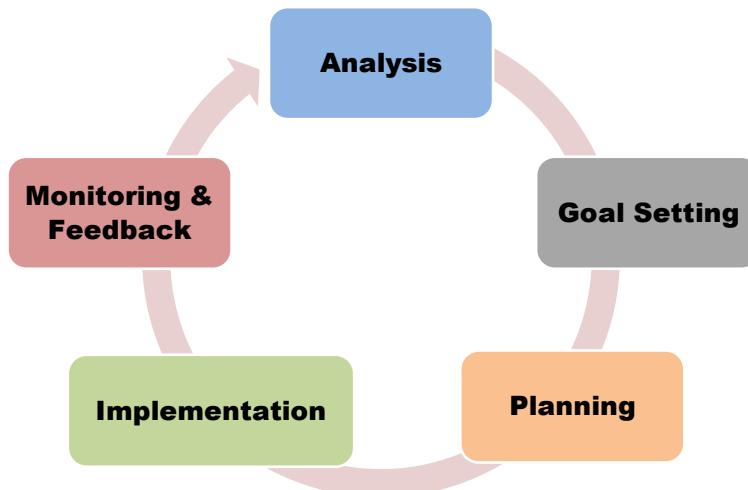


2025 STRATEGIC INITIATIVES REPORT

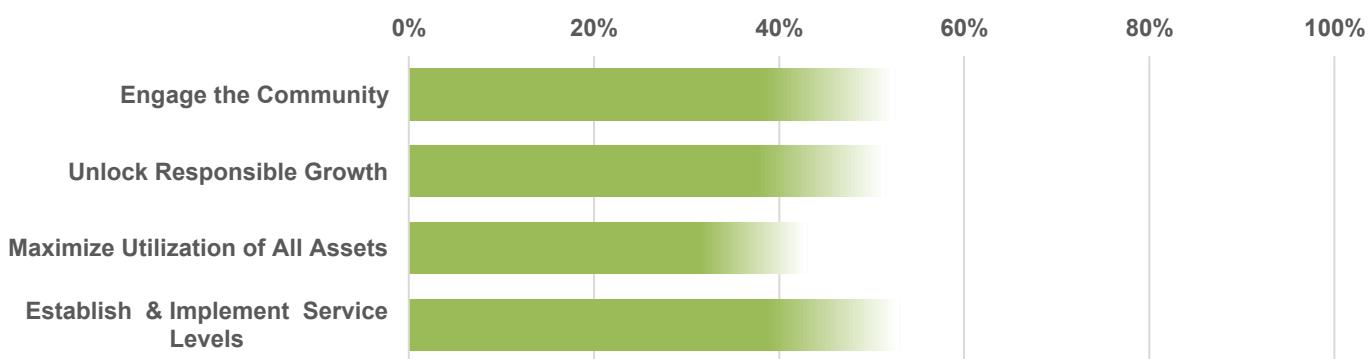
SUMMARY OF PRIORITIES & EXPECTED TANGIBLE RESULTS BY 2033

Priorities	Engage the Community	Unlock Responsible Growth	Maximize Utilization of All Assets	Establish, Document & Implement Service Levels
Tangible Results	Easier access to more information relevant to constituents, landowners & businesses	Participation in Regional Economic Development Initiatives	Staff development plans for retention & succession	Consistent use of customer service standards & decrease in service delays
	New opportunities to participate in township activities, services, or initiatives	A long-term affordable solution to water & wastewater infrastructure needs to unlock growth	More online, self-serve options to access services Optimized use of all facilities, upgrades to align with needs	Access to bylaw & policy registry More policy-driven decision making

RESULTS PROCESS

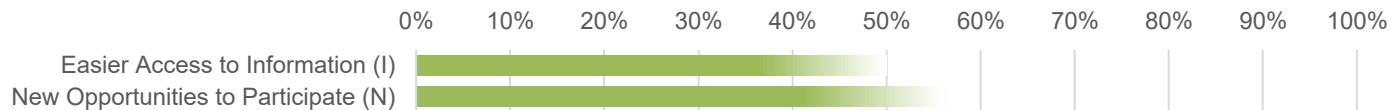


IMPLEMENTATION STATUS AS OF DECEMBER 2025



COMMUNITY ENGAGEMENT

IMPLEMENTATION STATUS



Tasks Completed in 2024	(I) (N)	Tangible Results
Annual Satisfaction Surveys	<input type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Developed process for circulating and reporting Data from residents now available to guide service improvements
Live Stream Council Meetings	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> New equipment enables clearer, more reliable livestream accessible to the public
Online complaint form	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> New online form to intake complaints and compliments
Tasks Completed in 2025	(I) (N)	Tangible Results
Community Calendar	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Creation of calendar to advertise community events
Digital Boards in Public Spaces	<input checked="" type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> New digital boards and process for updating content More access to information for the public
Newcomer's Welcome Package	<input checked="" type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> Developed process to ensure package is updated on ongoing basis
Quarterly Information Package	<input checked="" type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> Developed new quarterly bulletin to be published on the website, social media, printed copies at the admin office
Pop-Up Booth	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Staffed booth at annual Springfield Family Fun Day
Community Walkabouts	<input type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Walkabout in Springfield with community members Identify local needs and ideas
Coalitions	<input type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Community walkabout allowed stakeholders to meet and expand collaborative initiatives
Capacity building	<input type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> MOUs with community organizations – Springfield Swans & Harvest Bowl
Community Recognition	<input type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> New policy developed for municipal recognition of birthdays, anniversaries and other significant events in the community

Initiated/Upcoming Tasks	(I) (N)	Tangible Results
Pop-Up Events	<input type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Malahide to pursue involvement at Elgin County events Increasing opportunities for public involvement
Capital Projects	<input checked="" type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> Update website platform Digital signage at Council Chambers/Firehall #3
Waste Management Master Plan Update	<input type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Community consultation will be undertaken in 2026 Identifying local needs
Collaborative Asset Mapping	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Create community asset map from stakeholder registry and community survey
Compliance Audit	<input type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Audit overall municipal compliance with accessibility standards
Accessibility Audit	<input type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> New process for auditing accessibility in facilities – combine with current inspections and capital projects

UNLOCK RESPONSIBLE GROWTH

IMPLEMENTATION STATUS

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

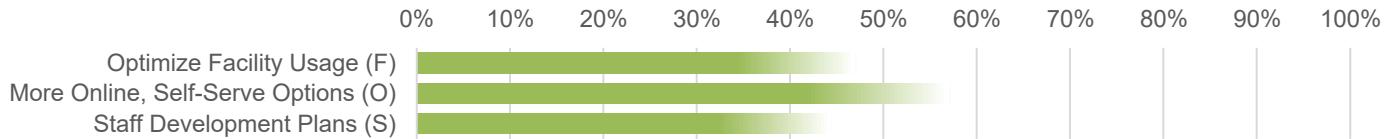


Tasks Completed in 2024		(W)	(E)	Tangible Results
New Economic Development Position		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▪ CRED position created to fulfil community engagement and economic development services
Incentivize Construction		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▪ \$1.8M construction project – potential to create 100 jobs
Planning Updates		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▪ Planning updates provided on Provincial Policies & County Plans in advance of Official Plan Update
Public Education		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Water/Wastewater infrastructure protection public education ▪ More access to information regarding safeguarding assets
Tasks Completed in 2025		(W)	(E)	Tangible Results
Stakeholder Registry		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▪ Developed stakeholder registry for community landmarks, categorized by tourism, restaurant, accommodation or other unique points of destination
Collaboration with Local & Regional Agents		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▪ Established monthly meetings with Elgin County representatives ▪ Quarterly meetings with workforce development board to connect business for potential collaboration opportunities ▪ Quarterly OFA webinars to integrate best practices ▪ Bi-monthly meetings with Ministry of Agriculture to receive information on opportunities
Support Entrepreneurship		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▪ Support entrepreneurship and business retention and expansion programs by assisting with planning processes
Community Profile		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▪ Malahide Community Profile developed to be distributed as marketing materials for the township
Pursue Grants		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Grants pursued for PBASWSS
Capital Projects		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Condition Assessments on Secondary Water Supply Systems

Initiated/Upcoming Tasks		(W)	(E)	Tangible Results
Forecast Growth		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Gather growth information for Official Plan Update
Fee Review		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▪ Building & Planning Fees Review ▪ Ensure fees align with economic development strategies
Capital Projects		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Development Charges Update ▪ Official Plan Update ▪ Water/Wastewater Feasibility/Capacity Study
Agricultural Sector Growth Strategy		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▪ Develop an agricultural sector-specific growth strategy ▪ Align local plans with broader regional strategies such as the upcoming Elgin County Official Plan update. Include engaging stakeholders and collaborating with regional and provincial partners to develop strategic action items.

MAXIMIZE UTILIZATION OF ALL ASSETS

IMPLEMENTATION STATUS



Tasks Completed in 2024	(F)	(O)	(S)	Tangible Results
Asset Management Plans	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	▪ Enhanced asset stewardship, sustainable long-term financial planning, informed decision-making
Capital Projects	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	▪ Facility condition assessments – capital planning
Staff Development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▪ Implementation of bi-weekly workshops - staff collaboration & training on municipal trends ▪ SharePoint staff portal - provide relevant information ▪ Training on new customer service policies
Building Permit Software	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	▪ CloudPermit - permit application process software
Digital Kiosk	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	▪ Tablet at front counter for public submission of building permits, complaints, service requests, by-law enforcement forms and other online forms
Tasks Completed in 2025	(F)	(O)	(S)	Tangible Results
Asset Management Plans	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	▪ Proposed asset services levels established to guide future decision-making on service improvements
Capital Projects	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Storage room converted to offices - optimized usage ▪ SDCH cardlock system - improved access for renters
Staff Development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	▪ Implementation & training on new job performance evaluation framework - identification of professional development

Initiated/Upcoming Tasks	(F)	(O)	(S)	Tangible Results
Community Needs Assessment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	▪ Undertake assessment with community surveys to identify servicing needs
Facility Usage Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	▪ Develop strategy to optimize use of facilities – align with community needs assessment
Recreation Master Plan Update	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	▪ Update RMP to ensure alignment with community needs assessment & facility usage strategy
AMP Report Card	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	▪ Annual asset performance reporting
New technologies and energy-efficient upgrades	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	▪ Explore new facility tech trends and energy efficiency trends & pursue funding opportunities for upgrades
Ontario Recreation Facilities Association	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	▪ Membership attained in 2025, pursuing training opportunities in 2026 to increase awareness of trends
Capital Projects	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Drainage Assessment – Port Bruce ▪ MCP Rooftop Maintenance – HVAC & TPO ▪ Condition Assessment – Port Bruce Pier ▪ Baseball Diamond Upgrades – Drainage & Fencing ▪ Redesign of MCP rental spaces
Staff Development	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▪ Document processes for continuity during transitions ▪ Develop recognition & retention policies. ▪ WorkZoom - performance management software

ESTABLISH SERVICE LEVELS

IMPLEMENTATION STATUS

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%



Tasks Completed in 2024	(C) (D) (R) (P)	Tangible Results
Policy Implementation	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▪ Customer Service Policy ▪ Service Request & Complaint Handling Policy ▪ Frivolous, Vexatious or Unreasonable Complaints/Requests Policy ▪ Social Media Policy ▪ Video Surveillance Policy ▪ Respect in the Workplace Policy
Bylaw & Policy Indexing	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▪ Comprehensive policy & bylaw index available on website - subscription for notification of changes
Service Request Tracking	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Service Request Form – tracks time for staff responses & completion of requests
Staffing Level Tracking	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Shared calendar - track staff resources & availability
Tasks Completed in 2025	(C) (D) (R) (P)	Tangible Results
Policy Implementation	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▪ Road Surface Conversion Policy
Additional Building Department Staff Position	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Junior Plans Examiner position - reduce Building Department service delays and allow management to focus on improving customer service standards
Offer Pre-Application Meetings for Building Permits	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▪ Developed flow chart and pre-application checklist for anyone considering building in Malahide ▪ Checklists can be submitted for additional support on how to successfully complete building permits
Task Management Process	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Asana - software to manage staff resources and track task progress, focus on decreasing service delays.

Initiated/Upcoming Tasks	(C) (D) (R) (P)	Tangible Results
Policies Under Review or Development	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▪ Health & Safety Policies/Procedures ▪ Water/Sewer Customer Service & Account Management Policy ▪ Traffic Calming Policy ▪ Facility Rental Policy ▪ Building Department Customer Service Policy
Policy Update Process	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> ▪ System to review policies for alignment with legislative changes ▪ conduct regular reviews for compliance
Process Mapping	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Identify and remedy service issues
Service Level Review	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> ▪ Operational Services ▪ Develop reporting metrics (technical & community)
Bylaw/Policy Cross-Referencing	<input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> ▪ Options for cross-referencing bylaws with applicable amendments, policies, contracts & warranties.