

SERVICE DELIVERY REVIEW PRIORITIES IMPLEMENTATION PLAN													
	STRATEGIC INITIATIVES / DELIVERABLES		TIMING			REQUIRED RESOURCES			ACCOUNTABILITY		STATUS	Notes	
			START DATE	QUARTER	END DATE	FUNDING	HUMAN RESOURCES	OTHER	LEAD	COLLABORATING PARTNERS			
PRIORITY #1: Governance and Culture													
	1.1	Enhance Governance through Strategic Communication and Decision-Making Frameworks.	Strengthen Council Governance and Operational Insight: <ul style="list-style-type: none">Regular Strategic Briefings: Schedule regular briefings where the CAO presents updates on key operational and strategic matters to Council, providing insights into the progress of municipal projects and alignment with strategic goals.Data-Driven Dashboards: Implement data dashboards for Council members, curated by the CAO, showing timely information on municipal performance, resource allocation, and operational efficiencies.Workshops for Council Members: Conduct workshops to educate Council members on municipal processes and operational realities, enhancing their strategic understanding and decision-making capacity.	2025	Q2	Ongoing	Existing Operating	Existing HR		CAO	Senior Leadership Team	In Progress	
			Enhance Communication Between Council, the CAO, and Municipal Staff: <ul style="list-style-type: none">Clear Communication Protocols: Establish a structured protocol outlining the chain of communication from Council to staff through the CAO, ensuring directives are efficiently translated into actionable steps.Feedback Mechanisms: Implement a feedback system where staff can report back to the CAO on the progress of Council directives, allowing for adjustments as needed.Training on Protocol Compliance: Provide training for all municipal staff and Council members on adhering to the new communication protocol, ensuring clarity and accountability.	2025	Q1	Ongoing	Existing Capital	Existing HR		CAO	Senior Management Team	In Progress	
			1. Training for Council and Staff: Ensure Council members and staff are trained on effectively using a consent agenda and understand its purpose to maximize efficiency.	2025	Q2	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Management Team	Not Started	

1.2	Streamline Council Decision Processes through Optimized Meeting Procedures and Agenda Management.	2. Report Standardization: Develop a standardized format for Council reports that aligns with the municipality's strategic plan. Reports should include: <ul style="list-style-type: none">• Data-driven analysis and historical context to support informed decisionmaking.• Summary of Options Considered in arriving at a recommendation, with each option including an analysis of associated benefits and risks.• A section that links decisions to strategic plan objectives, helping Council understand how proposed actions support long-term municipal goals.	2025	Q2	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services/CAO	Senior Management Team	In Progress	
		3. Technology Integration: Implement digital tools to streamline and automate the consent agenda process, allowing easy access to supporting documents for routine items and ensuring efficient management of Council materials.	2026	Q2	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Management Team	Not Started	
		4. Monitoring and Adjustment: Establish a process for monitoring the effectiveness of these procedural changes. Schedule regular feedback sessions with Council members and staff to make necessary adjustments based on real-world outcomes.	2026	Q2	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Management Team	Not Started	
1.3	Develop a Focused Strategy for Organizational Culture Enhancement	1. Strengthen Internal Communications Activities: Establish structured communication channels and protocols that ensure staff receive timely and relevant information on municipal priorities, policies, and Council decisions from senior leadership.	2025	Q1	Ongoing	Existing Operating	Existing HR		CAO	Senior Leadership Team	In Progress	
		2. Organize Team-Building and Engagement Events: Host regular municipal events and teambuilding activities to foster interaction between Council members, leadership, and staff. These events will help build relationships, improve morale, and create a cohesive organizational culture.	2025	Q2	Ongoing	Existing Operating	Existing HR		Director of Human Resources/CAO	Senior Leadership Team	In Progress	Market, Summer BBQ, Christams Dinner, Social Committee events
		3. Implement an Organizational Culture Development Program: Develop a comprehensive program focusing on core values, skill development, and career growth. This program could include mentorship opportunities, recognition programs, and clear pathways for career progression to support staff morale and retention.	2026	Q1	Ongoing	Existing Operating	Existing HR		Director of Human Resources	Senior Management Team	Not Started	

1.4	and Internal Communications.	4. Establish Feedback Mechanisms: Create tools and surveys to regularly gather staff feedback on communication, workplace culture, and job satisfaction. Use this feedback to adapt strategies and proactively address any emerging issues within the organization.	2026	Q2	Ongoing	Existing Operating	Existing HR		Director of Human Resources	Senior Leadership Team	Not Started	
		5. Leadership Training and Development: Provide training programs for leaders and managers, focusing on building a positive work culture, effective team management, and open communication. This will strengthen leadership skills and support a constructive work environment.	2025	Q2	Ongoing	Existing Operating	Existing HR		CAO	Senior Leadership Team	In Progress	
		6. Promote Council and Staff Attendance at Municipal Events: Encourage participation in community and municipal events to strengthen Council and staff connections with the community and reinforce a shared sense of purpose aligned with municipal goals.	2025	Q1	Ongoing	Existing Operating	Existing HR		CAO	Senior Leadership Team	In Progress	
	Implement Departmental Business Planning to Guide Strategic Action Plans	1. Develop Department-Specific Business Plans: Create clear, action-oriented business plans for each department that outline measurable objectives, KPIs, and timelines. These plans should align with the Municipality's strategic goals and legislated requirements to provide Council with a transparent view of each department's focus. Priority should be given to business planning and analysis that ensures staffing levels align with operational demand.	2025	Q1	Ongoing	Existing Operating	Existing HR		CAO	Senior Leadership Team	In Progress	
		2. Train Department Heads in Business Planning and KPI Measurement: Conduct training for department heads on business planning, performance measurement, and reporting. Provide training for departmental staff on data collection, analysis, and interpretation. Ensuring staff are skilled in these areas will improve the accuracy and reliability of performance data and empower them to identify and address issues proactively.	2026	Q1	Ongoing	New Operating	Existing HR	Consultant	CAO	Senior Leadership Team	Not Started	
		3. Establish Council Review and Approval Process: Integrate departmental business planning as part of the Municipality's annual budgeting process. This approach allows Council to assess departmental priorities, ensure alignment with strategic goals, and understand fiscal impacts, supporting informed decision-making.	2025	Q3	Ongoing	Existing Operating	Existing HR		CAO/Director of Finance	Senior Management Team	In Progress	

			4. Implement Annual Review Process with Reporting to Council: Set up an annual review to evaluate each department’s progress against its business plan. Summarize and present findings to Council, highlighting achievements, challenges, and recommended djustments.	2026	Q1	Ongoing	Existing Operating	Existing HR		CAO	Senior Leadership Team	Not Started	
			5. Equip Departments with Performance Tracking Tools: Provide departments with essential tools and resources, like data analytics and project management software, to facilitate ongoing tracking and reporting. Regular check-ins will keep projects on track, support adaptation, and enhance data-driven decision-making.	2026	Q3	Ongoing	New Operating	Existing HR		CAO	Senior Leadership Team	Not Started	
1.5	Enhance Policy and Procedure Compliance		1. Schedule Regular Policy Reviews: Establish an annual rolling schedule to review and update municipal policies and procedures. A rolling schedule will ensure that a manageable number of policies and procedures on an annual basis.	2025	Q2	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Leadership Team	In Progress	
			2. Involve Key Stakeholders: Engage relevant stakeholders, including department heads and legal advisors, in the policy review process to ensure policies meet current needs and regulatory requirements, reflecting on-the-ground challenges and compliance needs.	2025	Q1	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Leadership Team	In Progress	
			3. Conduct Training for Staff: Implement training sessions to familiarize staff with new or revised policies. Training will ensure that staff are fully aware of their roles in maintaining compliance and can consistently apply updated policies in their work.	2026	Q2	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Leadership Team	Not Started	
			4. Monitor Compliance and Conduct Audits: Set up a system to monitor compliance and conduct periodic audits. Regular audits will help identify areas of non-compliance, allowing the municipality to address any issues proactively and reinforce adherence to updated procedures.	2026	Q4	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Leadership Team	Not Started	
PRIORITY #2: Risk Management													
2.1			1. Ensure Alignment with Asset Management Plan: Integrate the Municipality's Asset Management Plan into both annual and long-term budget planning processes, ensuring it is properly resourced and followed. This alignment will prioritize the sustainability and resilience of essential services and guide funding decisions based on the most pressing infrastructure needs.	2025	Q2	Ongoing	Existing Operating	Existing HR		Director of Finance	All Departments	In Progress	

2.2	Strengthen Long-Term Core Asset Management and Investment	2. Prioritize Funding for Essential Infrastructure: Allocate funding strategically, focusing on the repair, maintenance, and enhancement of critical infrastructure that supports core services, such as roads, water treatment facilities, and emergency response systems. This prioritization will ensure essential services remain operational and resilient.	2025	Q2	Ongoing	Existing Operating	Existing HR		Director of Finance	All Departments	Not Started	
		3. Adopt a Long-Term Investment Strategy: Develop a multi-year investment plan that balances immediate needs with long-term infrastructure goals. This plan will facilitate efficient allocation of resources over time, ensuring that critical infrastructure remains functional and sustainable as the municipality grows.	2025	Q2	Ongoing	Existing Operating	Existing HR		Director of Finance	All Departments	Not Started	
		4. Engage Stakeholders in Decision-Making: Involve Council members, senior staff, and relevant departments in discussions about investment priorities. This collaboration will help align infrastructure investments with strategic goals and build consensus on critical areas needing support.	2025	Q2	Ongoing	Existing Operating	Existing HR		Director of Finance	All Departments	Not Started	
		5. Monitor and Adjust Investment Priorities Annually: Establish an annual review process to monitor infrastructure conditions and adjust investment priorities as needed. This flexibility will allow Strathroy-Caradoc to respond effectively to new developments, evolving needs, and emerging challenges.	2025	Q2	Ongoing	Existing Operating	Existing HR		Director of Finance	All Departments	Not Started	
		1. Conduct Comprehensive Risk Assessments: Identify and evaluate potential vulnerabilities across all municipal departments to prioritize continuity planning for highrisk areas. This includes assessing the likelihood of various disruptions and the impact they could have on municipal operations.	2026	Q1	Ongoing	New Capital	Existing HR	Consultant	CAO/Director of Human Resources	Senior Management Team	Not Started	
		2. Develop and Implement Continuity Strategies for Critical Services: Create specific continuity strategies for essential services, detailing recovery time objectives, backup procedures, and resource requirements. Ensure that these strategies address both shortterm disruptions and longer-term impacts.	2026	Q1	Ongoing	New Capital	Existing HR	Consultant	CAO/Director of Human Resources	Senior Leadership Team	Not Started	
		3. Integrate Departmental Continuity Plans: Coordinate existing departmental continuity plans into a unified framework, ensuring alignment in priorities, resources, and recovery objectives.	2026	Q1	Ongoing	New Capital	Existing HR	Consultant	CAO/Director of Human Resources	Senior Leadership Team	Not Started	

2.3	Develop a Comprehensive Business Continuity Plan for the Corporation	4. Establish Communication Protocols: Designate clear communication channels and protocols for use during disruptions, enabling quick and coordinated responses across departments. This includes notifying Council, staff, and the public as needed, and ensuring that key stakeholders are informed at every stage of the response.	2025	Q2	Ongoing	Existing Operating	Existing HR		CAO/Director of Human Resources	Senior Leadership Team	In Progress	
		5. Conduct Regular Testing and Training: Implement a schedule for regular testing of the business continuity plan through simulations and tabletop exercises, involving all relevant departments. Provide training for staff to ensure familiarity with continuity procedures, enhancing readiness and responsiveness during real events.	2027	Q1	Ongoing	Existing Operating	Existing HR		CAO/Director of Human Resources	Senior Leadership Team	Not Started	
		6. Create a Review and Update Schedule: Establish a review cycle for the business continuity plan, incorporating feedback from tests and actual events to continually improve and adapt to changing circumstances and emerging risks.	2027	Q4	Ongoing	Existing Operating	Existing HR		CAO/Director of Human Resources	Senior Leadership Team	Not Started	
	Develop Standard Operating Procedures (SOPs) to Enhance Consistency and Efficiency	1. Document and Streamline Critical Workflows: Identify and document essential workflows across departments, focusing on standardizing processes that are commonly used or that impact multiple areas. Streamlining these workflows can reduce redundancy and ensure uniformity in service delivery.	2025	Q1	Ongoing	Existing Operating	Existing HR		CAO/Director of Human Resources	Senior Leadership Team	Not Started	
		2. Regularly Review and Update SOPs: Establish a periodic review cycle for SOPs to ensure that they remain relevant and aligned with current practices, municipal goals, and regulatory standards. Regular updates will help SOPs adapt to evolving municipal needs and legal requirements.	2025	Q2	Ongoing	Existing Operating	Existing HR		Director of Community Services/Director of Engineering & Public Works	Senior Leadership Team	In Progress	
		3. Provide Training for Staff: Implement training programs for all relevant personnel to ensure they understand and can consistently apply the standardized procedures. This will support compliance, reduce errors, and increase staff accountability.	2026	Q3	Ongoing	Existing Operating	Existing HR		Director of Community Services/Director of Engineering & Public Works	Senior Leadership Team	In Progress	
		4. Establish Cross-Departmental SOP Committees: Form a team responsible for overseeing SOP development and updates, incorporating insights from multiple departments. This collaborative approach will ensure that SOPs are comprehensive, reflect diverse perspectives, and meet cross-functional needs.	2025	Q1	Ongoing	Existing Operating	Existing HR		Director of Community Services/Director of Engineering & Public Works	Senior Leadership Team	Not Started	

		5. Integrate SOPs into Performance Metrics: Link adherence to SOPs with departmental performance metrics to encourage accountability and track the impact of standardized processes on operational efficiency. This integration will also facilitate data-driven adjustments to SOPs over time.	2026	Q4	Ongoing	Existing Operating	Existing HR		Director of Community Services/Director of Engineering & Public Works	Senior Leadership Team	Not Started	
2.4	Conduct a Comprehensive By-Law Review to Ensure Relevance and Effectiveness	1. Establish a Regular Review Cycle: Implement a structured rolling review cycle (e.g., every 3–5 years) to ensure that by-laws remain current and relevant.	2025	Q2	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Leadership Team	In Progress	
		2. Provide Training for Staff: After updating or introducing new by-laws, provide training for relevant municipal staff on enforcement and compliance requirements to ensure consistent application and improve enforcement effectiveness.	2025	Q2	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Leadership Team	Not Started	
		3. Develop a Communications Plan for the Public: Create a communications strategy to inform the public about significant by-law changes to foster transparency, improve public understanding, and enhance compliance.	2026	Q1	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Leadership Team	Not Started	
		4. Implement a Monitoring Mechanism: Set up mechanisms to monitor the effectiveness of revised by-laws over time. This could include tracking compliance rates, collecting feedback from enforcement teams, and conducting periodic assessments to evaluate if the updated by-laws are meeting their objectives.	2026	Q3	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Leadership Team	Not Started	
2.5	Create Project Manager Position for Major Capital Projects	1. Hire a Qualified Project Manager: Recruit an experienced Project Manager to work within the Engineering and Public Works Department with expertise in municipal projects, infrastructure development, and risk management, especially for high-stakes initiatives involving public infrastructure upgrades and safety considerations.	2025	Q2		Existing Operating	Existing HR		Director of Human Resources	Human Resources/CAO/Director of Engineering & Public Works	Not Started	
		2. Integrate into Project Planning and Execution: Embed the Project Manager in both the planning and execution stages of all major projects to ensure consistent and cohesive project delivery, aligned with municipal goals and risk management protocols.	2025	Q3		Existing Operating	Existing HR		Director of Engineering & Public Works	Senior Management Team	Not Started	
		3. Equip with Tools and Authority: Provide the Project Manager with the necessary tools (e.g., project management software, risk assessment frameworks) and the authority to make decisions that support effective risk mitigation, stakeholder coordination, and timely project delivery.	2026	Q1	Ongoing	New Operating	Existing HR		Director of Engineering & Public Works	Senior Management Team	Not Started	

PRIORITY #3: Strategic Capacity and Resourcing												
3.1	Develop a Strategic Capacity and Resourcing Plan ("People Plan")	1. Conduct a Workforce Analysis: Perform a comprehensive analysis of current staffing, skill gaps, and future needs. This analysis will guide resource allocation and ensure departments have the personnel needed to fulfill their mandates effectively.	2025	Q2	Ongoing	Existing Operating	Existing HR		Director of Human Resources/CAO	Senior Management Team	In Progress	
		2. Develop Recruitment Strategies: Create targeted recruitment strategies to attract highcaliber talent, particularly in critical areas where specialized skills are essential to meeting service demands and advancing strategic priorities.	2025	Q1	Ongoing	Existing Operating	Existing HR		Director of Human Resources	Senior Management Team	In Progress	
		3. Establish Retention and Development Programs: Implement retention programs focused on employee engagement, career development, and recognition to enhance job satisfaction and reduce turnover. This includes establishing staff training and development programs to address existing skill gaps and support staff's professional growth.	2026	Q2	Ongoing	Existing Operating	Existing HR		Director of Human Resources	Senior Management Team	Not Started	
			2026	Q3	Ongoing	Existing Operating	Existing HR		Director of Human Resources	Senior Management Team	Not Started	
		5. Align Talent Management with Strategic Goals: Regularly review and adjust human resource strategies to ensure alignment with evolving municipal goals, allowing the municipality to respond effectively to changing community needs.	2025	Q1		Existing Operating	Existing HR		Director of Human Resources	Senior Management Team	In Progress	
		1. Structure the Team for Integration: Establish the team with close integration into all municipal departments, ensuring that customer service and communication efforts support and align with each department's objectives and responsibilities.	2026	Q2	Ongoing	Existing Operating	Existing HR		CAO	Senior Management Team	Not Started	
		2. Develop a Unified Communication Strategy: Create a cohesive communication strategy that aligns with municipal objectives and establishes standardized messaging across all public-facing channels. This strategy should include guidelines for consistent branding, response protocols, and proactive community outreach.	2026	Q2	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Management Team	Not Started	

3.2	Establish an Integrated Communications and Customer Service Team	3. Hire Additional Staff for Customer Service and Communications: Recruit qualified personnel to expand the customer service and communications teams to handle an increased volume of inquiries, manage social media channels effectively, and provide timely responses to resident concerns. (Customer service standards for these functions are to be addressed as part of Sub-Initiative 1.4.)	2025	Q3		Existing Operating	Existing HR		Director of Human Resources/Director of Legal & Legislative Services	Senior Management Team	Not Started	
		4. Leverage Technology to Streamline Processes: Invest in customer relationship management (CRM) systems, digital communication tools, and social media management software to enhance the efficiency of customer service and communication activities. These tools will facilitate more effective tracking and reporting of resident interactions.	2025	Q3		Existing Operating	Existing HR		Director of Finance/Director of Legal & Legislative Services	Senior Leadership Team/ current frontline Customer Service employees	Not Started	
		5. Establish Clear Guidelines for External Communications: Develop standardized guidelines for external communications to ensure that messaging is consistent, accurate, and aligned with the municipality's values. These guidelines should cover all forms of communication, including social media, public notices, and press releases.	2025	Q3		Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Leadership Team/ Communications Coordinator	Not Started	
3.3	Leverage County Services to Enhance Municipal Support and Efficiency	1. Identify Services for Shared or Consolidated Delivery: Conduct a thorough review of municipal services to determine those that could be effectively shared or consolidated with the County. Focus on areas where the County already has established resources, expertise, or infrastructure that can efficiently support municipal operations.	2025	Q1		Existing Operating			CAO	Senior Management Team	Not Started	
		2. Maintain Open Communication with the County: With procurement services evolving as a levied service, stay updated on its development. This service, once fully operational, could help relieve pressure on the finance team by providing additional support in procurement processes.	2025	Q1	Ongoing	Existing Operating	Existing HR		CAO	Senior Management Team	In Progress	
		3. Negotiate Service Level Agreements (SLAs): Develop clear agreements with the County to outline service expectations, financial terms, and performance metrics. SLAs will be instrumental in ensuring accountability, service consistency, and measurable outcomes, ultimately providing both financial and operational efficiencies.	2025	Q2		New Operating	Existing HR		CAO	Senior Management Team	Not Started	

		4. Clarify Performance Metrics and Reporting Requirements: Defining performance metrics and reporting obligations within SLAs will help address concerns about oversight and service management, ensuring that shared services meet the municipality's standards for quality and accountability.	2026	Q1	Ongoing	Existing Operating	Existing HR		CAO	Senior Management Team	Not Started	
3.3b	Optimize Planning Services Through County Collaboration	Hybrid Model Structure <ul style="list-style-type: none">• Role Assessment: With the Director of Planning position currently vacant, Strathroy-Caradoc has the opportunity to reassess the need for this role. Instead of directly replacing the Director, the department could redistribute high-level responsibilities across a new Manager of Planning and the County's planning support, achieving a more streamlined structure.• Strategic Oversight Through County Collaboration: The absence of a Director may be offset by a formalized agreement with the County to provide support for strategic, long-term, and specialized projects. This setup leverages regional resources without duplicating senior leadership functions, effectively bridging the gap left by the vacant Director role.	2025	Q1		Existing Operating			CAO	Senior Management Team	Not Started	
		Enhanced Role of County Planning Services <ul style="list-style-type: none">•Specialized and Overflow Support: The County would assume a more significant role in handling strategic planning initiatives, policy studies, and other specialized projects beyond regular development application processing. This structure offers Strathroy-Caradoc access to high-level expertise on an as-needed basis, minimizing the need for permanent, high-cost senior roles.• Avoidance of Service Duplication: Defining clear service boundaries between the Manager and the County helps to prevent overlap, ensuring that specialized or complex tasks are efficiently managed by the County, while routine operations remain under local control.	2025	Q1		Existing Operating			CAO	Senior Management Team	Not Started	

			<div>Potential Customer Service Enhancement Role • Monitoring Period: Following the reorganization, Strathroy-Caradoc would assess demand for customer service support by tracking application volume and client inquiries. If data supports it, a customer service role could be added to assist with initial interactions, helping customers navigate the planning process more effectively. •Role Scope: This role would provide on-the-ground support for permit applications, zoning inquiries, and other customer-facing needs, reducing the workload on the Manager and County planners, and enhancing the public's experience.</div>	2025	Q1		Existing Operating			CAO	Senior Management Team	Not Started	
PRIORITY #4: Digital Management													
4.1	Develop a Digital Services and IT Strategic Plan	1. Audit Current Technology Systems and Tools: Conduct a thorough audit of all existing digital tools, platforms, and IT infrastructure to identify inefficiencies, redundancies, and upgrade needs. Include systems for customer service, internal communications, records management, and operational workflows.	2025	Q1	Director of Finance/CAO	Director of Finance/CAO	Director of Finance/CAO	Director of Finance/CAO	Director of Finance/CAO	Director of Finance/CAO	Director of Finance/CAO	Director of Finance/CAO	Director of Finance/CAO
		2. Evaluate Emerging Technologies: Research technologies that could enhance service delivery, such as AI for customer service automation, mobile apps for resident engagement, and data analytics tools for data-driven decision-making.	2025	Q1									
		3. Define IT Strategic Goals: Identify and set clear short-term and long-term IT goals that align with municipal objectives. Each technology initiative should support operational needs and community service improvement.	2025	Q1	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started
		4. Develop a Technology Adoption Roadmap: Create a phased roadmap for adopting and integrating technology across departments. This roadmap should include specific timelines and milestones to guide implementation and assess progress.	2026	Q2									
		5. Allocate Resources and Budget for IT Projects: Ensure that the IT strategic plan is supported by adequate resources and budget allocations. This will enable the successful execution and sustainability of new technology initiatives.	2025	Q2	Ongoing	New Operating	Existing HR			Director of Finance/Manager of IT		Not Started	

		6. Establish Performance Metrics: Define key performance indicators to measure the effectiveness of IT initiatives, such as cost savings, efficiency improvements, and user satisfaction. Regularly monitor these metrics to evaluate the impact of the IT strategy.	2026	Q2	Ongoing	Existing Operating	Existing HR		Director of Finance/Manager of IT		Not Started	
PRIORITY #5: Customer Service Enhancements												
5.1	Develop a Strathroy-Caradoc Community Engagement Strategy	1. Define Multi-Channel Engagement Methods: Create a comprehensive plan that incorporates digital platforms (social media, email newsletters), in-person events (town halls, community forums), and interactive tools (online surveys, feedback forms) to reach a broad spectrum of community members, ensuring inclusivity and accessibility.	2025	Q1	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Management Team	In Progress	
		2. Tailor Engagement to Demographic Needs: Utilize digital channels like social media and mobile-friendly surveys for younger, tech-savvy residents, and provide in-person engagement options, such as community workshops, for older residents or those less comfortable with digital platforms.	2025	Q1	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Management Team	In Progress	
		3. Ensure Feasibility and Resource Allocation: Assess available resources, including staff, technology, and budget, to ensure the strategy is realistic and sustainable. Provide necessary training to staff to effectively manage both digital and in-person engagement.	2025	Q3	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Management Team	Not Started	
		4. Set Clear Goals and Metrics for Success: Establish measurable objectives such as participation rates, satisfaction levels, and feedback responsiveness. Regularly evaluate and adjust the engagement strategy based on these metrics.	2026	Q3	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Management Team	Not Started	
		5. Regularly Communicate Engagement Outcomes: Keep the community informed by sharing the results of engagement efforts and illustrating how resident feedback has influenced municipal actions.	2026	Q1	Ongoing	Existing Operating	Existing HR		Director of Legal & Legislative Services	Senior Management Team	Not Started	
		1. Select and Customize a CRM Solution: Choose a CRM platform that aligns with municipal needs and integrates with existing software systems for GIS, work order management, and online service portals.	2025	Q3		Existing Operating	Existing HR		Director of Finance/CAO	Senior Management Team	Not Started	Service Delivery Review Funds
		2. Train Staff and Build Departmental Champions: Implement comprehensive training for staff to ensure effective use of the CRM. Designate “CRM champions” in each department to provide ongoing support and foster a culture of adoption.	2025	Q4	Ongoing	Existing Operating	Existing HR		Director of Finance/CAO	Senior Management Team	Not Started	

5.2	Implement a CRM System to Enhance Resident Engagement and Service Efficiency	3. Establish Metrics for Engagement and Responsiveness: Define metrics such as response times, resolution rates, and resident satisfaction scores to evaluate CRM effectiveness. Regularly review these metrics to identify areas for improvement.	2025	Q2	Ongoing	Existing Operating	Existing HR		Director of Finance/CAO	Senior Management Team	Not Started		
		4. Collaborate with Middlesex County: Explore shared procurement opportunities with Middlesex County to reduce costs and leverage additional resources, support, and best practices for CRM adoption.	2025	Q2		Existing Operating	Existing HR		Director of Finance/CAO	Senior Management Team	Not Started		
		5. Enable Continuous Improvement: Regularly update the CRM system with feedback from users and residents to refine features and processes. Monitor system usage and make adjustments to improve service quality and operational efficiency.	2026	Q3		Existing Operating	Existing HR		Director of Finance/CAO	Senior Management Team	Not Started		
	5.3	Develop a Customer Service Policy and Training	1. Draft a Comprehensive Customer Service Policy: Establish clear guidelines addressing expected response times, communication etiquette, issue escalation processes, and follow-up protocols to provide residents with a consistent experience across departments.	2025	Q2		Existing Operating	Existing HR		Director of HR/CAO	Senior Management Team	Not Started	
			2. Conduct Mandatory Training on Policy Standards: Ensure all staff understand and adhere to the policy through required training sessions focused on effective communication, problem-solving, and handling difficult interactions in alignment with municipal standards.	2025	Q2	Ongoing	Existing Operating	Existing HR		Director of HR/CAO	Senior Management Team	Not Started	
			3. Monitor Compliance and Gather Feedback: Implement a mechanism to track adherence to the policy, gather resident feedback on service interactions, and regularly review the policy for improvements. Adjust guidelines as needed to address evolving resident expectations.	2026	Q2		Existing Operating	Existing HR		Director of HR/CAO	Senior Management Team	Not Started	
PRIORITY #6: Preparing for Strategic Growth and Development													
			1. Process Optimization: Actively involve staff, residents, developers, and businesses in the process review to gather diverse perspectives and ensure the proposed changes meet the needs of all stakeholders.	2026	Q3		Existing Operating	Existing HR		CAO	Senior Management Team	Not Started	
			2. Change Management and Training: Equip municipal staff with necessary training to adapt to the streamlined process. Provide clear guidelines to ensure they can efficiently handle inquiries and communicate updates to applicants effectively.	2026	Q1		Existing Operating	Existing HR		CAO	Senior Management Team	Not Started	

6.1	Conduct a Review of the Development Approvals Process to Improve Efficiency and Customer Experience	3. Technology Integration and Digital Tools: Explore the use of Customer Relationship Management (CRM) systems or other digital platforms to enhance tracking, communication, and transparency. Ensure that any technology solutions selected are user-friendly and integrated with existing municipal software.	2025	Q2		Existing Operating	Existing HR		CAO	Senior Management Team	Not Started	
		4. Clear Communication Protocols: Establish a standardized communication process for updates, inquiries, and requests. This will help manage applicant expectations and reduce confusion or misunderstandings about the status of their applications.	2025	Q2	Ongoing	Existing Operating	Existing HR		CAO	Senior Management Team	Not Started	
		5. Performance Metrics and Continuous Improvement: Develop key performance indicators (KPIs) such as processing time targets and customer satisfaction levels. Regularly assess these metrics to identify areas for improvement and sustain high service standards.	2026	Q3		Existing Operating	Existing HR		CAO	Senior Management Team	Not Started	
6.2	Develop a Comprehensive Economic Development Strategy for Strathroy-Caradoc	1. Stakeholder Engagement: Involve local businesses, community groups, residents, and regional partners in the strategy development process to ensure that the plan reflects community needs and aspirations.	2025	Q1		Existing Operating	Existing HR		Economic Development Commissioner	Senior Leadership Team	Not Started	
		2. Data-Driven Analysis: Conduct thorough market research and analysis to identify industry trends, economic gaps, and growth opportunities. Use data to inform targeted initiatives and measure success.	2025	Q1	Ongoing	Existing Operating	Existing HR		Economic Development Commissioner	Senior Leadership Team	In Progress	
		3. Develop Strategy: Develop a Strategic Plan: Outline specific goals, key performance indicators, and priority sectors for economic growth, ensuring alignment with Strathroy-Caradoc's broader strategic objectives.	2025	Q1		Existing Operating	Existing HR		Economic Development Commissioner	Senior Leadership Team	In Progress	
		4. Regional Partnerships: Establish collaborations with regional economic development organizations, neighboring municipalities, and industry groups to amplify economic growth efforts and attract investment.	2025	Q1	Ongoing	Existing Operating	Existing HR		Economic Development Commissioner	Senior Leadership Team	In Progress	
		5. Regular Review and Adjustment: Implement mechanisms to regularly review and update the strategy to respond to changing economic conditions and community needs.	2025	Q1	Ongoing	Existing Operating	Existing HR		Economic Development Commissioner	Senior Leadership Team	Not Started	

6.3	Plan for Developing a Composite Model Day Shift Fire Service	1. Develop a Business Case: The Fire Chief has been collecting data and research regarding a composite force. It is recommended that this be presented as a business case considering a composite fire service model for the Fire Service Committee and Council's consideration. The business case should outline a phased staffing approach, detailing the anticipated number of full-time firefighters required to support projected growth. This should include a forecasting analysis based on current and projected call volumes to ensure staffing levels align with community needs over time.	2026	Q2		Existing Operating	Existing HR		Director of HR/Fire Chief/CAO		Not Started	
		2. Operational Planning and Training: Integrating a full-time team within a historically volunteer-based model will require that clear operational plans be developed. Protocols for role responsibilities, scheduling, and teamwork will be required to ensure a cohesive, responsive fire service.	2026	Q2		New Operating	Existing HR		Director of HR/Fire Chief/CAO		Not Started	
		3. Financial Planning and Budgeting: Identify the long-term financial impact of the composite model, including costs for phased staffing and training. Explore funding sources or budget adjustments to manage these costs incrementally, aligning financial commitments with the Municipality's growth, if possible.	2026	Q2		New Operating	New HR		Director of HR/Fire Chief/CAO		Not Started	
		4. Ongoing Monitoring and Adjustment: Establish key performance indicators (KPIs) to measure the impact of the composite model on response times and service quality. Regularly review and adjust staffing levels, training, and operations based on performance data and further growth projections.	2026	Q2	Ongoing	Existing Operating	Existing HR		Director of HR/Fire Chief/CAO		Not Started	
		1. Assess and Plan Staffing Needs: Review the workload of the current full-time and temporary by-law enforcement officers to determine immediate staffing needs. If expansion to additional municipalities is pursued, identify the number of additional officers required and budget for new hires to support the increased workload.	2025	Q2		Existing Operating	Existing HR		Director of HR/CAO		Not Started	

6.4	Expand By-Law Enforcement Services to Other Municipalities to Support Revenue Generation	2. Establish Service-Level Agreements and Prepare Resources: Define expectations, response times, performance standards, and specific by-laws for each partner municipality. Set a fee structure that covers all operational costs, including staffing, training, and equipment, to ensure financial sustainability for Strathroy-Caradoc. Assess and acquire any additional vehicles or equipment needed for expanded coverage. Implement a training program to familiarize by-law officers with each municipality's regulations, ensuring consistency and quality across service areas.	2026	Q2		Existing Operating	Existing HR		Director of HR/Director of Finance/ CAO		Not Started	
		3. Launch and Monitor Service Expansion: Begin with one or two new municipalities to test processes, refine workflows, and assess resource adequacy. Monitor key metrics such as response times, number of occurrences, and feedback from partner municipalities to ensure service standards are met.	2026	Q2		Existing Operating	Existing HR		Director of HR/CAO		Not Started	
		4. Evaluate and Scale: Regularly solicit input from partner municipalities and staff to identify areas for improvement. Evaluate whether the expanded services meet costrecovery goals and support sustainable revenue generation.	2026	Q2		Existing Operating	Existing HR		Director of HR/CAO		Not Started	