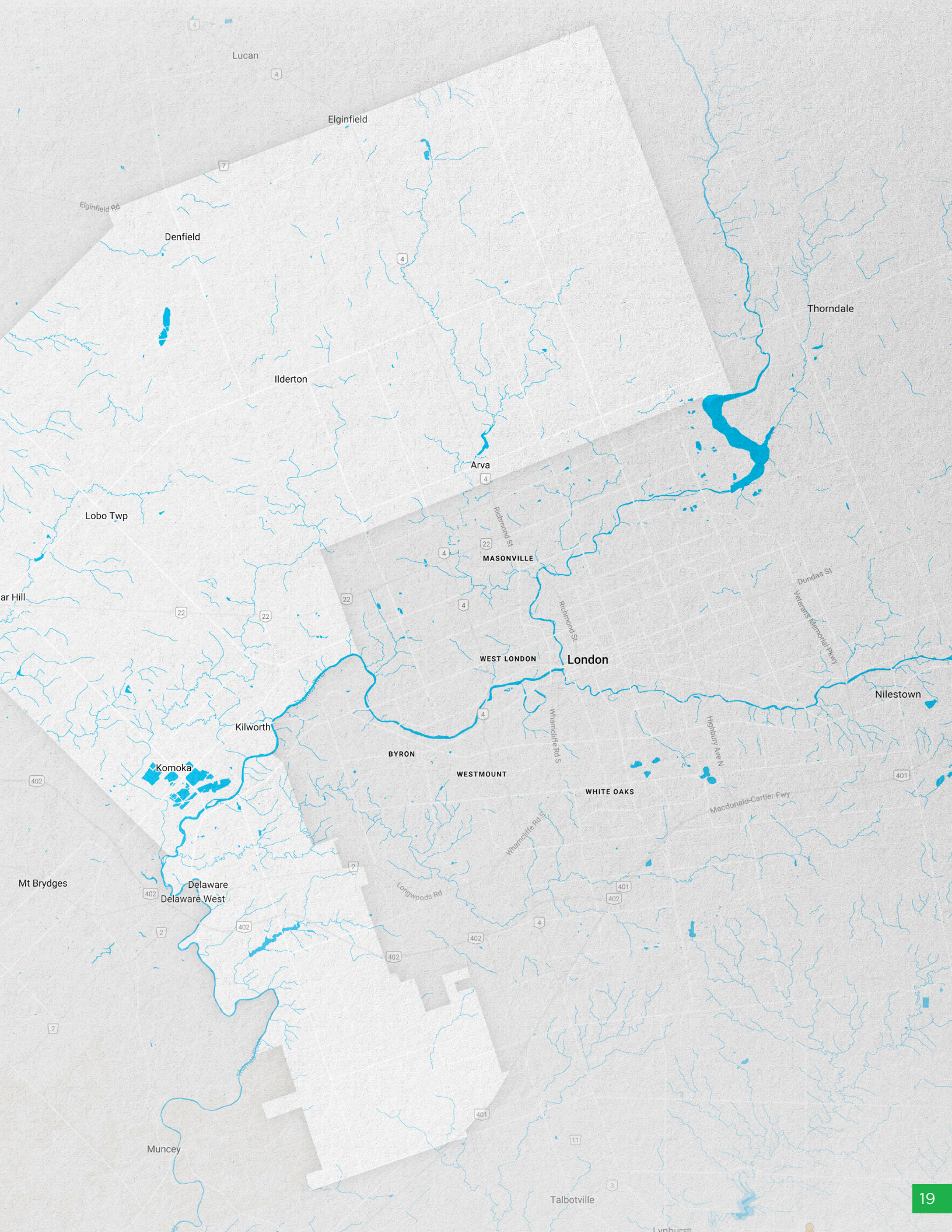
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BYRON
Komoka
WESTMOUNT
WHITE OAKS
Macdonald-Cartier Fwy
Mt Brydges
Delaware
Delaware West
Longwoods Rd
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