

2019-2023 Southgate Community Action Plan 2022 Annual Report & 2023 Project Plans



The Southgate CAP Mission Statement Pillars are:

***Trusted Government
Economic Prosperity
Environmental Conservation***

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

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

2019-2023 Southgate Community Action Plan Goals

Goal 1 - Attracting New and Supporting Existing Businesses and Farms

Action 1:

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

Goal 2 - Revitalizing Downtown Dundalk

Action 2:

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

Goal 3 - Promoting Health Services and Housing Choices

Action 3:

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

Goal 4 - Adequate and Efficient Public Facilities

Action 4:

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

Goal 5 - Upgrading our "Hard Services"

Action 5:

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

Goal 6 - Citizen Engagement

Action 6:

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

2019-2023 Southgate CAP Annual Report

2021 Goals-Strategic Initiatives Accomplishments

Goal 1 - Attracting New and Supporting Existing Businesses and Farms

Action 1:

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

Strategic Initiatives:

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

Staff Leaders: Economic Development Officer (EDO) & Planner

2022 Progress & Actions:

- The increased residential development in Dundalk has accelerated new business inquiries for commercial and industrial growth in Southgate with pressure of less available lands.
- Greenlid and Blue Mountain Covers were the major development in 2022 with buildings being erected.
- In 2022 a Southgate Chamber of Commerce or Business Owners Association lead by the Township's EDO was explored to support community business planning and events coming out of COVID pandemic.

2023 Project Plan:

- A South Grey Chamber of Commerce in Southgate is proposed for January 2023, to drive and support community business planning and events.
- In 2023 a South Grey Chamber of Commerce MOU and letter of support will be presented to Council for approval.
- New commercial and industrial growth in Southgate will continue with the support of the EDO to advance development project and new inquiries.
- Southgate Renewable LP RNG and the Wilson-Lisanti projects have advanced and will develop into builds in 2023.
- The Victoria Corners Abattoir is in Site Planning for Phase 2. Phase 1 upgrading the present building is complete. Operations are planned to start in 2023.
- This initiative will continue to evolve beyond the CAP 2023 window and will continue to be highly driven by consumer demand and commercial/industrial development interest in Dundalk.

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

Staff Leaders: Public Works Manager

2022 Progress & Actions:

- Completed design of bypass road in 2022.

2023 Project Plan:

- A tendering and construction will begin in 2023 and completed in 2023.

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

Staff Leaders: Economic Development Officer

2022 Progress & Actions:

- The Township finalize an agreement with Flato Developments to sell 90 acres of the Hwy #10 municipal property lands for Highway Commercial, Industrial and Residential development as well as partner in a 50-50 split in the road construction and servicing construction costs on the property. Southgate is retaining 40 acres or so for industrial land development.

2023 Project Plan:

- The Township will complete the legal survey work in January 2023 and close the land sale with Flato Developments to sell 90 acres of the Hwy #10 municipal property lands for Highway Commercial, Industrial and Residential development closing in February, 2023.

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

Staff Leaders: Economic Development Officer

2022 Progress & Actions:

- Business training programs are being hosted at the Grey County Business Enterprise Centre in person and remotely.

2023 Project Plan:

- In 2023 the EDO will work with the South Grey Chamber of Commerce to bring in person business skills training geographically closer to Southgate.

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

Staff Leaders: Planner

2022 Progress & Actions:

- The Southgate Official Plan (OP) Review was completed in 2022.

2023 Project Plan:

- A comprehensive review of the Southgate Zoning By-law will be completed in 2023.

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

Staff Leaders: Economic Development Officer & CAO

2022 Progress & Actions:

- The GTR (Grey Transit Route) service continued operations and serving the community with the Dundalk to Orangeville route seeing the highest ridership of all routes.

- The weekend service for the Dundalk to Orangeville route was funded by the Town of Shelburne funding 100% of the cost as their contribution towards their Monday to Friday benefit they have realized from the Grey County and Southgate sponsored pilot project.

2023 Project Plan:

- Staff will continue to monitor and support the GTR operations and Grey County staff in 2023.

Goal 2 - Revitalizing Downtown Dundalk

Action 2:

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

Strategic Initiatives:

2-A - The County and the Township will have reconstructed Main Street.

Staff Leaders: Public Works Manager

Note:

- The Main Street East project was completed in 2019 with cleanup and paving in 2020.
- The Main Street West roadway and services reconstruction project is scheduled to be completed through partnering with Grey County in 2026.

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

Staff Leaders: Economic Development Officer & Planner

Note:

- The Southgate Community Improvement Plan (CIP) policy and guidance document was completed and approved by Council in 2020.
- The new CIP is now posted on the Township's website through the following link:

<https://www.southgate.ca/en/economic-development/southgate-community-improvement-plan.aspx>

2023 Project Plan:

- The EDO in 2023 will work with local businesses to promote the Southgate CIP and develop projects to improve building facades and support business expansion with the funding available in the CIP reserve fund.
- The EDO will complete the CIP Annual Evaluation Report Card for the County of Grey Economic Development Department.
- All CIP funds will be awarded by the end of 2023.

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

Staff Leaders: Treasurer & CAO

2-C Progress & Actions:

- Southgate Council approved the cancellation of the Township's Vacancy Tax Rebate program at the April 21st, 2021 Council meeting.
- The approval of By-law 2021-154 to cancel the Vacancy Tax Rebate program in Southgate came into effect on July 1st, 2021.

Note:

- No further action is required on **Strategic Initiative 2-C**

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

Staff Leaders: Fire Chief

2022 Progress & Actions:

- The Fire Prevention Officer (FPO) in 2022 completed property inspections to ensure safety compliance with the specific focus in downtown Dundalk buildings to support of the Fire Chief and the CBO.

2023 Project Plan:

- The FPO will continue in 2023 building inspections to ensure safety compliance focusing on downtown Dundalk working with the Fire Chief and the CBO.
- The Township will consider in 2023 a Vacancy By-law to require a registry process to track building that are totally or partially vacant to ensure the building is safe for the building tenants and neighbour. The goal being to reduce building vacancy in Downtown Dundalk and ensure the look of vacant buildings do not detract businesses and property values in the community and the local area adjacent properties.

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

Staff Leaders: Economic Development Officer & CAO

2022 Progress & Actions:

- The EDO continued to work with community groups to plan successful events.

2023 Project Plan:

- In 2023 the EDO will work with the South Grey Chamber of Commerce Events Committee to host in Dundalk and Holstein.

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

Staff Leaders: Economic Development Officer

2022 Progress & Actions:

- In 2022 the EDO has worked with Downtown Dundalk businesses and Building Owners to invest in their business through the Community Improvement Plan funding to support future projects.

2023 Project Plan:

- The EDO will continue to work with Businesses and Building Owners.

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

Staff Leaders: Economic Development Officer

2022 Progress & Actions:

- Downtown signage is being created at the present time.
- Banners have been created through the Southgate Hamlet project to erected on Downtown lighting poles in Dundalk and Holstein during the spring and summer seasons to increase the attractiveness of and the tourism attraction to those communities.

2023 Project Plan:

- Downtown signage will be installed in the spring of 2023.
- Historic Southgate signage, Discover Southgate Social Media Content, Historic Southgate Website, Tourism Booths, Grey County Ambassador Program and South Grey Chamber Marketing plan will increase tourism traffic in the Southgate community and encourage local shopping.

2-H - The Township will support the renewal of the downtown murals.

Staff Leaders: Economic Development Officer

2022 Progress & Actions:

- No progress has been made on this issue.

2023 Project Plan:

- The Township has investors that would purchase the Proton Street building, but the property owner is not motivated to sell the property or complete required fire and building code upgrades.

Goal 3 - Promoting Health Services and Housing Choices**Action 3:**

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

Strategic Initiatives:

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

Staff Leaders: Economic Development Officer & Planner

2022 Progress & Actions:

- In 2022 Southgate issued 265 building permits year to date November, 2022 for residential unit construction (198 permits as of 2021 year end).
- The Flato 80 unit rental apartment building spaces for senior living was completed and granted occupancy in 2022.
- In 2022 Southgate subdivision agreement for Flato East Phase 7, 8 & 10 project to construct a mixed residential development.

- In 2022 Southgate the Affordable Attainable Housing Committee continued to meet and developed a plan to create a South-Grey Housing Corporation with municipal partners being Grey Highlands, Hanover, Southgate and West Grey.

2023 Project Plan:

- Southgate will continue to promote development of more attainable housing development including townhomes, multi-unit housing and mobile home park developments.

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

Staff Leaders: CAO

2022 Progress & Actions:

- Southgate worked with SEGCHC consultants to complete and approve to project site plan.
- SEGCHC received approval for increased operating budget funding from the LHIN (Local Health Integration Network) to support the increased demand for medical services in the surrounding communities served.
- SEGCHC staff have made significant steps in 2022 with the Ministry of Health Capital Branch approval of the project and reaching final stage of BC-7 Ministry approval with second phase submission of this stages documents.

2023 Project Plan:

- To receive final project approval and allocation of Ministry construction funding for the project in early 2023.
- SEGCHC will complete the project tendering for the construction of the medical clinic in early 2023 and will plan to start building construction in the summer-fall timeframe.

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

Staff Leaders: CAO & Planner

2022 Progress & Actions:

- The Township continued to participate in the Community Safety and Well Being Plan (CSWBP) discussion but no progress in the CAO's opinion has been made to roll out local CSWBP guidance documents.
- Staff will continued to participate in the Grey Bruce Local ImmigrationPartnership (GBLIP) working group meetings in 2022 through HR staff attending the meetings.
- The Mayor and the CAO met with the new Detachment Commander on December 12, 2022 to discuss Police level of service and possible options for future discussion and the Southgate Police Service Board.

2023 Project Plan:

- The Township will work with the Detachment Commander and the Southgate Police Services Board to consider programs and/or increased levels of policing services in 2023 and likely implementation in 2024.

Goal 4 - Adequate and Efficient Public Facilities

Action 4:

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

Strategic Initiatives:

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

Staff Leaders: CAO & Facilities Manager

2022 Progress & Actions:

- Completed new Council Chambers project in Holstein to increase staff capacity in the Hopeville Municipal Office.

2023 Project Plan:

- The plan in 2023 and beyond is to consider community facility options to address increased needs for event facilities. Other options being the Erskine Centre and Olde Town Hall as community facilities that we would rent to the public.
- Municipal accommodation space for administrative operations will continue to be a concern as we grow. Some of those options that have been looked at are growing our reserve funds and seeking new external funding for future projects.
- The Township should consider purchasing Grey Roads Operation facility in Dundalk when it becomes available to retain access to sand storage, increase garage area for increased equipment storage space requirements. This project is a consideration and would provide new future office space in front of the existing garage for our expanding Building services & staff, By-law Enforcement, as well as the Dundalk Public Works as a growing department.

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

Staff Leaders: CAO & Council

2022 Progress & Actions:

- In 2022 the Township completed a process and negotiations to sell the Olde Town Hall to Wellington Capital Corp.
- Township completed agreements with Team Town Hall and JunCtian Community Initiatives as an interested community organization to achieve a sustainable operating partnership community use of the property. Their responsibility is to raise funding to support capital project, maintenance, operations, organize events and sustainably operate the building allocated for the theatre and cultural uses.

2023 Project Plan:

- In early 2023 the Township will work with Wellington Capital Corp. to finalize the sale of the building, to issue a building permit and seek capital funding, while retaining a lease agreement as a Cultural Use partners.

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

Staff Leaders: Facilities Manager & CAO

Progress & Actions:

Note: This project was completed in 2020 and the Early-On program is now operating out of this location. The Auditorium space is also complete and offering a broader range of services, from community events with a kitchen, as well as programs, a drop-in center and recreation location for youth, seniors and community members of any age.

2023 Project Plan:

- The Recreation department continues to increase Rec Programs and use of the new auditorium space.

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

Staff Leaders: Facilities Manager

2022 Progress & Actions:

- Staff have reviewed and assessed all community facilities and open space lands for condition of the property and/or building and its use. There are definitely locations with extra lands that are underutilized and could for affordable housing project development.

2023 Project Plan:

- This is a Community discussion as to the size of these facilities. This is also a Council decision based on staff recommendations to maintain services and reduce operating costs. Some of facility and land base considerations could be the following:
 - Proton Station park land reduction
 - Dromore Park land reduction
 - Hopeville Community facility space versus Swinton Park Hall

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

Staff Leaders: Recreation

2022 Progress & Actions:

- At this point in time Southgate continues to invest in the Dundalk Arena as a valued recreation community facility. The ice demand usage is seeing some increased use trending with the hockey association use and more so with the local demand for Recreation programs lead by our Southgate Programmer.

2023 Project Plan:

- A regional municipal discussion should take place in 2023 that develops multiple community use and funding partnerships agreement to create a broader population service area for each ice surface in our region.

Goal 5 - Upgrading our "Hard Services"

Action 5:

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

Strategic Initiatives:

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

Staff Leaders: Public Works & Council

2022 Progress & Actions:

- In Southgate the projected 2022 expenditure in the Roads department maintenance and capital projects was 51.4% (2021 - 52.1%) of the total Southgate taxation collected.

2023 Project Plan:

- In the 2023 capital roads budget to be approved by Council presently allocates a 31.5% increase over 2022 (2022 vs. 2021 – 22.1%) for road capital investment in projects to narrow the asset funding gap.

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

Staff Leaders: Treasurer & CAO

2022 Progress & Actions:

- In 2022 the Township applied an Asset Management lens to the Township's budget planning to develop and support long term capital budgeting and asset management plans to support our budgeting decisions.

2023 Project Plan:

- The Asset Management position will continue the annual asset reporting for use in future budget cycles.

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

Staff Leaders: Public Works - Wastewater

2022 Progress & Actions:

- Southgate's engineers have completed the work on the Dundalk Wastewater expansion short and long term servicing solution requirements.
- Triton has submitted the servicing solution to the Ministry of Environment ECA staff for review and approval.
- Triton continues to work with contractor providing the selected solution and developing contracted pricing for the infrastructure and installation costs.

2023 Project Plan:

- The Township plan is to start project construction in 2023 for their treatment solution to increase servicing capacity in Dundalk.

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

Staff Leaders: Public Works

2022 Progress & Actions:

- The construction of the new water tower started in 2022 with great progress.

2023 Project Plan:

- The Township will complete the new water tower construction work in 2023 with the anticipated commissioning by August of this year.

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

Staff Leaders: Public Works

2022 Progress & Actions:

- In 2022 the Township completed the following bridge and culvert replacements:
 - A few smaller diameter road crossing culverts due to failure
 - Three new culvert crossings were installed on Southgate SDR 75 for the municipal drain on Sideroad 75 works.

2023 Project Plan:

- Public Works will continue to require engineers and our maintenance staff to investigate designs, precast alternatives and construction methods to replace bridges and box culverts in the future with more affordable solution that provide equivalent or better capacity flow.

Goal 6 - Citizen Engagement

Action 6:

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

Strategic Initiatives:

6-A – The Township website southgate.ca will have had a complete facelift.

Note: Project completed in 2019

Staff Leaders: Clerks

Note:

- This project was completed in 2019 to upgrade the Southgate website.

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

Staff Leaders: CAO, Planner & Recreation

2022 Progress & Actions:

- The New Official Plan Review and public consultation was completed in 2022 with discussions related to maintaining natural heritage in the community.

2023 Project Plan:

- This will should be a future discussion in 2023 during the future Community Action Plan (CAP) public consultation process related to maintaining natural heritage in the community.

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

Staff Leaders: CAO & Council

2022 Progress & Actions:

- No action on this initiative in 2022

2023 Project Plan:

- Southgate will not reach a population of 10,000 people before the end of this CAP ending in 2023 and should be in the next CAP 2024-2028 consultation.

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

Staff Leaders: Clerk & Council

2022 Progress & Actions:

- In 2022 the impacts of the COVID-19 pandemic affect community interaction members.

2023 Project Plan:

- The Township should reengage and hold community discussions through in person events and meetings now that it is safer to do so.

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

Staff Leaders: Clerk & Council

Note: The Township is currently utilizing on-line public meeting software as hybrid options and live streaming services for to allow public attendance.