

2019-2023 Southgate Community Action Plan



The Southgate CAP Mission Statement Pillars are:

Trusted Government

Economic Prosperity

Environmental Conservation

The 2019-2023 Community Action Plan themes for the next 5 years are:

- **Business Development;**
- **Health & Housing;**
- **Municipal Services; and**
- **Public Communications.**

The Township of Southgate's Core Values

Community Involvement

Actively involve and engage the Southgate community in a meaningful manner;

Innovation

Utilizes the creativity found in our citizens and employees to find new and better methods to achieve results through learning from the success of others and our past experiences;

Integrity

Demonstrate honesty and sincerity in our service delivery through open and transparent communications to ensure an educated and informed community;

Leadership

Demonstrate an open and honest commitment to the long term goals and vision for Southgate;

Public Safety

Create an environment of safe working conditions and in the community through our infrastructure development, inspection and routine maintenance practices;

Quality

Deliver quality service and leadership through continuous improvement;

Stewardship

Be stewards of the public trust to ensure that financial and human resources are used effectively and efficiently; and

Sustainability

Build and maintain a Township with sustainable infrastructure that balances social, economic and environmental values, that contributes to an excellent quality of life.

CAP Executive Summary

The 2019-2023 Southgate Community Action Plan sets out six major goals under the themes of Business Development, Health & Housing, Municipal Services and Public Communications. The goals each have a list of action priorities for the period of 2019-2023. The Community Action Plan, sets out specific initiatives to be undertaken starting in 2019 and identifies where the leadership resides related to each of these themes. The six goals are:

1. Attracting New and Supporting Existing Businesses and Farms
2. Revitalizing Downtown Dundalk
3. Promoting Health Services and Housing Choices
4. Adequate and Efficient Public Facilities
5. Upgrading our "Hard services"
6. Citizen Engagement

Annual Reporting

Southgate will report on the CAP progress in achieving the initiatives of the Community Action Plan Themes and report annually on the following:

1. Annual Work Plan reported to Council;
2. Annual CAP Progress and Accomplishments Report for Council approval within the first 120 days of the following year.
3. A Mayor's CAP Report will be provided annually for inclusion in the first tax bill of each year.

Southgate Community Action Plan to 2019-2023 Report

Goal 1 - Attracting New and Supporting Existing Businesses and Farms

Action 1:

The residents and businesses of Southgate envision a growing and diverse local economy, which respects our agricultural background while also attracting new businesses and new employment opportunities in keeping with the renewed growth of our population.

Strategic Initiatives 1-A (2019-2023):

By 2023, together with existing businesses and other partners, the Township will have identified the types of new business opportunities that are likely to have emerged when Dundalk's 10-15 year growth has taken place and the Dundalk population approaches 4500 people. This business opportunity projection should project the likely demographic make-up of that future population and its likely work, travel, and shopping patterns. It should also identify possible municipal incentives that could facilitate the emergence of these future business opportunities.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Engage with the business community through meetings, surveys and consultation to discuss and determine new business opportunities that are required to support the present and future community growth.	EDO	
ii Facilitate community discussions through social media, the Township's "Shape Southgate" community engagement web based tools and public meetings to collect information on work, travel and shopping patterns of all community members, with consideration of our changing population needs and demographics.	EDO	
iii Township staff will inventory and assess the condition and readiness of all available business space for commercial and industrial uses in Southgate to facilitate opportunities for property owners to lease space and new investors timely transition to a business startup.	EDO	
iv Township should consider elimination or modification of the vacancy tax rebate program to stop or reduce commercial/industrial property owners purchasing buildings for reasons of property value appreciation being a major ownership investment incentive. Additional taxation costs would have an impact to drive rental rates down because the property rental becomes more critical to the financial cash flow of the buildings business plan and financial success.	Treasurer & CAO	

Initiatives (2021-2023):	Assigned Staff Person	Start Task
i Township staff will promote new business opportunities to investors where there is an evident need for a product and/or service in the community.	EDO	
ii Re-engage with the community businesses and community members to assess changes in demographics, needs of the growing population, as well the products and services needed in this growing Township.	EDO	
iii The Township should continue to review policy (OP & Zoning By-law) and look into developing initiatives, incentives and support programs to support commercial businesses and this type of development growth in Southgate.	EDO	

Southgate Community Action Plan to 2019-2023 Report

Goal 1 - Attracting New and Supporting Existing Businesses and Farms

Action 1:

The residents and businesses of Southgate envision a growing and diverse local economy, which respects our agricultural background while also attracting new businesses and new employment opportunities in keeping with the renewed growth of our population.

Strategic Initiatives 1-B (2019-2023):

By 2023, the Township will have completed a bypass road between Hwy 10 and the industrial park

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff will work with our engineers to address the concerns of the Ministry of Environment, Conservation and Parks related to the Part II Order to allow final approval of the Environmental Assessment process in 2019.	CAO	
ii Township staff will direct our engineers to proceed with Hwy #10 Bypass Road design process and develop a project budget cost in 2019 and 2020.	Public Works Manager	
iii Township staff will work with our engineers to provide capital budget numbers for the Hwy #10 Bypass Road construction project for the 2020 budgeting cycle.	Public Works Manager	
iv Township staff will direct our engineers to proceed with tendering the Hwy #10 Bypass Road as a construction project in 2020 or 2021.	Public Works Manager	

Southgate Community Action Plan to 2019-2023 Report

Goal 1 - Attracting New and Supporting Existing Businesses and Farms

Action 1:

The residents and businesses of Southgate envision a growing and diverse local economy, which respects our agricultural background while also attracting new businesses and new employment opportunities in keeping with the renewed growth of our population.

Strategic Initiatives 1-C (2019-2023):

By 2023, the Township will have entered into an appropriate agreement to sell its Hwy 10 frontage for the purposes of commercial development, and development will be underway.

Initiatives (2021-2023):	Assigned Staff Person	Start Task
i Township staff will promote the Hwy #10 lands owned by the Township to either commercial businesses or commercial developers to seek out the potential for this property by 2022.	EDO	
ii Township staff will create a development sales agreement for the Hwy #10 lands owned by the Township to sell the property to either a commercial business(es) or to a commercial developer to accelerate commercial growth by 2023.	EDO & CAO	

Southgate Community Action Plan to 2019-2023 Report

Goal 1 - Attracting New and Supporting Existing Businesses and Farms

Action 1:

The residents and businesses of Southgate envision a growing and diverse local economy, which respects our agricultural background while also attracting new businesses and new employment opportunities in keeping with the renewed growth of our population.

Strategic Initiatives 1-D (2019-2023):

The Township will continue to encourage, facilitate and publicize business skills training programs in Southgate.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff will develop the needs of the community and promote a business skills training program every 60 days based on the needs of Southgate business owners feedback.	EDO	
ii Township staff will develop a quarterly Southgate Economic Development newsletter to communicate business information and to promote the municipal business skills training program for Southgate business owners.	EDO	

Southgate Community Action Plan to 2019-2023 Report

Goal 1 - Attracting New and Supporting Existing Businesses and Farms

Action 1:

The residents and businesses of Southgate envision a growing and diverse local economy, which respects our agricultural background while also attracting new businesses and new employment opportunities in keeping with the renewed growth of our population.

Strategic Initiatives 1-E (2019-2023):

By 2023, the Township will have updated the Official Plan and zoning bylaw to provide flexibility for business, help to reduce processing requirements, and help to provide more opportunity for success.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff will complete the necessary work and community consultation in the review of the Southgate Official Plan for completion in 2020.	Planner	
ii Township staff will create a new Southgate Official Plan for Council adoption in 2020.	Planner	

Initiatives (2021-2023):	Assigned Staff Person	Start Task
i Township staff will complete the review of and the required community consultation to develop and review the Southgate Comprehensive Zoning By-law for target completion in 2021.	Planner	

Southgate Community Action Plan to 2019-2023 Report

Goal 1 - Attracting New and Supporting Existing Businesses and Farms

Action 1:

The residents and businesses of Southgate envision a growing and diverse local economy, which respects our agricultural background while also attracting new businesses and new employment opportunities in keeping with the renewed growth of our population.

Strategic Initiatives 1-F (2019-2023):

Working with the County, and in coordination with other partners, the Township will place a priority on developing establishing permanent transportation service between Southgate and other communities, in order to provide access to employment, as well as to meet other needs.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i The Township in partnership with the County of Grey will develop a transit service to be responsive to the needs of our rural community to make connections south to Orangeville and north to Owen Sound to support access to employment and other needs as an on-demand service.	CAO	

Initiatives (2021-2023):	Assigned Staff Person	Start Task
i Township staff will continue to support the County of Grey to deliver the Community Transit service for up to 4 years based on the MTO funding grant.	CAO	

Southgate Community Action Plan to 2019-2023 Report

Goal 2 - Revitalizing Downtown Dundalk

Action 2:

The residents and businesses of Southgate envision our largest town once again becoming a source of community pride and a hotbed of community activity, with a much-improved appearance and a broader range of business opportunity.

Strategic Initiatives 2-A (2019-2023):

The County and the Township will have reconstructed Main Street.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i The project will be completed in 2019 with larger water main, new residential water servicing, stormwater upgrades, sidewalks and road construction.	Public Works	
ii Efforts are being made to improve business accessibility where possible and upgrade streetlighting for maintenance purposes.	Public Works	

Southgate Community Action Plan to 2019-2023 Report

Goal 2 - Revitalizing Downtown Dundalk

Action 2:

The residents and businesses of Southgate envision our largest town once again becoming a source of community pride and a hotbed of community activity, with a much-improved appearance and a broader range of business opportunity.

Strategic Initiatives 2-B (2019-2023):

The Township will have developed, adopted and implemented Community Improvement Plans for settlement areas, including incentives for downtown redevelopment and re-use.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i A draft Community Improvement Plan (CIP) will be received and approved by Council in the fall of 2019.	EDO & Planner	
ii Staff will engage with the business community for public comments and refinement of the CIP related to downtown redevelopment and re-use.	EDO & Planner	
iii Staff will investigate external funding opportunities to assist with CIP redevelopment and create incentive programs to partner with local businesses as part of the CIP to accelerate the improvement in appearance and business startup opportunities.	EDO & Planner	
iv Staff will report on the final CIP as a policy document and Council will adopt the Community Improvement Plan to implement the full use and impact of the CIP.	EDO & Planner	

Initiatives (2021-2023):	Assigned Staff Person	Start Task
i Township staff will develop the necessary CIP Committees to provide decision making on applications for incentive investments and faucet designs.	EDO & Planner	
ii Township should consider a Task Force or Working Group Committee of Council to assess to future look of the Dundalk business section. As part of that process Township staff should engage with business owners to part of the developing of a streetscape plan for the downtown Proton Street North business section to develop building accessibility solutions and an attractive, vibrant and place recognized as the business centre of Dundalk that has the feel of being welcoming of customers, luring to visitors, allow for patio business opportunities and could host downtown community events.	EDO & Public Works Manager	

Southgate Community Action Plan to 2019-2023 Report

Goal 2 - Revitalizing Downtown Dundalk

Action 2:

The residents and businesses of Southgate envision our largest town once again becoming a source of community pride and a hotbed of community activity, with a much-improved appearance and a broader range of business opportunity.

Strategic Initiatives 2-C (2019-2023):

The Township will have modified or eliminated the vacant commercial premises tax rebate program, in order to remove disincentives to restoration and re-use.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff will complete research and create a staff report for Council to consider on the vacancy tax rebate program for commercial properties providing options and a staff recommendations to modify the policy to prevent owners sitting on properties. The policy should consider that the rebate program could be applied for a defined period of time to allow for building restoration and property upgrades in an effort to lease out the property.	Treasurer	
ii Township Council should consider approving policy changes related to the vacancy tax rebate program for commercial properties for implementation in 2020 to promote restoring and renting out properties in a timely manner.	Treasurer	

Southgate Community Action Plan to 2019-2023 Report

Goal 2 - Revitalizing Downtown Dundalk

Action 2:

The residents and businesses of Southgate envision our largest town once again becoming a source of community pride and a hotbed of community activity, with a much-improved appearance and a broader range of business opportunity.

Strategic Initiatives 2-D (2019-2023):

The Township will have taken aggressive action to enforce compliance by downtown buildings with property standards Building Code, and Fire Code regulations.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff will schedule visits to inspect all downtown buildings for Building and Fire Code compliance. The goal will be to work with property owners to ensure safety and compliance with property standards, the Ontario Building Code and Fire regulations on a timely (60 to 90 days) and proactive approach in 2019 and 2020 to correct issues.	Fire Chief & CBO	
ii Township staff will seek compliance and resolution of concerns by property owners whenever possible for property standards, the Ontario Building Code and Fire regulations issues. When property owners do not comply or make an effort to reach compliance, staff will take an aggressive approach with action to enforce compliance through municipal Orders and/or the issuance of a summons to appear before a judge to seek a Court Orders to comply.	Fire Chief & CBO	
iii Township staff will continue to increase training and expertise of our staff related Fire Prevention and continue to work with other area Fire Service providers for support related to inspections and compliance issues.	Fire Chief & CBO	

Initiatives (2021-2023):	Assigned Staff Person	Start Task
i Township staff will schedule routine visits to reinspect all downtown buildings for Building and Fire Code compliance on an annual or bi-annual basis.	Fire Chief & CBO	

Southgate Community Action Plan to 2019-2023 Report

Goal 2 - Revitalizing Downtown Dundalk

Action 2:

The residents and businesses of Southgate envision our largest town once again becoming a source of community pride and a hotbed of community activity, with a much-improved appearance and a broader range of business opportunity.

Strategic Initiatives 2-E (2019-2023):

The Township will increase its support for, and promotion of, community events, festivals, parades, library activities, and other events that attract people to the downtown area.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff will work with Community Groups to promote community events through the electronic signs, website and social media advertising.	EDO & Librarian CEO	
ii The Township will look to review funding support through our Grants, Donations & Funding Policy or consider increasing our donatons budget, as well as provide administrative support to secure external grant funding for Community Groups for the events, festivals and parades they organize in Southgate.	Treasurer	
iii The Township should look to invest in the downtown business section to address accessibility concerns and to develop a plan to create a more attractive and welcoming commercial area on Proton Street between Main and Holland Streets.	EDO, Public Works Manager & CAO	

Southgate Community Action Plan to 2019-2023 Report

Goal 2 - Revitalizing Downtown Dundalk

Action 2:

The residents and businesses of Southgate envision our largest town once again becoming a source of community pride and a hotbed of community activity, with a much-improved appearance and a broader range of business opportunity.

Strategic Initiatives 2-F (2019-2023):

The Township will appoint and work with a Downtown Revitalization Advisory Committee, involving community organizations, businesses, landlords and tenants, and other stakeholders.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff will report to Council on the goals of a Downtown Revitalization Committee to create a Terms of Reference document for their consideration.	EDO	
ii Township Council will approve a Terms of Reference document for a Downtown Revitalization Committee in 2020.	Council	
iii Township Council will appoint members to a Downtown Revitalization Committee in 2020 or 2021 that should include representatives from businesses, community organizations, landlords, tenants and other interested stakeholders.	Council	

Initiatives (2021-2023):	Assigned Staff Person	Start Task
i The Southgate Downtown Revitalization Committee, supported by Township staff will review the proposal and draft ideas for the future look of the Commercial Business section of Downtown Dundalk	EDO & CAO	

Southgate Community Action Plan to 2019-2023 Report

Goal 2 - Revitalizing Downtown Dundalk

Action 2:

The residents and businesses of Southgate envision our largest town once again becoming a source of community pride and a hotbed of community activity, with a much-improved appearance and a broader range of business opportunity.

Strategic Initiatives 2-G (2019-2023):

The Township will have installed prominent signage to direct visitors to downtown attractions and businesses.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff will review the present directional signage for the downtown businesses and attractions to assist visitors into our community. Consultation with the Southgate Downtown Revitalization Committee related to signage would be supportive of this Strategic Initiative.	EDO	

Initiatives (2021-2023):	Assigned Staff Person	Start Task
i Township staff will review annually the currency of signs and consult with the Southgate Downtown Revitalization Committee on Southgate's directional signage for the downtown businesses and attractions to assist visitors into our community.	EDO	

Southgate Community Action Plan to 2019-2023 Report

Goal 2 - Revitalizing Downtown Dundalk

Action 2:

The residents and businesses of Southgate envision our largest town once again becoming a source of community pride and a hotbed of community activity, with a much-improved appearance and a broader range of business opportunity.

Strategic Initiatives 2-H (2019-2023):

The Township will support the renewal of the downtown murals.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff will develop documentation with building property owners to execute building use agreements to protect community investments maintaining murals in the Village of Dundalk.	EDO	
ii Township staff will investigate the budget cost to refresh and maintain the downtown murals to a respectable and attractive state that the community would be proud of.	EDO	

Initiatives (2021-2023):	Assigned Staff Person	Start Task
i Township staff will investigate the budget cost of maintenance every 5 years of the downtown murals to a condition standard that the community is proud of.	EDO	

Southgate Community Action Plan to 2019-2023 Report

Goal 3 - Promoting Health Services and Housing Choices

Action 3:

The residents and businesses of Southgate envision a caring community which meets the needs of all ages and incomes for a healthy and comfortable life, even as our population grows and changes.

Strategic Initiatives 3-A (2019-2023):

By means of appropriate policies, incentives and development partners, the Township will facilitate a significant increase in the supply and variety of both rental and purchase housing/accommodation within Southgate.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i The Township Planner will complete the review of the Southgate Official Plan that should consider new policies related to increasing the housing options in Southgate for rental and purchase options to facilitate the development of a variety of housing options in the municipality.	Planner	
ii Township staff will continue to work with present and future developers in Southgate to create partnerships to provide a variety of housing options for all segments of the population.	EDO & CAO	
iii Township Council and staff will consider creating policies and incentives to facilitate the construction of affordable housing in Southgate to support first time homeowners and local jobs. Examples of policy considerations would be to look at tiny homes as an option, apartment flats on the second storey above new commercial development, allow affordable housing developments on municipally owned property with the Township retaining ownership of the lands through land leasing, housing multiple tiny home condo type development on one lot to share multiple services and parking lot for affordability, allow multiple (up to 3) granny suites on rural properties, etc. as examples of creative development planning.	Planner & CAO	
Initiatives (2021-2023):	Assigned Staff Person	Start Task
i The Township will continue to investigate creative methods to support the increase of housing options in the Township of Southgate based on the demographic and needs of the community .	Planner & CAO	

Southgate Community Action Plan to 2019-2023 Report

Goal 3 - Promoting Health Services and Housing Choices

Action 3:

The residents and businesses of Southgate envision a caring community which meets the needs of all ages and incomes for a healthy and comfortable life, even as our population grows and changes.

Strategic Initiatives 3-B (2019-2023):

The Township will have been a significant advocate for and contributor to a new and expanded South East Grey Community Health Centre clinic in Southgate.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i The Township will continue its support of the South East Grey Community Health Centre through its community programs, support services and clinic services.	Council & staff	
ii The Township will continue its support and advocate for the South East Grey Community Health Centre in its efforts to seek Ministry of Health capital funding to locate a new clinic on municipal property in the Village of Dundalk.	Council & CAO	
Initiatives (2021-2023):	Assigned Staff Person	Start Task
i The Township will continue its support of the South East Grey Community Health Centre through its community programs, support services and clinic services.	Council & staff	

Southgate Community Action Plan to 2019-2023 Report

Goal 3 - Promoting Health Services and Housing Choices

Action 3:

The residents and businesses of Southgate envision a caring community which meets the needs of all ages and incomes for a healthy and comfortable life, even as our population grows and changes.

Strategic Initiatives 3-C (2019-2023):

The Township will have worked with the County, Public Health, Police, and other agencies to develop a profile of the Southgate population in 10-15 years time, and to develop a shared image of the health, housing, and social support services that will be required by that time.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff will develop a profile image of the Southgate population in 2020 through newcomer surveys and consultation with community residents through information engagement tools to seek the needs for health services needs, housing requirements and social service support.	EDO & CAO	
ii Township staff will develop a profile image of the Southgate population in 2020 through consultation with Public Health, South East Grey Community Health Centre, County Social Services and Community Police staff to survey the needs of the community for health services needs, housing requirements and social service support.	EDO & CAO	
iii Township staff will work with the County of Grey to support the developing of a Community Safety and Well Being Plan for Southgate to support its future growth and ensure the Township is a safe place for its residents to live, work and play in 2020.	CAO	

Initiatives (2021-2023):	Assigned Staff Person	Start Task
i Township staff will develop a profile image of the Southgate population in 2023 through newcomer surveys and consultation with community residents through information engagement tools to seek the needs for health services needs, housing requirements and social service support to track the change in the community profile over time.	EDO & CAO	
ii Township staff will develop a profile image of the Southgate population in 2023 through consultation with Public Health, South East Grey Community Health Centre, County Social Services and Community Police staff to survey the needs of the community for health services needs, housing requirements and social service support to track the change in the community profile over time.	EDO & CAO	

Southgate Community Action Plan to 2019-2023 Report

Goal 4 - Adequate and Efficient Public Facilities

Action 4:

The residents and businesses of Southgate expect the Township to plan and adequately provide for public facilities for gatherings, recreation and doing business with the Township, while recognizing at the same time that facility needs can change with age and a changing population.

Strategic Initiatives 4-A (2019-2023):

The Township will have identified the growth-related impacts on municipal facilities, and will have designed solutions to expand its facilities, or develop new facilities, as required.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff have been talking about a Multi-Use Community Facility for some time and budgeting for a future community municipal facility. The requirement is based on our present needs, community feedback and the future population growth we anticipate from our present rate of residential development. Those needs include but are not limited to a gathering place with recreational uses, provides a location with accessible municipal services and cultural events, that would serve as a community hub. Staff should continue to develop a planning and funding model for Council to consider for initial discussions.	Facilities Manager & CAO	
ii The Township in light of the accessibility challenges with the present Southgate Municipal Office should present a report to Council as a consideration to locate a new municipal office within a Multi-Use Facility building. A consolidation of municipal services in one location would gain economic savings of capital investment and long term operating costs should be a consideration.	CAO	

Initiatives (2021-2023):	Assigned Staff Person	Start Task
i The Township should consider all facility growth and equipment needs to deliver municipal services related to community needs presently not in our Development Charges By-law and should be considered in our next DC review study in order to collect growth eligible funding to support those types of future capital projects.	Facilities Manager, Fire Chief, Public Works Manager CAO & Treasurer	

Southgate Community Action Plan to 2019-2023 Report

Goal 4 - Adequate and Efficient Public Facilities

Action 4:

The residents and businesses of Southgate expect the Township to plan and adequately provide for public facilities for gatherings, recreation and doing business with the Township, while recognizing at the same time that facility needs can change with age and a changing population.

Strategic Initiatives 4-B (2019-2023):

The Township will have made a decision on the future viability and uses of the Olde Town Hall, and will have taken action accordingly.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff will be presenting the Allan Avis Part B Building Assessment Report in 2019 for Council consideration.	CAO	
ii Township staff will be developing a staff report on the Dundalk Olde Town Hall, with options and a recommendations for Councils consideration based on the all the past Building Assessment Reports and information received by Southgate for Council consideration and a final decision in 2019.	CAO & Council	
iii Township staff will need to consider budget requirements for 2020 and in future years based on Council's decision on how we proceed with the future of the Dundalk Olde Town Hall building and property.	Facilities Manager, CAO & Treasurer	

Southgate Community Action Plan to 2019-2023 Report

Goal 4 - Adequate and Efficient Public Facilities

Action 4:

The residents and businesses of Southgate expect the Township to plan and adequately provide for public facilities for gatherings, recreation and doing business with the Township, while recognizing at the same time that facility needs can change with age and a changing population.

Strategic Initiatives 4-C (2019-2023):

The Dundalk arena auditorium will have had an elevator installed and the necessary renovations will have been completed, in order to accommodate the expanded Early-ON program and a wider variety of programming for youth, seniors, and newcomers to the community, and possibly a cafeteria.

Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township is presently in the construction phase of the Dundalk Arena Auditorium upgrade project that should be completed in 2019. This will make the Arena Auditorium an accessible facility for the Early-ON program, as well as for youth and seniors programs. It will be a place to host mid size community events and recreation activities for all ages.	Facilities Manager & CAO	
ii Township staff will promote community and recreation programs provided in this facility to attract and welcome youth, seniors and newcomers to Southgate through our Community Electronic signs, facebook page, Township's website and community engagement tools.	Facilities Manager	

Southgate Community Action Plan to 2019-2023 Report

Goal 4 - Adequate and Efficient Public Facilities

Action 4:

The residents and businesses of Southgate expect the Township to plan and adequately provide for public facilities for gatherings, recreation and doing business with the Township, while recognizing at the same time that facility needs can change with age and a changing population.

Strategic Initiatives 4-D (2019-2023):

The Township will have reviewed all facilities it owns to determine their condition and utilization and to develop a business case for the future use or disposition of each facility.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff should complete additional work and assess for the 2020 budget cycle as part of our annual facilities assessment process and review, to take a deeper look at our facility use and revenues, in comparison to our annual operational expenses and similar community facilities in the area. The financial assessment report should consider and report as a business case report to either continue to support the facility and the community needs with a consideration for future capital investments, future facility consolidation to reduce taxpayer costs with disposal of the facility asset and also consider excess lands around community facilities, that could have other uses such as affordable housing projects or could be sold to generate revenues and for redevelopment.	Facilities Manager	
Initiatives (2021-2023):	Assigned Staff Person	Start Task
i Township staff will continue on an annual basis to complete analysis on revenues, expenses, community use and capital investment requirements of all facilities to justify future use to the Recreation Committee, Council and the Community.	Facilities Manager	

Southgate Community Action Plan to 2019-2023 Report

Goal 4 - Adequate and Efficient Public Facilities

Action 4:

The residents and businesses of Southgate expect the Township to plan and adequately provide for public facilities for gatherings, recreation and doing business with the Township, while recognizing at the same time that facility needs can change with age and a changing population.

Strategic Initiatives 4-E (2019-2023):

The Township will have projected the likely demand for/viability of ice sports at the Dundalk arena in 10-15 years time, and will have developed a business case for the future ice sport usage, or for alternative non-ice uses, as appropriate.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff and the Recreation Committee of Council will annually assess the trends of ice usage and ice sports in the Dundalk Arena to create programs and investments if necessary, to increase ice rentals during the winter months.	Facilities Manager	

Initiatives (2021-2023):	Assigned Staff Person	Start Task
i Going into the next Southgate Strategic Planning cycle, Township staff should develop a "Program Plan for Long Term Ice or Non-Ice Usage", depending on the use trends of the facility during this next 4 to 5 year horizon.	Facilities Manager	
ii The Township Recreation Committee will need to assess the "Program Plan for Long Term Ice or Non-ice Usage" of the facility with strategic discussions and planning related to future use of the Dundalk Arena ice surface and what that will be or should be in the long term. Staff will report this information to Council for decisions related to the long term use and plan for this building as a Community Facility.	Council, Recreation Committee & Facilities Manager	

Southgate Community Action Plan to 2019-2023 Report

Goal 5 - Upgrading our "Hard Services"

Action 5:

The residents and businesses of Southgate recognize our linear services - roads, bridges, water and sewer works, for example - to be a fundamental purpose of municipal government. This infrastructure needs to be serviceable and sustainable so that our businesses and communities can thrive and grow.

Strategic Initiatives 5-A (2019-2023):

While continuing to invest an average of 45% of tax dollars on maintenance/ repair/ reconstruction of road and bridge infrastructure, Council will consider an additional 1% levy, compounding, dedicated exclusively for upgrading the road and bridge network.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff will develop budgeting to consider this 1% additional levy on taxpayers as a proposed investment in our municipal roads and bridge infrastructure in our annual capital proposed investments, starting in 2020 and going forward to achieve the investment levels required in our future Asset Management Plan.	Public Works Manager & Treasurer	
ii Township Council will consider this 1% additional levy on Southgate taxpayers, as a proposed investment in our municipal roads and bridge infrastructure during budget discussion as part of our annual capital project investments, starting in 2020 and going forward to achieve the investment levels required in our future Asset Management Plan.	Council	

Southgate Community Action Plan to 2019-2023 Report

Goal 5 - Upgrading our "Hard Services"

Action 5:

The residents and businesses of Southgate recognize our linear services - roads, bridges, water and sewer works, for example - to be a fundamental purpose of municipal government. This infrastructure needs to be serviceable and sustainable so that our businesses and communities can thrive and grow.

Strategic Initiatives 5-B (2019-2023):

The Township will have adopted a long-term asset management plan for the timely repair, replacement, and expansion of the Township's infrastructure, facilities, and other assets.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i The Township Council and staff should promote, educate and adopt the new Asset Management Policy approved by Council in 2019 to be part of our thinking culture when establishing short and long term capital budgets, and in the prioritizing of asset investments in new projects or to extend the life cycle of existing infrastructure.	CAO & Treasurer	
ii The Township will continue to complete 10 year capital budget planning on an annual basis utilizing our assessment reports to make the best possible decisions related to asset maintenance, replacement and expansion decisions.	Treasurer	
iii Township staff will continue to work with service providers to implement the Municipal Data Works software solution to track our investments and support Asset Management decisions in Southgate.	Treasurer	
iv The Township will consider in 2020 budget cycle the hiring of a dedicated staff person to fill the role of an Asset Management Coordinator & Financial Analyst to better report and support decisions related to life cycle investing in Southgate assets.	Treasurer	

Initiatives (2021-2023):	Assigned Staff Person	Start Task
i Township staff will have an inventory of all of our municipally owned assets with level of service measured consistently to track our costs to maintain at those service levels, to accurately and effectively make strategic and wise asset investment decisions through Southgate's Asset Management Plan that complies with the requirement of Ontario Regulation 588/17 by July 1, 2021.	Treasurer, Public Works Manager, Facilities Manager & CAO	
ii Township staff will complete work to finalize the Asset Management Plan (ASMP) requirements of Ontario Regulation 588/17 to include proposed levels of service, lifecycle management for all assets and a financial strategy to fund the ASMP by July 1, 2024.	Treasurer, Public Works Manager, Facilities Manager & CAO	

Southgate Community Action Plan to 2019-2023 Report

Goal 5 - Upgrading our "Hard Services"

Action 5:

The residents and businesses of Southgate recognize our linear services - roads, bridges, water and sewer works, for example - to be a fundamental purpose of municipal government. This infrastructure needs to be serviceable and sustainable so that our businesses and communities can thrive and grow.

Strategic Initiatives 5-C (2019-2023):

The Township will have increased wastewater treatment capacity in Dundalk to support growth.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i The Township will be working with suppliers to explore wastewater capacity solutions through the Request for Information responses received by that proposal intake and working with our Consultant Engineers, Grand River Conservation Authority and industry experts in consultation with the Ministry of Environment, Conservation and Parks staff.	Public Works Manager	
ii The Township will work toward completing the Wastewater Environmental Assessment and public process to recommend solutions for implementation.	Public Works Manager	
iii The Township will develop project budgets and funding arrangements to advance the project to the design and procurement phase.	Public Works Manager	

Initiatives (2021-2023):	Assigned Staff Person	Start Task
i The Township's staff and Consultant Engineer will complete design work to implement long term wastewater capacity solutions for the Village of Dundalk that will address servicing needs and support future development for the next 10 to 20 year horizon.	Public Works Manager	
ii Township staff and Consultant Engineer will release a tender document(s) to implement long term wastewater capacity solutions for Dundalk that will address servicing needs and support future development for the next 10 to 20 year horizon in 2021.	Public Works Manager	
iii The Township will select contractor/service provider solutions through the tendering process to initiate the construction phase of the project in 2022.	Public Works Manager	

Southgate Community Action Plan to 2019-2023 Report

Goal 5 - Upgrading our "Hard Services"

Action 5:

The residents and businesses of Southgate recognize our linear services - roads, bridges, water and sewer works, for example - to be a fundamental purpose of municipal government. This infrastructure needs to be serviceable and sustainable so that our businesses and communities can thrive and grow.

Strategic Initiatives 5-D (2019-2023):

The Township will have erected a new water tower in Dundalk.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i The Township has completed the Water Environmental Assessment process that will support the construction of a water tower in Dundalk in the next 4 years.	Public Works Manager	

Initiatives (2021-2023):	Assigned Staff Person	Start Task
i The Township will release a tender by 2022 to select a contractor to construct a water tower in the Village of Dundalk.	Public Works Manager	
ii Township staff will explore options to use the new water tower to improve Southgate's communications systems for the Public Works, Fire Departments, etc. as well to private sector companies to generate revenue or to improve regional service.	Public Works Manager	
iii The Township will have constructed by 2023 a new Water Tower in the Village of Dundalk.	Public Works Manager	

Southgate Community Action Plan to 2019-2023 Report

Goal 5 - Upgrading our "Hard Services"

Action 5:

The residents and businesses of Southgate recognize our linear services - roads, bridges, water and sewer works, for example - to be a fundamental purpose of municipal government. This infrastructure needs to be serviceable and sustainable so that our businesses and communities can thrive and grow.

Strategic Initiatives 5-E (2019-2023):

The Township will have produced savings by examining alternatives when bridges or culverts require replacement, including where appropriate, installing dual culverts instead of replacing box culverts.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff will develop and report to Council on a strategic Standard Operation Process policy to provide long term guidance for the use of galvanized or plastic culverts, precast box technologies or poured in place box culvert for replacement projects to ensure the best solution and value for the municipality.	Public Works Manager	
ii Township staff will report to Council on future projects over the next 24 months to report on the cost of replacement culvert projects where the solution used was assessed financially versus other project options.	Public Works Manager	

Initiatives (2021-2023):	Assigned Staff Person	Start Task
i Township staff will continue to report to Council on future projects over the next 3 years to report on the cost of replacement culvert projects, where the solution used would be assessed financially versus cost of other project options.	Public Works Manager	

Southgate Community Action Plan to 2019-2023 Report

Goal 6 - Citizen Engagement

Action 6:

The residents and businesses of Southgate expect their local government to be transparent and approachable, to provide clear and timely information, and to explain and seek their input on issues and decisions facing the community.

Strategic Initiatives 6-A (2019-2023):

The Township website southgate.ca will have had a complete facelift.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task	Complete Task
i Township staff will finish the southgate.ca website upgrades, to include online payment options and other efficiencies to increase Southgate customer services and convenience for its ratepayers.	Clerk & Treasurer	Jul-19	Oct-19

Southgate Community Action Plan to 2019-2023 Report

Goal 6 - Citizen Engagement

Action 6:

The residents and businesses of Southgate expect their local government to be transparent and approachable, to provide clear and timely information, and to explain and seek their input on issues and decisions facing the community.

Strategic Initiatives 6-B (2019-2023):

The Township will work with existing organizations, including the Historical Society, in reviewing its built and natural heritage, and planning for the future of its cultural and recreational assets.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff will consult with those Community groups with interests in cultural and recreation assets being considered for development in Southgate to develop partnerships and sustainable use arrangements.	Planner & CAO	
ii Township staff will work with interested Community groups to seek planning input and feedback on cultural and recreation assets being developed in Southgate.	Planner & CAO	

Southgate Community Action Plan to 2019-2023 Report

Goal 6 - Citizen Engagement

Action 6:

The residents and businesses of Southgate expect their local government to be transparent and approachable, to provide clear and timely information, and to explain and seek their input on issues and decisions facing the community.

Strategic Initiatives 6-C (2019-2023):

As its population approaches 10,000, the Township will be prepared to create the statutorily required Heritage Committee.

Immediate Initiatives (2021-2023):	Assigned Staff Person	Start Task
i The Township staff will engage with Community Groups and the Public to seek the interest in creating a Heritage Committee.	Clerks	
ii Township staff will investigate and develop policy, Ministry guidance documentation and draft a Terms of Reference for a Heritage Committee.	Clerks	

Southgate Community Action Plan to 2019-2023 Report

Goal 6 - Citizen Engagement

Action 6:

The residents and businesses of Southgate expect their local government to be transparent and approachable, to provide clear and timely information, and to explain and seek their input on issues and decisions facing the community.

Strategic Initiatives 6-D (2019-2023):

Council will have implemented a variety of practices to provide Council and residents/public with opportunities for informal two-way communication with residents, including semi-annual "Coffee with Council" events, participation in Library events, presence at fairs, etc.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i Township staff will work with Council members to create policy and schedule event opportunities in the community for one on one and public conversations with the Mayor and members of Council to engage with Southgate residents to hear their concerns that is not meant to be a campaigning opportunity at the taxpayers expense.	Clerks	
ii Township staff will communicate and promote the scheduled Council public engagement events in a combination of electronic signs, social media, newspaper coming events advertising, Township newsletters, Council Highlights, upcoming events, etc.	Clerks	
ii Township staff will look to engage with community groups and community businesses to communicate and facilitate two way conversations to ensure Southgate services are being delivered in a timely and efficient manner. Some examples would be quarterly, bi-annual or annual meetings organized by the Building Department with contractors, Recreation with sports organizations, Economic Development with business owners, etc.	All Department Managers	

Southgate Community Action Plan to 2019-2023 Report

Goal 6 - Citizen Engagement

Action 6:

The residents and businesses of Southgate expect their local government to be transparent and approachable, to provide clear and timely information, and to explain and seek their input on issues and decisions facing the community.

Strategic Initiatives 6-E (2019-2023):

The Township will have acquired and be utilizing on-line public meeting software.

Immediate Initiatives (2019-2020):	Assigned Staff Person	Start Task
i The Township will continue to utilize the best possible on-line public meeting software to report on Council meeting agendas and minutes to enagage Southgate residents in Municipal business and decision making.	Clerks	
ii The Township will implement community engagement software to seek public input, create community conversations, survey results, resident ideas and input on issues to assist with Council decisions and the strategic direction of projects in Southgate.	Clerks	