

CAO Reporting Out on 2020 Short Term Goal

Short Term Goal 1: Continue to Implement Fire Department Succession Plan

- Hire a Full Time Fire Prevention Officer with possibly Public Education responsibilities. - **Completed**
- Appointment of a Volunteer Deputy Fire Chief. - **Completed**
- Appoint Full Time Fire Chief (following Acting Fire Chief probation). - **Completed**
- Continue with the recruitment of experienced Volunteer Fire Fighters returning to the department. - **2 previous Dundalk Volunteers have returned to the department and 3 other Fire Fighter with experience have been recruited.**
- Continue with the recruitment of new Volunteer Fire Fighters - **Ongoing**

Short Term Goal 2: Seek External Funding Sources to Support the new projects, capacity increases and improvements to Southgate Infrastructure Assets.

- Complete Dundalk Arena Auditorium Upgrade Project for facility use in early 2020. - **Completed**
- Complete Dundalk Arena Auditorium Elevator/Lift Project with Federal Enabling Accessibility Funding. - **Completed**
- Follow-up on Investing Canada Infrastructure Projects (ICIP) Cultural application for Olde Town Hall Project. - **Application not approved for funding**
- Apply for the Investing Canada Infrastructure Projects (ICIP) Green Fund intake due January 22, 2020 for a Wastewater Upgrade in Dundalk. - **Received funding for study and EA consultant work**
- Seek out other external funding source options to support Southgate projects with Council approval. - **Ongoing through staff efforts and the use of GrantMatch services.**

Short Term Goal 3: Support Development Projects and Service Capacity improvements in Southgate

- Continue to advance the progress of the Wastewater EA to select the best short and long term treatment enhancements and capacity solutions. - **Work continues on the Wastewater EA with a new added requirement to study the assimilative capacity of the Foley drain as a effluent discharge receiver long term. The goal is that the Wastewater EA will be completed in the early fall of 2021 to accommodate a 4 season assessment of the receiver capacity.**
- Complete the design and release a tender to select a contractor for the Hwy #10 Bypass Road project. - **The work is progressing with some setback related to assessing long term wastewater servicing requirements for all the future Hwy #10 development south of the present Flato East project. Design will be completed and tendering completed in 2021 with plan to start a phase construction later in 2021 and 2022.**

- Complete Planning projects being the Industrial Comprehensive Review, Urban Justification Report and Official Plan Review in 2020. – These Planning projects have all been delayed because of increased work volumes we have seen related to development interest in Dundalk and rural Southgate.
- Close on the Flato Eco Park land sale for development of Commercial, light Industrial and affordable housing options. – We planned to close this sale in 2020. Delayed by COVID conditions and the delay in the completion of the Comprehensive Review. The plan is to close the 32 acre sale in the first 6 months of 2021.
- Complete a Rows Lane Development Agreement with Flato to improve access to the Flato Senior Apartment Project to upgrade watermain, install wastewater service, sidewalk and widen the roadway. – The construction of the external servicing and roadway is nearly completed and building permits will be issued in 2020 to start the onsite building construction.
- Develop the project and design for the upgrading of Gleneg Street (Flato Carriage House Development) to an Urban Road Standard with Flato's Engineers completing design and Triton doing the peer review. – This discussion and design work is nearing completion between Southgate's and Flato's engineers and staff discussions. Progress has been sufficient enough for the Township to approve a Site Alteration Agreement for the project and that work is underway.
- Move forward on the plan for a Water Tower project related to timelines, design, tendering and construction. – This work is continuing with final design and with tendering likely in late 2021 with 2022 construction.

Short Term Goal 4: Continue the progress of Southgate's Human Resources Plan for Service Delivery to better support the Township Employees in the Workplace

- The Township's Human Resources staff will be increasing the communications between employees and management in 2020 through access to one on one confidential employee meetings when required, as well as information sharing through quarterly employee newsletter, Council highlights distribution and with payroll distribution. – HR Coordinator appointed and has made great strides at increasing our Human Resources capacity to support our employees and has been major part of our COVID research for best practices and policy/protocol development.
- Department staff will continue to review and address employee comments/concerns received in the 2019 employee survey feedback, where possible. – The HR Coordinator has taken the lead on these issues providing support and communications on a continuous basis through payroll email blasts sharing Council highlights, new policies, COVID protocols and staff newsletters.
- Support and work with the Employee Personnel and Employee Health & Safety Committees as resources to make better Human Resources decisions and policy development going forward. – The HR Coordinator and CAO has increased the role of the Employee Personnel and Health & Safety Committees to gain input and feedback on new protocols, COVID related

issues and policy changes to ensure we had increased our consultation with staff.

Short Term Goal 5: Community Safety & Well Being Planning (CSWBP) in 2020

- Work with the Community Partners to develop both a Regional and Local Southgate CSWBP to address our local issues. – The Grey Bruce CSWBP is nearing completion and will be presenting to County and lower tier Council in November and December 2020 for approval and implementation in 2021.
- Support SEGCHC programs to support Youth and Seniors – The Township has appointed a committee to work with SEGCHC, JunCtian Community Initiatives, Southgate Recreation and Library staff deliver programs, prevent overlap of services and to develop Welcoming Community strategies and support programs/services to integrate newcomers into our community.
- Increase to development more programs and services for Seniors and Youth with the new community space now available in the Arena Auditorium. – Now that the Arena Auditorium upgrade project has been completed we will be promoting this facility as youth and seniors drop-in space for meeting people and recreation uses once COVID is behind us..
- Continue to partner with the Egremont Optimists to deliver programs and services in the Holstein community. – COVID has paused these efforts, but we know the Optimists are supportive of working with Southgate and promoting community use.

Short Term Goal 6: Develop an Economic Development and Tourism Strategy

- Work with Grey County Economic Development department. – We have been supported by Grey County EcDev staff, but we are lacking that in Southgate presence of an EDO.
- Work with Grey County Tourism department. – COVID has put Tourism on hold, but we have planned a Hamlet destination project with discussions and support from Grey County and the local Historical Society in process.
- Consider hiring a summer student to inventory our business and tourism assets that could be used to Market and Promote Southgate as a place to do grass roots business or be a destination. – We now believe after going through the COVID challenges that Southgate needs it own EDO. With that said over the last 6 months we have developed a inventory of the businesses we are aware of in Dundalk and in rural Southgate.
- Consider a electronic platform or website directory of business and destinations in Southgate to stimulate economic growth, commerce and tourist attractions. – No progress has been made on this action item, however it would a priority of a new EDO staff person.

CAO 2020 Long Term Goal

Long Term Goal 1: Promote staff Succession Planning with each Department

- CAO should meet with Department Heads to discuss and document department succession planning as a short and long term plan to minimize service delivery. – Efforts to deal with COVID issues has put this goal on the sidelines.
- Continue to discuss the CAO succession plan roadmap with interested internal staff. – The CAO has had discussion with 4 employees on this subject.

Long Term Goal 2: Develop an annual (2020-2021) and 5 year plan to increase staffing and services that tracks with population and assessment growth.

- Create a projection of population and assessment growth in Southgate based on development growth for the next 5 years period, that will be updated annually going forward. – 2021 Planning for each department.
- Based on population and assessment growth, staff will develop a 5 year plan to assess increased municipal requirements for equipment, increased staff and new positions required to support the communities programs and service delivery. – 2021 Planning for each department.
- Create a staffing and accommodation plan for staff increases annually for a 5 year horizon with budget impacts based departmental requirements. – This planning has started with the 2021 budgeting.