



TOWNSHIP OF
Southwold

Township of Southwold, Strategic Plan. **Implementation Plan**
September 2023







CONSULTING INC.

Township of Southwold Strategic Plan 2023

Vision: The Township of Southwold is a vibrant, safe, and growing rural community recognized for its high quality of life and economic opportunity.

Mission: To provide quality municipal services that support growth, prosperity, and exceptional quality of life through prudent management.

	Goal	Objective
	1. Managed Growth	<ul style="list-style-type: none"> • Policies and programs that manage growth, maintain community character, protect agricultural land, and align with community capacity. • Infrastructure to support identified residential and industrial growth areas.
	2. Welcoming and supportive neighbourhoods	<ul style="list-style-type: none"> • Inclusive, resident-focused programs, services, and facilities throughout Southwold.
	3. Economic opportunity	<ul style="list-style-type: none"> • Investment readiness and support for new and existing businesses.
	4. Fiscal responsibility and accountability	<ul style="list-style-type: none"> • Prudent financial management to address current needs and prepare for the future. • Engaged and informed residents, businesses, and other interested parties.

Introduction

This document is a companion to the Township of Southwold Strategic Plan. The plan includes four goals and six objectives. The following tables details the identified actions to implement the strategy including the key partners, priority and timing for each action.

Strategic actions represent the specific activities that need to be accomplished to ensure the objectives can be met.

Partners refer to the key organizations that could participate in these actions although there may be others that could also make a meaningful contribution to these actions.

The **time frame** provides recommendations on the appropriate timing of these actions within a five-year time frame of the plan. Immediate is within the first six months, short term is within the first year, medium term is within year two or three of the plan. Long rate refers to actions in year four or beyond. Some actions, once completed, will continue for the duration of the plan and beyond and have been identified as ongoing.

Priority indicates the action's impact to the mission and vision. Critical actions are essential to achieve the Township of Southwold's vision. High priority actions as deemed as important to the strategy's overall success while medium priority items will add to the success of the plan.

The implementation plan also provides the basis for measuring the Township's progress towards its vision, goals and objectives. The performance measurement framework links the actions in the implementation plan to specific outputs that lead to desired outcomes.

The four elements of the performance measurement framework are:

Inputs: Human, financial, organizational and community resources required to implement the plan

Actions: Specific activities undertaken using the inputs to further the plan

Outputs: The results of the actions: For example, the participants at a community event

Outcomes: Broader, longer-term impact on the Township arising from the successful implementation of the strategy such as population growth or growth in assessment due to commercial and industrial investment.

Detailed Implementation Plan

Goal 1	Managed Growth
Objective	<ul style="list-style-type: none"> • Policies and programs that manage growth, maintain community character, protect agricultural land, and align with community capacity. • Infrastructure to support identified residential and industrial growth areas.

Goal 1 Actions	Partners	Time Frame	Priority
1. Establish a wastewater infrastructure plan that includes the location, capacity, staging, and budget required to support projected residential and commercial growth.	Elgin County, ICI developers, residential developers	Short term and ongoing	Critical
2. Develop long-term plans and budgets for municipal infrastructure investment and operations.	Southwold, third party consultants	Medium term and ongoing	High
3. Allocate sufficient resources and seek external sources of funding to address Southwold's hard and soft infrastructure needs.	Southwold, provincial, federal governments, Federation of Canadian Municipalities	Medium term and ongoing	High
4. Establish policies and incentives to support mixed residential development with a focus on affordable and attainable housing within existing residentially zoned areas.	Residential developers, Elgin County, Ministry of Housing	Short term and ongoing	High
5. Continue to maintain policies that protect agricultural land and recognize agriculture's contribution to Southwold's economy and community culture.	Ontario Federation of Agriculture, OMAFRA, Elgin County	Short term and ongoing	High
6. Support and participate in initiatives to expand and enhance internet access throughout the Township.	Elgin County, private internet providers, WOWC, SWIFT	Ongoing	Medium

Goal 1 Related Performance Measures

- Wastewater infrastructure plan established
- Long-term Infrastructure capital budget established and prepared for future funding opportunities
- Variance report, infrastructure capital and operations budget
- \$s of external funding secured for infrastructure projects
- Share of existing infrastructure rated as good or very good through asset management plan
- Affordable and attainable housing policies and incentives established
- # of affordable/attainable housing projects created
- # of affordable/attainable housing units constructed
- Share of housing units by type (detached, semi-detached, condos, townhomes, etc.)
- # of residential building permits issued
- % of acres of designated agricultural land redesignated to other uses
- % of households with access to high-speed internet¹
- Median internet download and upload speeds²

¹ 50 Mbps download and 10 Mbps upload

² Using performance.cira.ca speed test)

Goal 2	Welcoming and supportive neighbourhoods
Objective	Inclusive, resident-focused programs, services, and facilities throughout Southwold.

Goal 2 Actions	Partners	Time Frame	Priority
1. Establish long-term plans to maintain and enhance parks, programs and facilities that support social interactions throughout Southwold.	Elgin County, community associations, sports clubs, school boards	Medium	High
2. Expand active transportation links between Southwold communities'	Elgin County, community associations, Province	Medium to long term	Medium
3. Explore opportunities to expand age specific programs and services such as childcare and active living programs for seniors.	Elgin County, community associations, public health, province	Ongoing	High
4. Maintain and support events and programs that create civic pride, support community character, and encourage community involvement.	Community associations, local businesses	Ongoing	Medium
5. Support and promote local arts, heritage, and culture.	Community associations	Ongoing	Medium

Goal 2 Related Performance Measures

- Parks and community programming plan established
- # of participants in programs at Southwold parks and facilities
- Kms of trails in Southwold
- # of programs and participants in age specific programs
- # of licenced childcare spaces in Southwold
- # of events and # of participants in civic events
- Provincial and other funding accessed for community events
- Funding for arts, heritage and culture initiatives

Goal 3	Economic Opportunity
Objective	Investment readiness and support for new and existing businesses.

Goal 3 Actions	Partners	Time Frame	Priority
1. Update and implement the 2020 economic development strategy to reflect the emerging challenges and opportunities related to major regional investments.	Southwold Economic Development Committee, Elgin County, Elgin/St. Thomas Small Business Centre	Short term	High
2. Engage with industrial landowners to determine their interest in selling and the property specifications required for development.	Property owners	Short term	High
3. Compile and share local and regional economic development data to ensure Southwold is investment ready.	Southwold Economic Development Committee, Elgin County, Elgin/St. Thomas Small Business Centre	Short to medium term	High
4. Identify opportunities to attract commercial service providers to meet local demand in urban settlement areas.	Southwold Economic Development Committee, Elgin/St. Thomas Small Business Centre	Medium term	Medium
5. Establish a business visitation schedule to assess and address local business opportunities and barriers.	Elgin County	Short term and ongoing	High
6. Leverage and partner in County and other regional economic development programs and initiatives.	Southwold Economic Development Committee, Elgin/St. Thomas Small Business Centre, Elgin County, WOWC	Short term and ongoing	High
7. Explore opportunities for additional, alternative uses that will enhance Shedden's four corners.	Southwold Economic Development Committee, Elgin/St. Thomas Small Business Centre, community groups	Medium term	Medium

Goal 3 Related Performance Measures

- Economic development strategy updated and approved by Council
- # of acres of industrial land available for sale
- # of acres of serviced industrial land available for sale
- Economic development data compiled and updated annually
- Market threshold analysis completed
- # of businesses engaged annually
- Participation in County and regional economic development initiatives

Goal 4	Fiscal responsibility and accountability
Objective	<ul style="list-style-type: none"> • Prudent financial management to address current needs and prepare for the future. • Engaged and informed residents, businesses, and other interested parties.

Goal 4 Actions	Partners	Time Frame	Priority
1. Support economic development efforts to expand and diversify Southwold's tax base	Economic Development Committee, Elgin County	Ongoing	High
2. Support the long-term sustainability of municipal finances through stable, healthy reserves and thoughtful borrowing.	NA	Ongoing	High
3. Protect and sustain Southwold's infrastructure while retaining competitive tax rates.	NA	Ongoing	High
4. Recruit, develop and retain a high performing workforce with competitive salaries, training programs and a supportive work environment.	NA	Ongoing	High
5. Develop a communications plan to introduce the strategic plan and provide updates on its implementation.	NA	Short term and ongoing	High
6. Explore additional channels and strategies to increase and expand communications with residents and businesses.	Community associations, Elgin County	Medium term	High

Goal 4 Related Performance Measures

- Change in commercial and industrial tax assessment
- Southwold credit rating
- Total operating and capital reserves
- Annual budget directed to reserves
- Value of reserve funds compared to future funding needs
- Employee satisfaction index
- Internal promotion rate
- Employee turnover rate
- Training hours per employee
- Average length of service
- Communications plan established
- Website – unique site visits, traffic sources, session duration, new and repeat visitors, page views
- Social media followers, engagement (shares, comments, likes), clicks
- E-newsletter – subscription, opens, clickthroughs