

I ♥ SOUTHWOLD



TOWNSHIP OF
SOUTHWOLD

STRATEGIC PLAN

MAY 2018

TABLE OF CONTENTS

SECTION I Strategic Goals, strategies & Action Plans

Executive Summary	4
Mission & Vision Statements	6
1 GROWTH	
Strategic Goal.....	7
Strategies and Action Plans	
1.1	7
1.2	7
1.3	8
1.4	9
1.5	9
2 CULTURE, RECREATION, ENVIRONMENT, AND COMMUNITY BEAUTIFICATION	
Strategic Goal.....	10
Strategies and Action Plan	
2.1	10
2.2	11
2.3	12
2.4	13
3 MUNICIPAL INFRASTRUCTURE, IMPROVED TRANSPORTATIONN AND PUBLIC SAFETY	
Strategic Goal.....	14
Strategies and Action Plans	
3.1	14
3.2	14
3.3	15

3.4	15
4	MUNICIPAL FINANCIAL STEWARDSHIP	
	<i>Strategic Goal</i>	16
	<i>Strategies and Action Plan</i>	
	4.1	16
	4.2	16
	4.3	16
5	PUBLIC ENGAGEMENT, TRANSPARENT GOVERNMENT, AND INFORMING THE COMMUNITY	
	<i>Strategic Goal</i>	17
	<i>Strategies and Action Plans</i>	
	5.1	17
	5.2	18
	5.3	18
6	REVIEW, REPORTING AND UPDATING OF THE STRATEGIC PLAN	
	<i>Strategic Goal</i>	19
	<i>Strategies and Action Plans</i>	
	6.1	19
	6.2	19

APPENDIX I Community Input Discussion Items Organized by Theme

APPENDIX II Services Provided

APPENDIX III Council Appointments and Committees of Council

Executive Summary

Introduction

A Strategic Plan is an important tactical tool to assist Council to set both long term and short term goals and to provide a focused approach to achieving the community's vision. Like the Asset Management Plan, the Strategic Plan is used to assist Council in making focused decisions and is a valuable tool in the annual budgeting process. Importantly, Council recognizes the importance of involving the community to ensure the needs and wishes of all residents are considered when developing the plan, and that Council, the municipal employees and/or community minded volunteers are able to implement the plan. It is equally important that action plans are not only developed, but are monitored, measured and reported to the public on an annual basis to ensure goals are being met. Every four years, Council and staff are committed to holding a special public meeting to determine what new goals or needs the residents have and update the Strategic Plan accordingly.

Background

Between 2013 and 2018, the Township has used the previously developed Sustainability Plan to inform and direct municipal decisions and prioritize the allocation of our resources. In early 2018, Council determined that the municipality was moving beyond "sustaining" and was in a position to move towards more strategic aims. The original Sustainability Plan was critical in helping the Township recover from the loss of a large manufacturing property assessment. The progress made on the Sustainability Plan has been well documented in the annual reports provided to Council. Given that the priorities and action items in the original sustainability plan have been realized, it was time to move on with an updated guiding document.

On February 27th, 2018 Council held a special public meeting to obtain input from the citizens and staff of The Township of Southwold for the purpose of developing a Strategic Plan. The input from the meeting can be found in the appendix titled "Prioritized Brainstormed Strategies." The input gained from this meeting was used to develop a four year Strategic Plan for the Township of Southwold. Many ideas received at the public meeting held in February 2018 were already being implemented by council and staff and therefore may no appear explicitly in the action plan contained in the Strategic Plan.

Numerous factors affect Council's ability to develop resolutions or by-laws that enable action to occur. Small municipalities face financial challenges on top of the difficulty in meeting provincially mandated programs and standards. Therefore, Council and staff must always plan, budget and work within these various regulations and constraints. To assist the reader to better understand the many functions and services provided by the Municipality, a list of municipal services provided is included in the Appendix.

It is also crucial that Committees of Council are given the opportunity to participate in the development and implementation of this Strategic Plan; therefore, a list of the active committees is also listed in the appendix. As part of the community engagement planning of this document, the draft action plan points were presented to various committees for comment and discussion prior to a final draft being circulated to Council for approval. The input of these committees was incredibly valuable in refining the Action Plan developed out of the Community Input Meeting.

Strategic Plan Summary

The top five strategies identified at the meeting and included in this plan are: Growth; Culture, Recreation, Environment, & Community Beautification; Municipal Infrastructure, Improved Transportation & Public Safety; Municipal Financial Stewardship; and Public Engagement, Transparent Government, and Informing the Community. The sixth strategy, Review, Report, and Updating, was added to ensure the plan is implemented in a timely and efficient manner and results are reported to the public on an annual basis. Strategic Goals and Action Plans were developed for each strategy as well as time-lines and responsibility for implementation. Mission and Vision statements developed in the original Sustainability Plan are included at the beginning of this report.

Mission Statement

The Township of Southwold is committed to providing a healthy, safe community to all residents, businesses and visitors by providing services in an economical manner to further growth and prosperity.

Vision Statement

We envision the Township of Southwold as a thriving, community-oriented municipality that continues to grow and prosper by enabling and pursuing residential, agricultural and commercial growth opportunities through expansion of key municipal services.

The sense of community will be strengthened by promoting a wide variety of consumer-friendly services, such as health, culture, connectivity, parks and recreation.

Council and staff will serve the ratepayers of the community with a caring attitude focused on customer service.

1. Growth

Strategic Goal:

To promote residential, agricultural, commercial, and industrial development by ensuring policies and services are in place to support growth in The Township of Southwold.

Strategies:

- 1.1 Encourage and invest in sewer services and waste water treatment facilities in the growth communities.

Priority

**Proposed
Completion
Timeline**

Action Plan:

- A. Complete municipal servicing studies, environmental assessments, and development or connection charges studies in anticipation of growth on an ongoing basis.
- B. Ensure the appropriate development policies are in place and review and update the Township Official Plan every five years to ensure that the Township retains an adequate supply of vacant lands for growth.
- C. Prioritize the provision of sewer and waste water servicing in the Township budget process.
- D. Establish connection policies and connection charges in the growth areas to appropriately finance waste water treatment and collection systems via a user pay mechanism and federal and provincial government grants.
- E. Plan wastewater treatment facilities for diverse uses including residential, commercial, industrial, recreational, and institutional uses.

HIGH

ONGOING

HIGH

Q4 2018

HIGH

ONGOING

HIGH

Q3 2018

MEDIUM

2019

- 1.2 Support & prioritize access to high speed internet for all (agricultural, residential, commercial, industrial, institutional, etc.) Township properties.

Priority

**Proposed
Completion**

		Timeline
<i>Action Plan:</i>		
A. Support independent needs studies on telecommunications systems in the Township and promote surveys to ascertain data.	HIGH	2018
B. Form partnerships with agencies, corporations, municipal neighbours, SWIFT, residents, local businesses, and telecommunications companies to find solutions, including alternative options for service.	HIGH	2018
C. Investigate options for servicing growth communities and consider municipal investment or debenture options for residents to expedite installation of high speed internet.	HIGH	2019
D. Support efforts by agricultural and rural property owners to facilitate “last kilometer” high speed infrastructure.	HIGH	ONGOING
1.3 Encourage & Support Residential Development.	Priority	Proposed Completion Timeline
<i>Action Plan:</i>		
A. Support developers and builders by reducing unnecessary administrative processes and providing clear, responsive, and efficient service.	MEDIUM	2019
B. Provide opportunities for residential development for diverse populations including young families and seniors.	MEDIUM	2019
C. Encourage an appropriate mix of residential development including single family dwellings, multi-residential dwellings, and affordable housing.	MEDIUM	2020
D. Support the development of a retirement community or condominium complex	MEDIUM	2019

for seniors.			
1.4	Utilize the Economic Development Committee to prepare recommendations to attract key businesses to the municipality and develop strategies to retain and expand existing critical businesses.	Priority	Proposed Completion Timeline
<i>Action Plan:</i>			
	A. Provide the EDC the authority to make inquiries, meet with businesses and contacts to promote The Township of Southwold.	MEDIUM	ONGOING
	B. Utilize the Economic Development Committee to help identify development opportunities in the Township and address strategies for supporting small businesses and reducing red tape.	MEDIUM	Q1 2019
	C. Utilize the Economic Development Committee to develop a strategy to attract, retain, and expand critical sectors and key businesses such as:	HIGH	Q4 2019
	<ul style="list-style-type: none"> a. Gas Station b. Coffee Shop c. Financial Institution/Bank/Credit Union d. Pharmacy e. Family Restaurant f. Grocery Store g. Rural Tourism & Agri-Business h. Alternative Accommodation 		
1.5	Attract new industrial development and encourage expansion and improvements on existing industrial businesses with input from Council and Council members of the EDC.	Priority	Proposed Completion Timeline
<i>Action Plan:</i>			
	A. Provide enticements for land owners of vacant industrial land to market their properties to industrial developers.	MEDIUM	Q2 2019

B. Investigate servicing options for lands earmarked for industrial development in the Township Official Plan and reserve funds to service the lands.	HIGH	Q1 2019
C. Partner with Elgin County, the Provincial Government, and Federal Government and other agencies to attract industrial development through a marketing plan of key sites.	MEDIUM	ONGOING
D. Support the creation of incentives that attract new industries and support incentives for existing industrial property owners to improve and expand their businesses.	MEDIUM	Q2 2019
E. Provide excellent administrative services to assist businesses in navigating through various planning processes (plan of subdivision, re-zoning, consent, site plan approval, etc).	LOW	ONGOING
<p>2. Culture, Recreation, Environment, & Community Beautification</p> <p><i>Strategic Goal:</i> Promote a healthy, naturally beautiful, and community oriented municipality by encouraging and supporting involvement of volunteer organizations wishing to provide cultural and recreational activities in the Township of Southwold.</p>		
<p><i>Strategies:</i></p> <p>2.1 Complete capital recreation projects and proceed with the revitalization of Township parks.</p>	Priority	Proposed Completion Timeline
<p><i>Action Plan:</i></p>		
A. Continue working with current multi-purpose committee to set long term priorities for the parks and establish multi-year parks capital project plan.	MEDIUM	Q1 2019
B. Improve the communication of Township park projects through improved web and social media posts and celebratory grand openings of new capital park investments. Consider an advertising & marking plan to increase awareness and use of facilities.	LOW	ONGOING

<p>C. Continue to improve efforts to engage community members and enhance representation from all areas of the Township. LOW 2020</p> <p>D. Investigate the feasibility and confer with the multi-purpose committee to establish an action plan on proceeding with the following Township Parks Projects: MEDIUM Q1 2019</p> <ul style="list-style-type: none"> a. Bandshell/Outdoor Stage at the Keystone Complex b. Talbotville New Park Project c. Splash Pad d. New Shedden Open Space Park (Soccer Fields, Lawn Bowling, Football, etc.) <p>E. Maximize the use of community spaces and support community programs that incentivize the use of facilities. Consider partnerships that ensure municipal facilities can be rented for summer camps, day programs, and programs that encourage full rental of parks and municipal buildings. MEDIUM 2019</p>		
<p>2.2 Promote community volunteerism and support community driven events.</p>	<p>Priority</p>	<p>Proposed Completion Timeline</p>
<p><i>Action Plan:</i></p>		
<p>A. Promote volunteering opportunities for Township Committees and local organizations and service clubs through the use of Township staff, website, social media, and communications products. MEDIUM ONGOING</p>		
<p>B. Encourage collaboration between community groups by establishing a secure, privacy compliant, central volunteer database and volunteer mentoring program that supports cross-organization sharing. LOW 2020</p>		
<p>C. Sponsor efforts, including the creation of a central listing of assets and organization skillsets, to maximize the use of existing assets and sharing of existing resources LOW 2020</p>		

between organizations.		
D. Ensure that fair and festival organizers receive support from the Township to aid in their promotion and that resources are committed from the municipality that prioritize the continuation of municipal traditions (i.e. Rosy Rhubarb, Shedden Fair, Optimist Club Parade, Southwold by Tractor, etc).	MEDIUM	ONGOING
E. Partner with Schools, Elgin Manor, Community Groups to support community events.	LOW	ONGOING
2.3 Prioritize Township-wide beautification projects that enhance our natural resources and promote the rural character of the municipality.	Priority	Proposed Completion Timeline
<i>Action Plan:</i>		
A. Emphasize year-round, four season, park and municipal property maintenance. Ensure that parks can be accessed in spring, summer, fall, and winter and encourage activities in all seasons.	LOW	ONGOING
B. Work closely with the Township Communities in Bloom Committee to support the beautification of the municipality.	MEDIUM	ONGOING
C. Investigate progressive waste management solutions and evaluate the costs and benefits of different waste management collection service types (i.e. single stream vs. two-stream recycling, compost/organic collection, etc.) and service levels (weekly, bi-weekly, additional seasonal collections, etc). Council selection of the optimal service based on this evaluation.	MEDIUM	2020
D. Provide options to residents for special waste management such as large article collection, household hazardous waste, community swap days, or a community dumpster option.	HIGH	2019
E. Encourage wildlife preservation and environmental protection through the use of the	MEDIUM	ONGOING

protection and promotion of Fingal Wildlife Sanctuary, the consideration of greener services and alternative energy, and the control of invasive species.		
F. Celebrate our local history and work to preserve heritage features of our community through the support of History Committee initiatives.	MEDIUM	ONGOING
2.4 Place special focus on cultural and recreation activities aimed at serving seniors in our community.	Priority	Proposed Completion Timeline
<i>Action Plan:</i>		
A. In partnership with Elgin County, develop and implement a plan for our aging population.	HIGH	2020
B. Combat social isolation felt by many seniors by supporting services that help provide care to seniors including volunteer organizations.	MEDIUM	ONGOING
C. Establish a senior’s advisory committee of council to provide input on services for seniors and suggestions for social support.	HIGH	Q4 2018
D. Provide recreation opportunities for seniors and invest in activities to create a central hub for seniors.	HIGH	Q1 2019
E. Make accessible public spaces a priority by designing fully accessible parks and facilities, and conferring with the County Accessibility Coordinated to ensure parks and facilities are fully committed to the goal of accessible and inclusive spaces.	HIGH	ONGOING

3. Municipal Infrastructure, Improved Transportation, and Public Safety

Strategic Goal:

Provide improved transportation and a strong commitment to asset management with a goal of maintaining the Township’s infrastructure in the promotion of public safety.

Strategies:

3.1 Update and expand on the existing asset management plan including financing, as regulated by the Provincial government, and commit to maintaining the Township’s infrastructure and assets to an always improving level.

Priority

**Proposed
Completion
Timeline**

Action Plan:

A. Commitment from Council and staff to follow recommendations arising from the asset management plan.

HIGH

ONGOING

B. Provide rapid response to repairing Township roads, assets, fleet, and facilities to prevent further damage to municipal properties.

MEDIUM

C. Ensure that new subdivision development and impacts of growth are well planned and managed for the future impact on municipal assets.

MEDIUM

3.2 Emphasize public safety on municipal roadways and provide safe active transportation options.

Priority

**Proposed
Completion
Timeline**

Action Plan:

MEDIUM

ONGOING

A. Ensure speed limits in small communities are compatible with the goal of public safety with an emphasis on low speed limits near parks and public facilities where children are travelling.

B. Partner with the OPP to ensure that municipal speed limits are enforced and encourage targeted enforcement via focused patrols.

MEDIUM

ONGOING

<p>C. Confirm that new subdivisions in growth communities include sidewalks and active transportation networks to encourage safety. Ensure all new parks are fenced.</p> <p>D. Ensure that new subdivisions are designed with traffic control measures that reduce impacts on public safety resulting from growth.</p>	<p>MEDIUM</p> <p>MEDIUM</p>	<p>ONGOING</p> <p>ONGOING</p>
<p>3.3 Investigate transportation options for seniors and isolated populations in rural communities.</p>	<p>Priority</p>	<p>Proposed Completion Timeline</p>
<p><i>Action Plan:</i></p> <p>A. Support and help facilitate shared senior transportation opportunities.</p> <p>B. Explore alternative public transportation models used in other jurisdictions and investigate the feasibility of these systems in Southwold.</p> <p>C. Work with community volunteer organizations and municipal partners to help promote transportation options for seniors and isolated populations.</p>	<p>LOW</p> <p>MEDIUM</p> <p>LOW</p>	<p>2021</p> <p>2020</p> <p>2021</p>
<p>3.4 Ensure that residents have access to health services and are well informed about ways to protect their own personal safety.</p>	<p>Priority</p>	<p>Proposed Completion Timeline</p>
<p><i>Action Plan:</i></p> <p>A. Maintain medical building in Shedden for health service(s) and work to preserve and attract various health providers in the municipality.</p> <p>B. Educate residents about emergency management and emergency preparedness and provide frequent public education on fire prevention.</p> <p>C. Continue to liaise with Elgin County to maintain ambulance services in a timely manner for residents and that growth is accounted for in coordinating service.</p>	<p>HIGH</p> <p>MEDIUM</p> <p>MEDIUM</p>	<p>ONGOING</p> <p>2019</p> <p>ONGOING</p>

4. Municipal Financial Stewardship

Strategic Goal:

To exercise good financial stewardship in the management of Township expenditures and revenues.

<i>Strategies:</i>	Priority	Proposed Completion Timeline
4.1 To continue researching and applying for applicable Federal and Provincial funding.		
<i>Action Plan:</i>	LOW	ONGOING
A. Continue memberships in various Municipal Associations and collaboration with municipal partners.		
B. Pre-screen grant information at staff level to determine eligibility and qualifying projects prior to Council recommendation and application.	HIGH	ONGOING
C. Engage, where appropriate, the services of a consultant for completion of grant applications.	LOW	ONGOING
4.2 Review and protect the assessment base.		
<i>Action Plan:</i>	HIGH	ONGOING
A. Review large changes in assessment as identified by MPAC and monitor and report on changes in assessment practices and legislation.		
B. Support and consider assessment management efforts beyond Township staff including the use of external consultants, County resources, and municipal organizations.	HIGH	2019
4.3 Adopt, review, and frequently update policies that support strong financial stewardship including policies on the following:		
<i>Action Plan:</i>	Priority	Proposed Completion Timeline

A. Use of Township owned lands (including commercial owned buildings and future development lands) and Township owned properties.	MEDIUM	2019
B. Revenue and Tax Collection	MEDIUM	2019
C. Procurement/Purchasing.	LOW	2021
D. Use of and Contributions to Township Reserves.	MEDIUM	2020
E. Financial Reporting.	MEDIUM	2020
F. Investment Policy	HIGH	Q4 2018
5. Public Engagement, Transparent Government, and Informing the Community		
<i>Strategic Goal:</i> To promote public engagement, transparent government, and strong communications with all members of the community across various mediums for the strengthening of civic participation.		
<i>Strategies:</i> 5.1 Continue improving information disseminated by the municipality.	Priority	Proposed Completion Timeline
<i>Action Plan:</i>	HIGH	Q2 2018
A. Develop improved website content more frequently and re-format so that residents can more easily navigate municipal information.		
B. Maintain a stand-alone bulleting board (whether physical or digital) within communities for local advertising use.	LOW	2020
C. Continue newsletters with water and tax bills.	HIGH	ONGOING

D. Create a central information contact list whereby residents can opt into receiving various memos and communications from the municipality.	HIGH	ONGOING
E. Aim for improved communication with residents and engagement via sharing through various social media platforms.	HIGH	2019
5.2 Adopt practices that promote transparent government	Priority	Proposed Completion Timeline
<i>Action Plan:</i>	HIGH	2018
A. Adopt and abide by public notice policies.		
B. Consider proactive disclosure practices.	HIGH	ONGOING
C. Make public records easily available online in an accessible format.	HIGH	ONGOING
5.3 Celebrate community engagement and create vibrant connections within the community.	Priority	Proposed Completion Timeline
<i>Action Plan:</i>	MEDIUM	ONGOING
A. Consider strategies to support community neighbourhood engagement.		
B. Support community outreach efforts and neighbourhood efforts that enhance our subdivisions, making them more than “bedroom communities”.	MEDIUM	ONGOING
C. Encourage collaboration between community groups of volunteers to move towards common goals.	HIGH	2019

6. Review, Report and Updating of Strategic Plan

Strategic Goal:

To ensure the plan is implemented in a timely manner and results are reported to the residents of the Township.

<i>Strategies:</i>	Priority	Proposed Completion Timeline
6.1 Complete an annual review to determine if the plan is being implemented		
<i>Action Plan:</i>	HIGH	NOVEMBER
A. Set a specific month that all parties responsible for implementing any portion of the plan must report the work completed in the past year.		
B. Provide a full report of accomplishments and/or delays to the public no later than one month after individual reports are received.	HIGH	DECEMBER
6.2 Ensure the Strategic Plan is updated every 4 years.		
<i>Action Plan:</i>	HIGH	2022
A. Each council will hold a public meeting to determine what the public deems priority issues to be developed in the next 4 years.		
B. The strategic plan will be updated and re-focused accordingly.	HIGH	2022

APPENDIX I

Community Input Discussion Items Organized by Theme

Community Input Discussion Items Organized by Theme

Below are the results of the exercise to brainstorm strategies and then prioritize them as done at the Community Input Meeting held in Shedden on February 27th, 2018.

Each table group was asked to brainstorm using the following questions:

1. What is your wish for the Township of Southwold?
2. What are some opportunities to pursue?

Economic Development & Growth:

Full Services (Waste Water)

Create a community with full services so that we can attract future business & growth **

Wastewater treatment ***

Industrial /commercial services***

Continue servicing villages

Full services ***

Natural gas for all****

Sewers in Talbotville

Sewers in Shedden and Fingal

Sewers

A community with full services such as Shedden Fingal, so that we were able to attract future business and growth

Move ahead with servicing in Shedden and Fingal

Full services and services in towns to increase density

Focus growth in one area at a time

Access to High Speed Internet:

Broadband

High speed internet*****

Highspeed internet for economic development purposes
Had high speed internet

Key Businesses/Target Sectors

Encourage a coffee shop**
Had a coffee shop

Encourage a gas station**
Have commercial growth e.g. gas station in Fingal or/and Shedden
Had a gas station New Businesses- bank- coffee shop/café
Coffee shop /gas station*****
More retail-coffee shop, gas station

Pharmacy*

Financial institution/banking opportunity *****
A bank in the area
Have a bank in central location
Have continued access to a local bank
Could keep our bank or retain another one

A family restaurant in Shedden/Fingal

Casino on Ford property**
A new casino in Southwold not London

Rural tourist accommodations-trailer park

Work with County and city to explore rail trail opportunity for economic development and tourism

Improve Opportunities for Business

Support small businesses and residential development (clear/reduce red tape) *****

Local employment

Encourage businesses**

Commercial growth

Had more business whether large or small

Residential Growth

Growth to attract younger families

Subdivision access to Hwy 3

*Increase revenues –population density **

Retain schools

Industrial Development

More industry

Develop Ford property

Industry at Ford site-commercial properties

Encourage 401 development

Encourage development of lands for industrial –incentive for land owners to develop

North Star expansion

Environment/Natural Resources:

Waste Management

What happens when the dump is full –Where will our garbage go?

Once a week garbage ***** (summer months)*

Dumpster spring and fall *****

Wildlife Preservation and Environmental Protection

Greener services

Promote Fingal wildlife sanctuary *****

Get rid of phragmites ***

Recreation/Culture:

Promoting Community Volunteerism & Recreation Events

Promote more use of existing assets such as Keystone complex**

Promote volunteering opportunities***

Keep supporting community events

Keep developing recreation

Bandshell

Bandshell for Keystone *****

Bandstand like Pinafore Park*****

Had a bandshell at Keystone

New Recreation Facilities

Finish new recreation facilities ***
Had a new soccer complex
Consider grants(rural) like Strathroy Water park
Splash pad Talbotville

Existing Park Maintenance

Plow snow in parking lot off Ferndale park- cars with young children have to park on road in winter and use 4 way flashers
Plow snow in Ferndale Park*
Fix Fingal tennis court
Fix complex all purpose pad (put fence around for street hockey)

Seniors:

Accommodation:

Had a retirement community for seniors so we don't have to leave Southwold Twp. and go to St. Thomas or London
Seniors home
A new set of seniors apartments
Finish senior home*
Retirement home for seniors (condo units) *****
Do something with the seniors complex beside Elgin Manor or build new seniors residences
Had a finished seniors home

Transportation:

More senior transportation
Expanded seniors accommodations/shared senior transportation opportunities *****

Recreation and Community Involvement:

- More senior activities*
- More senior centres ***
- More senior council ***
- Seniors shuffleboard
- Seniors recreation
- Seniors recreation
- In partnership with County develop and implement plan for aging population
- Senior support services *****
- Aging demographic-social isolation

Municipal Infrastructure & Public Safety:

Speed Limits

- Lower the speed limit through the village (enforce) ***
- Lower speed limit in front of Ferndale park-it is 50km/h on Wellington Rd. & 60km/h on McBain Line – why?
- Reduce speed in front of Park*

Township Roads

- 2nd route out of (Gore Road) Talbotville subdivision
- Could rebuild John Wise Line #3 to Longhurst Line over used 1 2/3 is driveable, school buses, trucks, Ontario Plants- stop signs keep getting taken out by the trucks
- Had less gravel roads
- Better roads
- Fix potholes on Township roads
- Holes that are fixed
- Transportation –partner with County and public health

Paint the fire hydrants
Transportation services/support*
Drainage for villages*

Health & Emergency Services

Upgrade to emergency services*
A new doctor coming to Township

Municipal Services/Communications:

Engaging and Informing Residents

Quarterly newsletter with water bills **
Stand alone bulletin board within communities for local advertising use ***
Better advertising on this meeting so more people had input
Perhaps a little more input on what the Township plan is would be helpful
Could see the Talbotville park plans-publish planning stages
This meeting has not been on the Township social media
Improved communication with residents & engagement-sharing via social media,etc
Council highlights such as information about when park updates are happening
Information about sewer project in Talbotville
Even recreation committee meetings are only shared with less than 1 wk notice
Consider strategies to support community neighbourhood engagement. Ensure we are building community and the aging demographic fight –bedroom community

Municipal Revenue Management

Sell unused assets buildings etc

Replace or remove old library building

Partnership with neighbours

Tax revenue-limitations go beyond

Other:

Update our 5 year review

Could turn back time

APPENDIX II

Services Provided

Services Provided

Administration

- Preparation of reports, agendas and minutes along with attendance at council meetings and committee meetings
- Preparation and archiving of Township By-laws, Agendas, Minutes, Reports to Council, etc.
- Human Resources such as hiring, records management, training coordination, payroll, benefits, annual filings and reports
- Municipal insurance policies
- Lease/purchase and maintenance of office supplies, equipment and furniture
- Conducting municipal election
- Training council members in their duties, where applicable
- Providing appropriate answers to questions posed by members of the public as well as councillors
- Maintain knowledge of all applicable legislation, regulations for the operation of a municipality
- Emergency Management and Preparedness in accordance with Provincial legislation
- Economic Development
- Marriage licensing and civil ceremonies
- Freedom of Information requests
- Disability Plan Coordination
- Health & Safety
- Minute taking for various committees
- Issue lottery licenses
- Commissioning documents
- Division Registrar – registration of deaths/births
- Administer rental of park facilities, collect rents and fees
- Township website maintenance and updating
- Preparation and distribution of Township newsletter and “Southwold in Motion”

- Annual Civic Volunteer Recognition Program
- Annual Scholarship Awards Program
- Committees of Council, coordination of annual events, ie. War Memorial Service and Canada Day Celebrations

Treasury

- Preparation of annual budget, applicable tax rates, fee structures and associated by-laws for council approval
- Preparation for annual audit
- Preparation and issuance of bi-annual tax bills
- Preparation and issuance of quarterly utility bills
- Preparation and issuance of general invoices for a variety of services
- Receipt of payments for all bills/invoices and accounting for same
- Collection of unpaid bills/invoices
- Purchasing of all goods and services for the Township
- Receipt and payment of all invoices for purchased goods and services and accounting for same
- Maintain knowledge of all applicable legislation, regulations for the financial aspects of a municipality
- Provision of payroll to all employees, councillors and volunteer fire fighters and accounting of same
- Internal control of quotation requests, tenders and requests for proposal from issuance to receipt and resulting contracts

Fire

- Recruitment and training of volunteer fire fighters
- Maintenance of all fire fighting vehicles and equipment according to safety codes
- Maintain knowledge of all applicable legislation, regulations for the fire fighting services
- Report to and attend council meetings when required

- Preparation of all reports required by council and appropriate provincial ministries, including the Fire marshal's Office
- Respond to emergency calls when dispatched

Police

- OPP – engage in Police Services Board as required

Animal Control

- Licensing of canines in the Township
- Responding to resident calls and picking up stray canines
- Removal of dead animals on County and Township roadways
- Monitoring and reporting for livestock claims
- Contract animal shelter services

Building Services

- Review and approval of building and septic permits as submitted
- Respond to ratepayer inquiries
- Inspection of all construction under permit

Public Works

- Bridges and culverts
- Roadside maintenance including grass cutting, brushing of undergrowth, tree removal, ditch improvements, removal of litter and debris, catch basin maintenance
- Hardtop maintenance including regular road inspections, patching potholes, sweeping, grading shoulders, centre line painting

- Loosetop maintenance including grading, dust control, adding gravel where needed
- Winter Control including regular patrolling, snow removal, salt application
- Safety including installing regulated road signs, maintaining and/or replacing signs, maintaining rail road crossings
- Training staff
- Purchase of supplies and equipment required for various activities
- Regular maintenance of all rolling stock and equipment
- Facility repairs and maintenance
- Park maintenance including grass cutting, tree trimming, dragging ball diamonds, rolling lawns and soccer fields
- Street lights

Municipal Drains

- Regular, planned maintenance of municipal drains
- Responding to complaints and concerns voiced regarding drains
- Emergency repair or maintenance of drains when issues arise
- Preparation and submission of regulatory reports and grant applications
- Administer tile drainage loan applications

Waste Management

- Administer contract for garbage and recycling pick up and disposal
- Respond to concerns or complaints submitted by residents

Cemeteries

- Maintenance of abandoned or closed cemetery facilities
- Operation of open cemetery facilities

- Annual Reporting
- Maintain Cemetery Operator Licence

Keystone Complex

- Operation and maintenance of community centre
- Maintenance of surrounding grounds, soccer fields, war memorial
- Purchase and maintenance of supplies, equipment and furniture

Library

- Provision of suitable building facility and contract with County for service
- Maintenance and repair of building

Commercial Units

- Operation, maintenance and repair of buildings
- Negotiate, establish and administer leases

Planning

- Maintain knowledge of all applicable legislation, regulations for with respect to planning
- Development, maintenance and enforcement of Official Plan
- Development, maintenance and enforcement of Zoning By-laws
- Respond to resident and developer inquiries
- Engage planning or legal consultants where applicable
- Administer severance, zoning, variance and amendment applications

- Attend public meetings where required
- Committee of Adjustment – Minor Variances, Interim Control By-laws, Legal Non-conforming uses

Utilities

- Maintain knowledge of all applicable legislation, regulations for the operation of a water distribution system
- Operation, repair and maintenance of water system
- Training of staff
- Locate services upon request
- Negotiate, establish and administer operational contracts where needed for water and sewer systems
- Training council on responsibilities
- Read water meters quarterly and as requested
- Flush hydrants
- Install new connections
- Attend council and water board meetings as required
- Participate in inter-municipal training, meetings, operational coordination
- Administer the Drinking Water Quality Management Standards as approved by the Province

APPENDIX III

Council Appointments & Committees of Council

COUNCIL APPOINTMENTS

Court of Revision

Elgin Area Primary and Secondary Water Supply System Provisional Joint Board of Management

Kettle Creek Conservation Authority

Landfill Public Liaison Committee

Lower Thames Valley Conservation Authority

Lynhurst Sanitary System - Board Of Management

Southwold Community Policing Committee

Green Lane Trust Fund Board

COMMITTEES OF COUNCIL

Canada Day Committee

Entertainment/Social Committee

Shedden Recreation & Community Centre & Keystone Complex Board

Southwold War Memorial Committee

Southwold Economic Development Committee

Communities in Bloom (Subcommittee)

History Committee (Subcommittee)

Parks Committee

Ferndale Community Park Committee

Family Day Committee