



## TOWNSHIP OF SOUTHWOLD

### Report to Council

**MEETING DATE:** March 24, 2025

**PREPARED BY:** Jeff Carswell, CAO/Clerk

**REPORT NO:** CAO 2025-17

**SUBJECT MATTER: Strategic Plan Update #1**

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#### **Recommendation(s):**

None – For Council Information.

#### **Purpose:**

The Township Strategic Plan was adopted in August 2023 and requires an annual review to determine if the plan is being implemented. This report serves as the update of the progress for the year ending 2024.

#### **Background:**

The Strategic Plan document is attached for reference (Appendix "A"). This plan was developed with community input to help guide Council and administration's efforts over the 4 year Council term (2022-2026).

In addition to the Strategic Plan, there is a Detailed Implementation Plan (Appendix "B") that can be used to track progress against the Goal Actions. The implementation plan includes a column where staff have added comments on progress against the Goal Actions. While the Strategic Plan is quite ambitious, many of the Goal Actions have seen some progress since the plan was adopted.

In addition to adding comments to the Implementation, a 2024 Highlights document (Appendix "C") has also been attached. While this document includes some overlap with the Strategic Plan, it also includes other projects and achievements over 2024.

#### **Strategic Plan Goals:**

The above recommendation helps the Township meet the Strategic Plan Goal of:

Managed Growth

- Welcoming and Supportive Neighbourhoods
- Economic Opportunity
- Fiscal Responsibility and Accountability

**Respectfully Submitted by:  
Jeff Carswell, CAO/Clerk  
"Submitted electronically"**



TOWNSHIP OF  
**Southwold**



# TOWNSHIP OF SOUTHWOLD

## Strategic Plan

August 2023



CONSULTING INC.

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# 1. Introduction

The Township of Southwold’s Strategic Plan will guide Council and administration’s efforts over the next four years to support a high quality of life and economic opportunity in this growing community.

Southwold is a rural community of 4,990 people (July 2022) in Elgin County located west of the City of St. Thomas, south of the City of London and south of the primarily rural Middlesex County.

The background to the development of the Strategic Plan is detailed in a Key Findings Report issued in May 2023. The Key Findings Report includes the results from detailed economic and demographic analysis and broad-based community engagement.

This report represents Phase 3 of the Strategic Planning Process. The Strategic Plan builds on the Key Findings Report with a review of Strategic Priorities identified by Southwold Council in July 2023. The Strategic Plan includes the Township’s vision, mission, goals, objectives and actions.

**Figure 1: Strategic Planning Process**





## 2. Strategic Priorities

Strategic priorities are those issues that must be addressed to ensure a positive future for Southwold.

Southwold Council identified three main strategic priorities based on the research and analysis and community consultation conducted through the strategic planning process.

They are:

**Managing growth/building community:** Thoughtful planning and investment that balances the needs of current residents, newcomers and commercial development while protecting agricultural land.

**Economic development:** Investment readiness and support for new and existing businesses

**Cost management/ accountability:** Prudent financial management to address current needs and prepare for the future.



### 3. Vision and Mission

The vision statement is a short phrase describing the future that the Township of Southwold is ultimately working towards. The mission is a one sentence statement of what the Township of Southwold does and why. Together the vision and mission provide the foundation for a series of goals and objectives.



#### 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.

### 4. Goals and Objectives

Goals and objectives provide further definition and direction for the strategic plan.

**Goals** are the broad end states that the Township of Southwold wants to achieve.

**Objectives** are the desired outcomes as a result of the goals.


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





## 5. Strategic Actions

**Strategic actions** are the specific, measurable steps required to achieve the goals and objectives. The following section provides the rational and specific actions related to the four goal and objectives.

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

The Township of Southwold has experienced significant residential development of 9% over the past five years. It is also part of a region experiencing major industrial growth. The increased demand for serviced residential and employment land is creating an unprecedented need for expanded infrastructure. Wastewater infrastructure, in particular, is required to support investment in Southwold.

It will be critically important to focus the Township's resources with an infrastructure plan that will prioritize, stage, and scope its infrastructure investments. The infrastructure plan will allow the Township to determine the required capital and ongoing costs and the Township's capacity to fund these investments.

A wastewater infrastructure plan is one key component of the long-term vision required for the capital investment plan. The infrastructure plan will also help the Township's to advocate and apply for funding from the provincial and federal government.

The community engagement conducted through this strategic planning process highlighted the need for a greater range of housing formats and budgets to best support a growing, diverse population. There is also a strong desire to protect the agricultural land that is so vital to the local economy and community culture.

The Township should review its existing policies and provide additional supports and incentives to encourage a greater range of housing with more affordable and attainable housing options. Strategies to increase residential density will ensure that the residential development supports population growth with while retaining Southwold's finite resource of agricultural land.

High speed, reliable and affordable internet and cellular connectivity are also essential services for households and businesses in Southwold. The Township should continue to support initiatives that will expand services to underserved areas and provide the critical connections needed to support families and economic development.



## GOAL 1 ACTIONS

- 1.1. Establish a wastewater infrastructure plan that includes the location, capacity, staging, and budget required to support projected residential and commercial growth.
- 1.2. Develop long-term plans and budgets for municipal infrastructure investment and operations.
- 1.3. Allocate sufficient resources and seek external sources of funding to address Southwold’s hard and soft infrastructure needs.
- 1.4. Establish policies and incentives to support mixed residential development with a focus on affordable and attainable housing within existing residentially zoned areas.
- 1.5. Continue to maintain policies that protect agricultural land and recognize agriculture’s contribution to Southwold’s economy and community culture.
- 1.6. Support and participate in initiatives to expand and enhance internet access throughout the Township.

	<b>Goal 2</b>	<b>Welcoming and supportive neighbourhoods</b>
	Objective	<ul style="list-style-type: none"> <li>• Inclusive, resident-focused programs, services, and facilities throughout Southwold.</li> </ul>

Community parks, programs and facilities are also important forms of infrastructure that contribute to residents’ quality of life. The Township has an important role in bringing residents together and creating a place that sustains and supports their social, physical, and emotional wellbeing.

The Township’s programs and services need to support demographic shifts and a growing population. The community consultation also revealed a desire for cycling trails and sidewalks to connect Southwold’s communities and bring residents to the Township’s parks, sports fields, and recreation centres. Childcare and active living activities for seniors were identified as important programs to support the needs of specific segments of the community.

Community festivals and celebrations, beautification efforts, sports programs, volunteering, youth engagement and environmental conservation are some of the ways Southwold can connect community members, celebrate community character, create welcoming and supportive neighbourhoods while building civic pride.


The Township’s support of local arts, heritage and cultural can provide economic benefits and add to residents’ wellbeing by building community identity and pride,



fostering social inclusion, connecting residents to the past, providing platforms for creative expression and establishing a unique Southwold identity.

### GOLA 2 ACTIONS

- 2.1 Establish long-term plans to maintain and enhance parks, programs and facilities that support social interactions throughout Southwold.
- 2.2 Expand active transportation links between Southwold communities.
- 2.3 Explore opportunities to expand age specific programs and services such as childcare and active living programs for seniors.
- 2.4 Maintain and support events and programs that create civic pride, support community character, and encourage community involvement.
- 2.5 Support and promote local arts, heritage, and culture.

	<b>Goal 3</b>	<b>Economic Opportunity</b>
	Objective	<ul style="list-style-type: none"> <li>• Investment readiness and support for new and existing businesses.</li> </ul>

Southwold’s Community Economic Development Plan established in 2020 includes five goals:

- 1. Community Engagement
- 2. Investment Readiness
- 3. Branding/Communication
- 4. Business Development
- 5. Enhanced Infrastructure

Since that time some of the specific actions have been addressed and others are no longer priorities. A review of the 2020 strategy will provide an opportunity to update the priority and timing of the strategic actions.

Since the strategy was adopted, Southwold Township has welcomed a new Amazon warehouse facility which is expected to create approximately 1,000 jobs. Other investments in neighbouring communities are expected to create thousands of new jobs in manufacturing and other supporting industries. Workforce development will be a critical consideration for new and existing businesses in Southwold and should be considered in the updated strategy.

There has also been increased interest and demand for large industrial sites since 2020. Southwold needs respond to this demand by compiling information on the



industrially zoned land, determining the owners' interest in selling and considering the costs and timing to provide the required infrastructure for development.

Another critical element in supporting investment inquiries will be compiling and providing local and regional economic development data. The economic and demographic data in the Key Findings Report includes 2021 Census data that was not available when the 2020 Strategy was completed. The Township needs to proactively compile local and regional data to respond to investment opportunities as they emerge.

The Township should also maintain regular contact with Elgin County and the Western Ontario Wardens' Caucus (WOWC) economic development committees efforts which could support Southwold Township's economic development goals.

Existing businesses are the foundation of Southwold's economy. Meetings with the business owners and operators can provide insights into how to retain and assist businesses to grow. It can also help determine the opportunities and barriers to attracting additional investment in the community.


Finally, community engagement participants shared their dissatisfaction with the appearance and limited use of Shedden's four corners. There were several suggestions including establishing a small business resource centre, commercial business location or additional community services. Southwold Township should ensure that current zoning provides the maximum flexibility to support a variety of uses to revitalize this important intersection. Community Improvement Plan incentives could also be an important consideration to support the rehabilitation and redevelopment of the area.

### GOAL 3 ACTIONS

- 3.1 Update and implement the 2020 economic development strategy to reflect the emerging challenges and opportunities related to major regional investments.
- 3.2 Engage with industrial landowners to determine their interest in selling and the property specifications required for development.
- 3.3 Compile and share local and regional economic development data to ensure Southwold is investment ready.
- 3.4 Identify opportunities to attract commercial service providers to meet local demand in urban settlement areas.
- 3.5 Establish a business visitation schedule to assess and address local business opportunities and barriers.
- 3.6 Leverage and partner in County and other regional economic development programs and initiatives.



3.7 Explore opportunities for additional, alternative uses that will enhance Shedden’s four corners.

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

Council and Southwold residents are keenly aware that the infrastructure needed to support growth is both essential and expensive. Supporting economic development efforts will help to expand and diversify Southwold’s tax base which will help to support this investment.

Southwold Council has been wise stewards of the Township’s financial resources. It has maintained healthy reserves and managed its debt to minimize the risk associated with escalating interest rates. Southwold Township has low tax rates compared to neighbouring jurisdictions and is committed to remaining competitive. It will need to monitor its tax rates in comparison with its peers to balance its competitive tax rates with the investment in infrastructure to support the community’s current and future needs.

Southwold Township has a team of loyal, hardworking staff members, many with very long tenures that are key to efficient Township operations. Providing competitive wages, investing in employee training, and maintaining a supportive work environment will be important considerations to continue to attract and retain a high performing staff.

The need for regular communications with Southwold’s constituents was a key theme during the community consultations. Residents and businesses want to be informed about the strategic plan and its implementation. Southwold needs to continue to explore and identify the most effect methods and channels for providing regular updates to its constituents including online and more conventional communications tools. A formal communications plan with established goals and outcomes and regular review and refinement will help to identify the most effective methods for connecting and deepening the relationship with residents and businesses.



## GOAL 4 ACTIONS

### Financial management

- 4.1 Support economic development efforts to expand and diversify Southwold's tax base.
- 4.2 Support the long-term sustainability of municipal finances through stable, healthy reserves and thoughtful borrowing.
- 4.3 Protect and sustain Southwold's infrastructure while retaining competitive tax rates.
- 4.4 Recruit, develop and retain a high performing workforce with competitive salaries, training programs and a supportive work environment.

### Engaged and informed stakeholders

- 4.5 Develop a communications plan to introduce the strategic plan and provide updates on its implementation.
- 4.6 Explore additional channels and strategies to increase and expand communications with residents and businesses.

## 6. Next Steps

This Strategic Plan is intended to guide Southwold Council for the next four years to achieve its vision of a vibrant, safe, and growing rural community that offers a high quality of life and economic opportunity.

The implementation plan is the final element in the strategic planning process. It will be developed following approval of the Strategic Plan vision, mission, goals, objectives, and actions. The implementation plan will identify the priority level, timing, and related performance measures of the strategic actions. Together the strategic plan and the implementation plan will provide the Township of Southwold with the tools to plan and measure its progress towards its goals. Providing regular updates to Southwold's ratepayers will help to continue the positive momentum and encourage greater engagement with the community.



TOWNSHIP OF  
**Southwold**

## Strategic Plan - Implementation Plan Update #1 - 2025-03

## Detailed Implementation Plan

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

Goal 1 Actions	Partners	Time Frame	Priority	Updates
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	Shedden and Fingal Systems planned, Shedden construction 2025, Fingal construction 2026  Talbotville WWTP - working through a Progressive Design Build process.
2. Develop long-term plans and budgets for municipal infrastructure investment and operations.	Southwold, third party consultants	Medium term and ongoing	High	Roads Needs Study Adopted – 5 Year Financial Phase-In Plan to bring Investment to Required Levels 10 Year Capital Plan lays out a methodical investment strategy aligning with Asset Management Principles Water Rate Study Completed – adopted rates and plans align with asset management principles



Goal 1 Actions	Partners	Time Frame	Priority	Updates
				Stormwater Rate – provides a sustainable funding source to responsibly management our Urban Stormwater Assets
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	HEWSF Grant Application – Successful \$28 million for Shedden/Fingal HECS Grant (partner with County) -Successful \$5 million for Fingal Storm and Road Improvements Trillium Grant for Fingal Trails – Submitted CHIF Grant Application for Talbotville – In Progress
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	RFP Process Successful for the Redevelopment of Shedden Commercial Plaza 16 Units of Market or better rentals  Use of Subdivision Process to encourage the inclusion of mixed density developments (towns,

Goal 1 Actions	Partners	Time Frame	Priority	Updates
				semis and condos in Shedden and Fingal)
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	Support of the ASHIP Fibre installation, expedient approvals for ROW use.

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

Goal 2 Actions	Partners	Time Frame	Priority	Updates
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	Parks and trails master plan started Working with community partners on expansion of conservation areas Working with developers to expand trails and nature based park features
2. Expand active transportation links between Southwold communities'	Elgin County, community associations, Province	Medium to long term	Medium	Applied for grants to expand trails in Corsley Park Actively working with community partners to link Shedden and Fingal with a Trail
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	Southwold 175 Planning Committee was established to celebrate the 175 <sup>th</sup> Anniversary of the Township

Goal 2 Actions	Partners	Time Frame	Priority	Updates
				Continued support for events like Family Day/Winterfest and community events
5. Support and promote local arts, heritage, and culture.	Community associations	Ongoing	Medium	Southwold 175 celebration supports local artists. Support plays in partnership with the History Committee

<b>Goal 3</b>	<b>Economic Opportunity</b>
Objective	Investment readiness and support for new and existing businesses.

Goal 3 Actions	Partners	Time Frame	Priority	Updates
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	Held a landowner meeting, two owners agreed to combined marketing Third landowner in process of developing a commercial industrial subdivision
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	County completed the Investment profile booklet Industrial Lands Maps Compiled servicing data and one sheets for individual properties
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	Leveraged surplus Township holdings to keep an anchor business in Shedden.  Commercial plaza redevelopment will provide

Goal 3 Actions	Partners	Time Frame	Priority	Updates
				up to 6 spaces for new businesses
5. Establish a business visitation schedule to assess and address local business opportunities and barriers.	Elgin County	Short term and ongoing	High	Through the County, the BR&E visits
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	Working with the County to bring property to the Certified Site inventory with the province
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	Redevelopment of the Commercial Plaza and Firehall properties proceeding  Options for streetscape improvements for the area

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

Goal 4 Actions	Partners	Time Frame	Priority	Updates
1. Support economic development efforts to expand and diversify Southwold's tax base	Economic Development Committee, Elgin County	Ongoing	High	Support of new industrial commercial subdivision Support of water servicing for Marcell in Talbotville Liaise with interested developers to sell the Southwold Advantage Redevelopment of the Commercial Plaza and the Firehall Support of Village Commercial in the East Section of Shedden
2. Support the long-term sustainability of municipal finances through stable, healthy reserves and thoughtful borrowing.	NA	Ongoing	High	One Water Rate Study, Parks Master Plan, Development Charges Update, Road Needs Study and Capital Plan all support long-term sustainability  Leveraging Land Sale dollars to supplement the grant funding  Leveraging Private Public Partnerships with the Talbotville WWTP, Firehall and Public Works Building all delivering under budget



				<p>in some cases at significant savings.</p> <p>Establishment of a Stormwater Reserve</p>
3. Protect and sustain Southwold's infrastructure while retaining competitive tax rates.	NA	Ongoing	High	<p>Capital Plans and smart investments with overlapping components get best value for dollar</p> <p>Purchasing partnerships on roads paving and treatment projects leverage purchasing at scale.</p>
4. Recruit, develop and retain a high performing workforce with competitive salaries, training programs and a supportive work environment.	NA	Ongoing	High	<p>Addition of GIS and Environmental Services Positions</p> <p>Additional FT Summer Parks employee(winter PW) -taking more work in house</p> <p>Held a summer golf day as a team building exercise</p>
5. Develop a communications plan to introduce the strategic plan and provide updates on its implementation.	NA	Short term and ongoing	High	<p>Project PIC's, Website, posting of the Capital Plans, ongoing use of social media and other communication tools</p> <p>Implementaiton of PSD Citywide to report issues through service requests</p>

6. Explore additional channels and strategies to increase and expand communications with residents and businesses.	Community associations, Elgin County	Medium term	High	Investigating new communication tools to reach additional residents, especially for emergency purposes.
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## Other Noteworthy Accomplishments and Highlights from 2024



# 2024 Highlights

Heartfelt and homegrown



# Capital Project Sheet: Fire Department Talbotville Fire Station



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## Project Overview:

The Talbotville Fire Station has served the community well over the past several decades, however the fire department has outgrown the aging building, which lacks adequate parking, training, and washroom facilities. Starting in 2019, Council has committed to a fire station that will fulfill the needs of a growing area, for many decades ahead.

With the assistance of the Talbotville Station Technical Advisory Committee, staff will be issuing a Request for Proposal in the coming weeks. Based on available construction estimates, staff conservatively estimates the total cost, with site works to be \$3.5 million.



## Project Status:

- UNDER  
CONSTRUCTION







- Cylinder Refill Station
- Bunker Gear Extractor
- Electronic Signage – Talbotville Station
- Talbotville Station Furniture & Appliances

### Project Status:

- ON ORDER



# Capital Project Sheet: Parks

## Fingal Ball Park Diamond Light Replacement



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### **Project Rating: Mandatory**

#### Project Overview:

Over the last year, we have had 4 lights quit working. At the beginning of the year, 2 lights were out and replacements were ordered. Over the course of the year, 2 more had burnt out. It is almost impossible to order replacement bulbs and ballasts for these fixtures, so staff recommends converting to a new light standard.

#### **Project Status:**

**- COMPLETE**





### **Project Rating: Mandatory**

#### Project Overview:

The roof on the storage facility (former washroom) is a shingled roof and has reached its life expectancy and needs replacing. A steel roof is recommended since the life expectancy of a steel roof is much longer.



### **Project Status:**

- **COMPLETED & SIGNIFICANTLY UNDER BUDGET!**





Alligator Cracking:  
Indicates Insufficient  
Structure

Edge Failure

# Capital Project Sheet: Roads and Infrastructure

## Lawrence Road Rehabilitation – 2.6 km

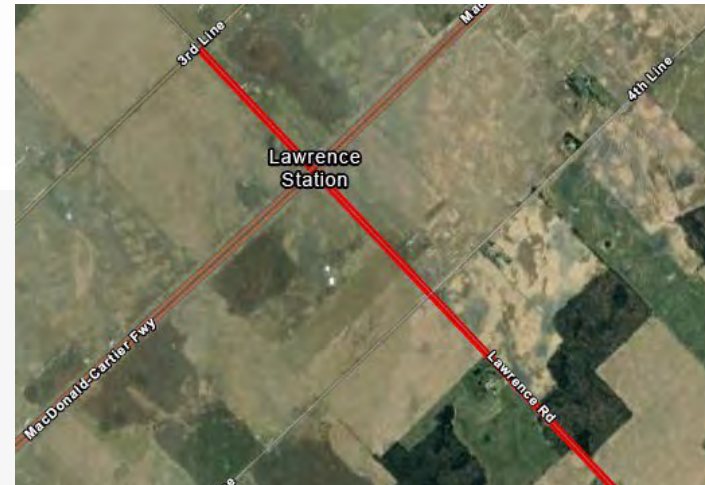


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### Project Rating: Mandatory

#### Project Overview:

Lawrence Road is nearing the end of its useful life and requires capital investment to maintain its service level. The road suffers from structural deficiencies, arising from inadequate drainage, and lack of granular base. Staff propose work to pulverize the existing road, improve ditching where required, add 100mm of granular material and complete with a double surface treatment.



### Project Status:

- **COMPLETED &  
UNDER BUDGET**



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# Capital Project Sheet: Roads and Infrastructure

## Boxall Road Surface Treatment - 3.4 km



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Edge Failure – Edge Paving  
Completed 2023, Ready for  
Surface Treatment



### Project Rating: Critical

#### Project Overview:

Boxall Road requires edge paving, to re-establish the lane widths; it is best practice to seal the newly created joint with a surface treatment.



### Project Status:

- COMPLETED



# Capital Project Sheet: Roads and Infrastructure

## Magdala Road Reconstruction – 0.23 km



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### Project Rating: Critical

#### Project Overview:

Magdala Road at Third Line is suffering from structural issues due to inadequate drainage. Staff propose reconstruction of 230 meters of the road to install curb and gutter, catch basins, subdrains and new asphalt road surface.



#### PROJECT STATUS:

COMPLETE AND **AHEAD OF SCHEDULE**





Edge Failure and  
Potholes



Rutting and Alligator  
Cracking



**PROJECT  
STATUS:**

**AWARDED**



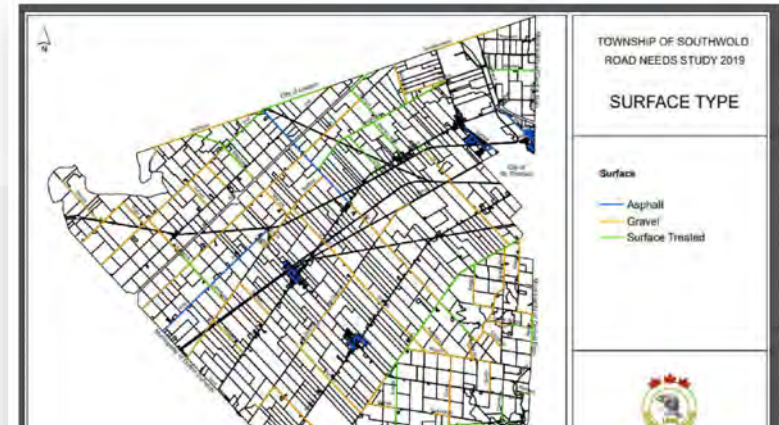




### Project Rating: Mandatory

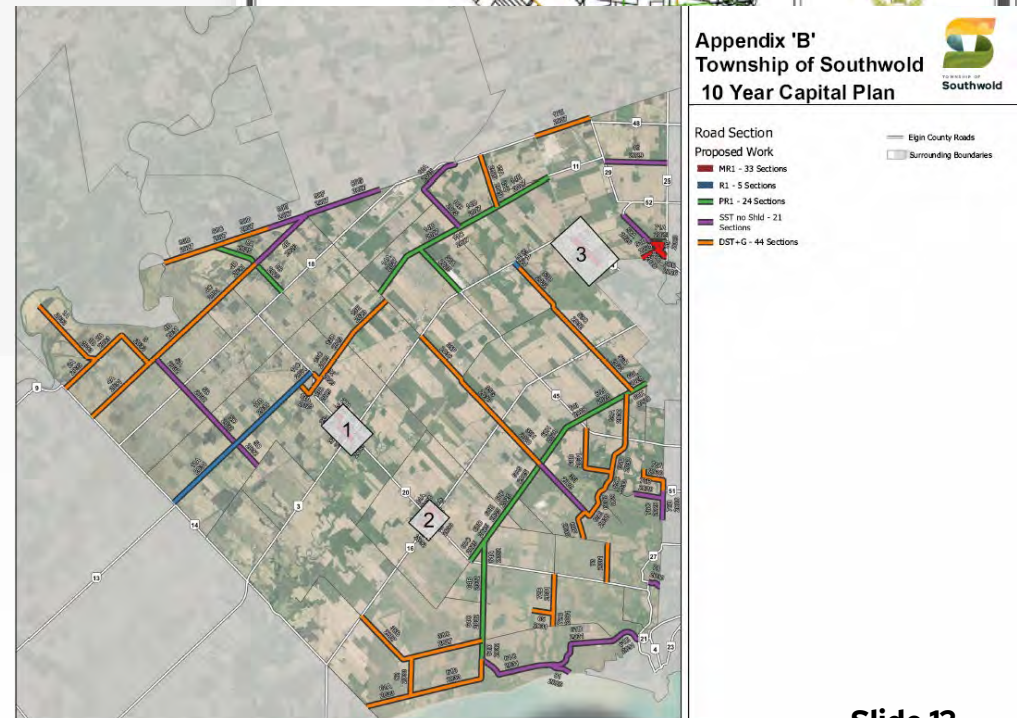
#### Project Overview:

To assess the present state and investment requirements for the Township's extensive network of 225 kilometers of roads, it is essential to conduct a comprehensive road needs study at intervals of five years. This study serves as a vital resource, encompassing crucial data such as traffic volume, road conditions, and guidance on essential capital investments.



### Project Status:

- COMPLETED &  
**UNDER BUDGET**





### **Project Rating: Mandatory**

#### Project Overview:

Burwell Bridge is located on Burwell Road approximately 1km north of Fingal Line. It was identified during the 2022 Structural Inspections as having structural defects necessitating its replacement in the 1-5-year timeframe.



### Project Status:

- **COMPLETED &  
UNDER BUDGET**





## Project Rating: Mandatory

### Project Overview:

To support growth objectives in the settlement boundaries of Fingal and Shedden Engineering of a sanitary system must be completed, this system could convey sewage to Port Stanley through shared servicing or treat in a standalone facility in Shedden.



**PROJECT STATUS:**

**NEARLY COMPLETE – TENDERS  
“AVAILABLE THIS WEEK”**



## **Project Rating: Mandatory**

### Project Overview:

With development well underway in Talbotville, and more road assumptions in the near future, it is time to purchase an additional sidewalk plow to meet the minimum maintenance standards for sidewalks in the Township. This will be mostly funded through Development Charges with a small portion from the Equipment Reserve.



**PROJECT STATUS:**

**NEW EQUIPMENT IN SERVICE**



### **Project Rating: Mandatory**

#### Project Overview:

The 2011 Peterbilt Tandem plow is reaching the end of its useful life and requires replacement. It is worth noting that with delays in production of snowplows, units ordered in 2023/2024 likely won't be delivered until 2025/2026.



**PROJECT STATUS:**

**EQUIPMENT ON ORDER**



### **Project Rating: Mandatory**

#### Project Overview:

The 2009 Freightliner Tandem plow is reaching the end of its useful life and requires replacement. It is worth noting that with delays in production of snowplows, units ordered in 2023/2024 likely won't be delivered until 2025/2026.



**PROJECT STATUS:**

**EQUIPMENT ON ORDER**



### **Project Rating: Recommended**

#### Project Overview:

In the past, the Township has regularly rented a roadside mulcher/flail to mow and mulch hard-to-reach areas with scrub and encroaching vegetation. Based on our historical and consistent yearly usage, our staff recommends acquiring this equipment rather than continuing to rent it. Owning this piece of equipment will lead to cost savings over its lifecycle when compared to recurring rentals.



**PROJECT STATUS:**

**NEW EQUIPMENT WAITING FOR  
INSTALLATION**





### **Project Rating: Critical**

#### Project Overview:

The Township's existing roadside mower is nearing end of life; it has been plagued with maintenance issues and staff recommends its replacement.



PROJECT STATUS:

NEW EQUIPMENT IN SERVICE



**PROJECT STATUS:**

**UNDER CONSTRUCTION**





## Exciting Staffing Changes this Year:

- June McLarty Promoted to Deputy Clerk
- Anya Kisel Promoted to Full-Time Employee – Fire Services now provided to Dutton/Dunwich
- Cassandra Loewen Established a GIS & Asset Management Department...well, 3 departments
- Mike Taylor started as Manager of Environmental Services
- Paul Martyn joined the Parks and Facilities Department
- Sean Andrews joined the Public Works Department





## Major Achievements for the Year:

- New Work Management Software – We're Working Smarter & Harder
- CN Rail Committed to Paying Outstanding Drainage Costs & Made a Payment
- Won the Community Emergency Preparedness Grant
- Enjoyed Staff Social Events (Golf Tournaments)
- New Industrial Build on Wonderland Road
- Broke a County Record for Fastest Draft Plan Approval & Registration of Plan of Subdivision



## More Major Achievements for the Year:

- Led Community Tree Plantings in Talbotville & Shedden at Municipal Parks
- Road Maintenance is Excellent – Claims History is Improving, Very Few Complaints
- By-Law Enforcement is Increasing, Processes are Clear, Response is Good. We've faced some legal challenges this year, but we prevail, adapt, and keep going.
- Parks & Keystone Committees are Happy!
- HEWSF **\$28 million Funding Awarded to Southwold!**



Even More Major Achievements for the Year:

Day to Day:

- Permits & Licenses Issued
- Water Meters Read & Billed & Accounts Managed
- Taxes Collected and Invoices Paid
- Drainage Maintenance Requests Fielded & Complaints Resolved
- Assets Managed & GIS Layers Built
- By-Law Enforced
- Accounts Balanced, Payroll Processed
- Roads Graded, Signs Installed, Snow Removed, Salt Applied, Culverts Repaired, Sidewalks Plowed,
- Rentals Managed
- Firefighters Recruited, Trained, Time Managed, Resourced
- Parks Cleaned, Facilities Maintained & Grass Cut
- Council Reports Written (231 to date), Agenda Assembled, Minutes Taken