

STRATEGIC PLAN



9/1/2019

Municipality of Southwest Middlesex

STRATEGIC PLAN

MUNICIPALITY OF SOUTHWEST MIDDLESEX

Strategic planning is one of the most important tools that a municipality can use to bring together the public, staff and Council in the development of a common vision, direction and goals for the community. It helps to align other municipal planning and can also function as an accountability mechanism, allowing Council, senior management and the public to evaluate progress and ensure that the municipality is moving in the right direction.

Vision

- Growing Communities through Population Retention and Attraction
- A Place Where People Can Live, Work, and Play
- Strong Agricultural System
- Resilient Natural Environment
- Interconnected Systems for Mobility
- Open and Responsive Government

Mission

Providing responsible, efficient, and effective local services for safe and strong communities by building local economies, affordable and suitable homes, to enhance quality of life for our residents.



Strategic Priority Areas

PROSPERITY - Economic Vitality

focuses on our ability to plan for, market and develop our assets for continuing economic growth

COMMUNITY - Healthy Communities

focuses on livability, safety, health, and social well-being for SWM residents

SUSTAINABILITY – Sustainable Communities

focuses on the need to protect and sustain the natural environment, including water quality and protection of prime agricultural land, and

focuses on our financial sustainability, including our ability to develop and maintain levels of service and our infrastructure

EXCELLENCE - Good Government

focuses on open, accountable, and transparent government, and reliability of municipal programs and services

Values

Accountability

We are accountable for our own actions and results. We are accountable for the efficient and effective use of public funds.

Honesty & Integrity

We will deliver quality service in a fair and consistent manner. We each demonstrate personal integrity, truthfulness and honesty in how we conduct ourselves and do our job. We inspire public trust and confidence.

Dedication

We willingly take on responsible and are committed to serving our citizens. We take initiative and take on our share of the work.

Respect

We value diversity and promote open, respectful, and inclusive workplace. We value and welcome cultural and social diversity.

Teamwork

We act as a team. We demonstrate trust and cooperation, and collaborate across departments to achieve goals. We work in partnership with our community.

Target

An increase of 320 homes in the municipality over a sixteen-year period (four terms of council).

Action Plan – Council Term 2019 to 2022

Priority Area – PROSPERITY

Strategy A – Pursue Economic Development in Southwest Middlesex



STRATEGY A.1 – RURAL ECONOMIC DEVELOPMENT STRATEGIC PLAN

- Undertake a rural economic development strategic planning exercise in consultation with community partners in 2019 to establish specific strategies for:
 - Tourism
 - Population retention and growth
 - Encouraging employment opportunities for new and existing businesses
 - Downtown beautification

STRATEGY A.2 – HIGH-SPEED INTERNET

- Work with Middlesex County and the senior levels of government to encourage the acceleration of the development of fibre optic cable network throughout Southwest Middlesex

STRATEGY A.3 – DEVELOPMENT REVIEW

- Review and recommend improvements for development processes, including:
 - Site control planning process
 - Development application timelines
 - Adoption of municipal standards
 - Building inspection services
 - Clarification of drainage processes under the *Drainage Act*

STRATEGY A.4 – MUNICIPAL LAND REVIEW

- Review municipally owned lands that may be offered to sale for private development
- Ensure current agreements for use of municipally owned lands is providing either financial benefit for the municipality or community benefit to residents

Priority Area – COMMUNITY**Strategy B – Support efforts to promote Southwest Middlesex livability, health, and social well-being for SWM residents****STRATEGY B.1 – PROVIDE COMMUNITY SERVICES TO PROMOTE HEALTH AND SOCIAL WELL-BEING**

- Provide park and recreational services, such as swimming and skating, to encourage opportunities for residents to be active and to connect with one another
- Undertake consultation with community to adopt a Recreation Master Plan
- Use adopted Recreation Master Plan to undertake review of existing facilities for existing and future needs

STRATEGY B.2 – WORK WITH COMMUNITY PARTNERS TO PROMOTE AND SUPPORT ACTIVITIES, ORGANIZATIONS AND EVENTS

- Work with minor sports associations and teams to encourage youth involvement in a range of activities
- Support the County of Middlesex Health Communities program to allow youth of SWM to access recreational activities
- Liaise with Community Partners to support various activities and events

STRATEGY B.3 – PROVIDE FIRE PREVENTION AND RESPONSE AND EMERGENCY MANAGEMENT

- Provide response to fire and fire alarms, medical emergencies, motor vehicle incidents, hazardous materials, water rescues, and public service calls in a manner consistent with Fire Service Industry standards and best practices
- Provide Fire Inspections and conduct Public Education initiatives throughout the community
- Continue to update and practice emergency management plan, working to adapt to the implications of climate change as it relates to emergencies (e.g. increased flooding, fires, wind storms, etc.)
- Maintain community risk plan

Priority Area – SUSTAINABILITY

Strategy C – Protection of the natural environment, including water quality, and the protection of prime agricultural land

STRATEGY C.1 – PROTECTION OF THE NATURAL ENVIRONMENT

- Adoption and implementation of tree canopy policy to be referenced and used as a guide for residential, commercial and public purposes
- Update the Municipality’s Green Energy Plan
- Continue building energy audits and green energy initiatives

STRATEGY C.2 – PROTECTION OF WATER QUALITY

- Stormwater management strategy development
- Work with Tri-County Water Board members to develop and implement an asset management plan

STRATEGY C.3 – PROTECTION OF PRIME AGRICULTURAL LAND

- Review of Official Plan to maintain prime agricultural lands

Strategy D – Ensure financial sustainability, including our ability to develop and maintain levels of service and our infrastructure

STRATEGY D.1 – ADOPTION OF ASSET MANAGEMENT POLICY AND STRATEGIC ASSET MANAGEMENT PLAN

- Adopt a strategic asset management plan and asset management policy to protect and enhance quality of life in SWM by making the best possible decisions about our assets, including roads, parks, buildings, and pipes, in a way that provides targeted levels of service and manages risk in a cost-effective manner
- Undertake condition assessments of linear assets, including roads, bridges, culverts, sidewalks, streetlights, stormwater sewers, water and wastewater infrastructure, as well as facilities

STRATEGY D.2 – ADOPT KEY FINANCIAL INDICATORS

- Adopt key financial indicators to determine overall financial health (e.g. total reserves and discretionary reserve funds as a percentage of municipal expenses; debt servicing cost as a percentage of total revenues; annual surplus or deficit as a percentage of own purpose taxation, user fees and service charges; total taxes receivable less allowances for uncollectables as a percentage of total taxes levied)

STRATEGY D.3 – FINANCIAL STRATEGIES AND INVESTMENT POLICY

- Review of leading practices of debt, investments, taxation, and user fees to develop and build on governance policies and practices in order to make recommendations on financial policies or strategies
- Adopt investment policy to allow for investment in prescribed securities, addressing investment risk tolerance, preservation of municipal capital, and risk aversion through portfolio diversification

STRATEGY D.4 – REGULAR REVIEW OF BUDGET TO ACTUALS

- Regular review of budget to actual spending as a component of financial controllership

EXCELLENCE - Good Government

Strategy E - Open, accountable, and transparent government, and reliability of municipal programs and services

STRATEGY E.1 – OPENNESS, ACCOUNTABILITY, TRANSPARENCY

- Adopt records management policy to support and encourage accountability and transparency of municipal records
- Implement electronic document management system for departments, with an aim to provide easy access to municipal records to the public
- Investigate opportunities with local and county partners for joint efforts for archival of permanent records
- Work towards the development of a new municipal website
- Adopt an internal and external communications policy
- Post recorded council meetings on municipal website

STRATEGY E.2 – ACCESSIBILITY OF SERVICES

- Review opportunities for increased online financial transactions and payment methods
- Identify and prepare for facility improvements to allow for increased accessibility within municipal buildings

STRATEGY E.3 – PROVIDING EXCELLENT CUSTOMER SERVICE

- Provide multi-channel (phone, email, in-person, online etc.) access to staff and services including self-service options that are consistent across the organization
- Ensure all departments are aware of how to direct residents to accurate and complete answers to their inquiries
- Highlight and communicate the ability for residents to complain or compliment



Action Item Number	Action Description	Staff Lead	Target Completion 2019	Target Completion 2020	Target Completion 2021	Target Completion 2022	Measurement
Priority Area – PROSPERITY Strategy A – Pursue Economic Development in Southwest Middlesex							
A.1	Undertake a rural economic development strategic planning exercise in consultation with community partners in 2019 to establish specific strategies	CAO-Clerk		√			Adoption of rural economic development plan
A.2	Encourage the acceleration of the development of fibre optic cable network throughout Southwest Middlesex	Mayor as County Councillor					Demonstrated support for regional approach to high speed internet connection
A.3	Review and recommend improvements for development processes, including: Site control planning process Development application timelines Adoption of municipal standards	CAO-Clerk Public Works Manager Planner Deputy Clerk CBO	√	√ √			As an outcome of an economic development strategic plan, Council approved policies and procedures related to development

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	Building inspection services		✓				
	Clarification of drainage processes under the <i>Drainage Act</i>		✓				
A.4	Review municipally owned lands that may be offered to sale for private development	Treasurer	✓				Evaluation completed & approved by council
	Ensure current agreements for use of municipally owned lands is providing either financial benefit for the municipality or community benefit to residents	CAO-Clerk, Facilities & Recreation Manager, & Treasurer			✓		Council review of agreements of municipal property and approval of financial benefit or community benefit
<p>Priority Area – COMMUNITY</p> <p>Strategy B – Support efforts to promote Southwest Middlesex livability, health, and social well-being for SWM residents</p>							
B.1	Provide park and recreational services, such as swimming and skating, to encourage opportunities for residents to be active and to connect with one another	Facilities & Recreation Manager	Ongoing	Ongoing	Ongoing	Ongoing	Continued investment in places and spaces for recreational activities provided

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	<p>Undertake consultation with community to adopt a Recreation Master Plan</p> <p>Use adopted Recreation Master Plan to undertake review of existing facilities for existing and future needs (information to also inform Asset Management Plan)</p>				√		<p>Initiate Community Consultation for Recreation Master Plan</p> <p>Council approved Recreation Master Plan</p> <p>Recreation Master Plan goals to be used in implementation of Asset Management Plan</p>
B.2	Work with community partners to promote and support activities, organizations and events	Facilities & Recreation Manager	√				Establishment of recreation committee
B.3	Provide fire prevention and response and emergency management	Fire Chief	Ongoing	Ongoing	Ongoing	Ongoing	100% response to fire and fire alarms, medical emergencies, motor vehicle incidents, hazardous materials, water rescues, and public service calls consistent with Fire Service Industry standards and best practices

Action Item Number	Action Description	Staff Lead	Target Completion 2019	Target Completion 2020	Target Completion 2021	Target Completion 2022	Measurement
							<p>100% of fires requiring fire inspections are undertaken and reported to the OFM</p> <p>Engage schools and local businesses in public education initiatives</p> <p>Update and practice emergency management plan, working to adapt to the implications of climate change as it relates to emergencies</p> <p>Maintain community risk plan</p>
<p>Priority Area – SUSTAINABILITY</p> <p>Strategy C – Protection of the natural environment, including water quality, and the protection of prime agricultural land</p>							
C.1	Protection of the Natural Environment	CAO/Clerk Facilities & Recreation Manager	√ Ongoing	 Ongoing	 √ Ongoing	 Ongoing	<p>Council adopted natural environment and tree canopy policy</p> <p>Update the Municipality's Green Energy Plan</p> <p>Continue building energy audits and green energy initiatives</p>

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C.2	Protection of Water Quality	Public Works Manager & Treasurer CAO-Clerks & SWM Tri-County Water Board Members			✓		Stormwater management strategy developed and approved by council and incorporated into Asset Management Plan Tri-County Water Board council representatives work with board to develop asset management plan
C.3	Protection of Prime Agricultural Land	CAO-Clerk Planner				✓	Council review and approval of Official Plan to ensure growth and development maintains prime agricultural lands
<p>Priority Area – SUSTAINABILITY</p> <p>Strategy D – Ensure financial sustainability, including our ability to develop and maintain levels of service and our infrastructure</p>							
D.1	Adoption of Asset Management Policy and Strategic Asset Management Plan	CAO-Clerk Treasurer Public Works Manager	✓				Council approved strategic asset management plan and asset management policy

Action Item Number	Action Description	Staff Lead	Target Completion 2019	Target Completion 2020	Target Completion 2021	Target Completion 2022	Measurement
	Condition Assessments of Linear Assets and Facilities	Facilities & Recreation Manager		✓	✓	✓	Completed condition assessment reports to inform asset management plan
D.2	Adopt Key Financial Indicators	CAO-Clerk Treasurer	✓				Council adoption of key financial indicators to determine overall financial health
D.3	Adopt Financial Strategies and Investment Policy	Treasurer		✓			<p>Council adoption of financial strategies and governance policies related to debt, reserves and reserve funds, and user fees</p> <p>Council adopt investment policy to allow for investment in prescribed securities, addressing investment risk tolerance, preservation of municipal capital, and risk aversion through portfolio diversification</p>
D.4	Regular Review of Budget to Actuals	Treasurer with input from all department heads on	Ongoing	Ongoing	Ongoing	Ongoing	Monthly review of budget to actual spending as a component of financial controllership

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		department budgets					
EXCELLENCE - Good Government							
Strategy E - Open, accountable, and transparent government, and reliability of municipal programs and services							
E.1	<p>Promotion of Open, Accountable, and Transparent Government through:</p> <p>Development of records management policy</p> <p>Implement electronic document management system</p> <p>Investigate opportunities with local and county partners for joint efforts for archival of permanent records</p> <p>Recorded council meetings posted on municipal website</p>	<p>CAO-Clerk</p> <p>Deputy Clerk</p> <p>Information Technology</p>	<p>✓</p>	<p>✓</p>		<p>✓</p>	<p>Council adoption of records management policy to support and encourage accountability and transparency of municipal records</p> <p>Implement electronic document management system for departments, with an aim to provide easy access to municipal records to the public</p> <p>Report to council on investigation of partnerships for archival of permanent records</p> <p>Recording of council meetings posted for public review</p>

Action Item Number	Action Description	Staff Lead	Target Completion 2019	Target Completion 2020	Target Completion 2021	Target Completion 2022	Measurement
	<p>Development of a new municipal website</p> <p>Adopt an internal and external communications policy</p>			✓	✓		<p>Updated municipal website</p> <p>Council approved internal and external communications policy</p>
E.2	Providing Accessible Services	<p>Treasurer</p> <p>Facilities & Recreation Manager</p>		✓	✓		<p>Report to Council on opportunities for increased online financial transactions and payment methods</p> <p>Improved facilities to allow for increased accessibility within municipal buildings</p>
E.3	Providing Excellent Customer Service	CAO-Clerk		✓	✓	✓	<p>Residents have access to multi-channel to staff and services including self-service options</p> <p>All staff provided with training on providing to accurate and complete answers to inquiries</p> <p>Highlight and communicate the ability for residents to complain or compliment</p>