

Southgate Council – Staff Visioning Session

**CAO Introduction
&
Meeting Format**

February 12, 2020



This Photo by Unknown Author is licensed under [CC BY](#)

Visioning Session Overview

- **Presentations by Departments**

- 2020 - Capital Projects and Operation Plans
- 2021 & 2022 – Planned Capital Projects and Operation Goals for Consideration
- 2023 to 2029 Plan for New Infrastructure & Service Delivery that is:
 - Required based on present assessment base;
 - Considerations based on anticipated future Development Growth; and
 - Considerations based on future legislation, community demographics and climate change.

Visioning Session – Supporting Documents

- Development Charges By-law – 5 Year Horizon Planned Projects
- 2020 Reserve & Reserve Fund Schedule – Available Project Funds Collected
- 2019-2023 Southgate Community Action Plan – Public Consultation Strategic Goals
- Growth Forecast from 2017 DC Study – 20 Year Horizon on Population Projections
- Organizational Chart 2020
- 10 Year Capital Projects Budget - Projections presented by Dept.
- 2019 Actual & 2020 Proposed Operations Work Plans – In CAO presentation for discussion.

Note: Shaded documents have been included in this agenda as reference information to support discussions.

Development Charges By-law – Planned Projects

Infrastructure Costs Covered in the D.C. Calculation – Administration (Growth-Related Studies)

Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2017\$)	Post Period Benefit	Net Capital Cost	Less:		Subtotal	Less:	Potential DC Recoverable Cost		
						Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development		Other (e.g. 10% Statutory Deduction)	Total	Residential Share	Non-Residential Share
	2017-2026										84%	16%
1	Official Plan Update	2017	20,000	-	20,000	10,000		10,000	1,000	9,000	7,560	1,440
2	Official Plan Update	2020-2021	20,000	-	20,000	10,000		10,000	1,000	9,000	7,560	1,440
3	Development Charge Study	2017	28,700	-	28,700	-		28,700	2,870	25,830	21,697	4,133
4	Development Charge Addendum	2017	15,000	-	15,000	-		15,000	1,500	13,500	11,340	2,160
5	Development Charge Study	2020	28,700	-	28,700	-		28,700	2,870	25,830	21,697	4,133
6	Road Needs Study Update	2019	25,000	-	25,000	22,500		2,500		2,500	2,100	400
7	Road Needs Study Update	2024	25,000	-	25,000	22,500		2,500		2,500	2,100	400
8	Community Action Plan (Strategic Plan)	2018-2019	25,000	-	25,000	6,250		18,750	1,875	16,875	14,175	2,700
9	Community Action Plan (Strategic Plan)	2023-2024	25,000	-	25,000	6,250		18,750	1,875	16,875	14,175	2,700
10	Bridge Study	2017-2024	216,000	-	216,000	194,400		21,600		21,600	18,144	3,456
11	Asset Management Plan	2019-2020	10,000	-	10,000	9,000		1,000	100	900	756	144
12	Asset Management Plan	2023-2024	10,000	-	10,000	9,000		1,000	100	900	756	144
13	Urban Expansion Study	2017	10,000	-	10,000	2,500		7,500	750	6,750	5,670	1,080
14	Zoning By-law Review	2017	10,000	-	10,000	5,000		5,000	500	4,500	3,780	720
15	Zoning By-law Review	2021-2022	10,000	-	10,000	5,000		5,000	500	4,500	3,780	720
16	Water/Wastewater Rate Study	2017-2022	25,000	-	25,000	18,750		6,250		6,250	5,250	1,000
17	Community Improvement Plan	2017-2020	15,000	-	15,000	3,750		11,250	1,125	10,125	8,505	1,620
18	Water Distribution System Review	2017-2020	35,000	-	35,000	8,750		26,250		26,250	22,050	4,200
19	Wastewater Collection System Review	2017-2020	50,000	-	50,000	12,500		37,500		37,500	31,500	6,000
20	Municipal Servicing Standards Update	2018-2022	5,000	-	5,000	2,500		2,500	250	2,250	1,890	360
	Reserve Fund Adjustment									(11,178)	(9,389)	(1,788)
	Total		608,400	-	608,400	348,650	-	259,750	16,315	232,257	195,096	37,161

2020 Reserve & Reserve Fund Schedule of Available Funds – Page I

Township of Southgate
Reserves, Deferred Revenue and Reserve Funds - 2020

Staff Report FIN2019-050 2020 Budget

2020 Budget Res and Res Funds
Page 1 of 3

ATTACHMENT 3

Account Number	Account Name	2020 Budget			2020 Budget	
		Opening Balance	Contribution from	Transfer to	Ending Balance	Change
RESERVES						
Working Funds						
01-0000-2501	Reserve - Admin - Working Fund	\$ 422,541.00	\$ -	\$ -	\$ 422,541.00	\$ -
	WORKING FUNDS	\$ 422,541.00	\$ -	\$ -	\$ 422,541.00	\$ -
Current Purposes						
01-0000-2538	Reserve - Admin - Tax Stabilization - General	\$ 172,923.90	\$ -	\$ -	\$ 172,923.90	\$ -
	Reserve - Admin - Modernization Funds	\$ 491,050.00	\$ -	\$ -	\$ 491,050.00	\$ -
01-0000-2540	Reserve - Council - Election	\$ 17,462.03	\$ 10,000.00	\$ -	\$ 27,462.03	\$ 10,000.00
	General Government	\$ 681,435.93	\$ 10,000.00	\$ -	\$ 691,435.93	\$ 10,000.00
01-0000-2542	Reserve - Building - Operating Surplus	\$ 463,646.63	\$ -	\$ (10,000.00)	\$ 453,646.63	\$ (10,000.00)
01-0000-2543	Reserve - Police - OPP Surplus	\$ -	\$ -	\$ -	\$ -	\$ -
	Protective Inspection	\$ 463,646.63	\$ -	\$ (10,000.00)	\$ 453,646.63	\$ (10,000.00)
01-0000-2518	Reserve - Roads - Tax Stabilization - Winter Maintenance	\$ 57,187.96	\$ -	\$ -	\$ 57,187.96	\$ -
	Reserve - Roads - Tax Stabilization - Emergency Disaster	\$ 40,000.00	\$ 10,000.00	\$ -	\$ 50,000.00	\$ 10,000.00
	Roadways	\$ 97,187.96	\$ 10,000.00	\$ -	\$ 107,187.96	\$ 10,000.00
01-0000-2555	Reserve - Solid Waste - Egremont Site Well Monitoring/Gas Probes	\$ -	\$ -	\$ -	\$ -	\$ -
	Solid Waste	\$ -	\$ -	\$ -	\$ -	\$ -
01-0000-2502	Reserve - Public Health - Markdale Hospital New Build	\$ 400,000.00	\$ -	\$ -	\$ 400,000.00	\$ -
01-0000-2552	Reserve - Public Health - GBH Foundation "The Hospital Campaign"	\$ 25,000.00	\$ -	\$ -	\$ 25,000.00	\$ -
01-0000-2553	Reserve - Public Health - Mount Forest Hospital ER Expansion	\$ 120,000.00	\$ 20,000.00	\$ -	\$ 140,000.00	\$ 20,000.00
	Reserve - Public Health - Markdale Doctor Recruitment	\$ 3,151.49	\$ -	\$ -	\$ 3,151.49	\$ -
	Health Services	\$ 548,151.49	\$ 20,000.00	\$ -	\$ 568,151.49	\$ 20,000.00
01-0000-2528	Reserve - Planning - Zoning	\$ 85,000.00	\$ 10,000.00	\$ -	\$ 95,000.00	\$ 10,000.00
01-0000-2544	Reserve - ED - Downtown Facades	\$ 16,000.00	\$ 2,000.00	\$ -	\$ 18,000.00	\$ 2,000.00
01-0000-2545	Reserve - Planning - OMB Reserve	\$ 47,696.00	\$ 3,500.00	\$ -	\$ 51,196.00	\$ 3,500.00
01-0000-2548	Reserve - ED - Industrial Land	\$ 96,422.35	\$ 1,015,000.00	\$ (270,000.00)	\$ 841,422.35	\$ 745,000.00
01-0000-2557	Reserve - Planning - Strategic Plan	\$ 27,875.00	\$ 6,000.00	\$ -	\$ 33,875.00	\$ 6,000.00
01-0000-2559	Reserve - ED - Horse & Buggy Trail	\$ 4,500.00	\$ -	\$ -	\$ 4,500.00	\$ -
	Planning and Development	\$ 277,493.35	\$ 1,036,500.00	\$ (270,000.00)	\$ 1,043,993.35	\$ 766,500.00
	CURRENT PURPOSES	\$ 2,067,915.36	\$ 1,076,500.00	\$ (280,000.00)	\$ 2,864,415.36	\$ 796,500.00
Capital Purposes						
01-0000-2541	Reserve - Admin - Infrastructure	\$ 20,233.28	\$ 26,900.00	\$ -	\$ 47,133.28	\$ 26,900.00
	General Government	\$ 20,233.28	\$ 26,900.00	\$ -	\$ 47,133.28	\$ 26,900.00
01-0000-2521	Reserve - Fire - Infrastructure	\$ 202,631.71	\$ 41,350.00	\$ -	\$ 243,981.71	\$ 41,350.00
	Protective Inspection	\$ 202,631.71	\$ 41,350.00	\$ -	\$ 243,981.71	\$ 41,350.00
01-0000-2509	Reserve - Roads - Roads	\$ 85,000.00	\$ 413,700.00	\$ (85,000.00)	\$ 413,700.00	\$ 328,700.00
01-0000-2516	Reserve - Roads - Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
01-0000-2519	Reserve - Roads - Bridges	\$ -	\$ -	\$ -	\$ -	\$ -
01-0000-2534	Reserve - Roads - Parking	\$ -	\$ -	\$ -	\$ -	\$ -
01-0000-2558	Reserve - Roads - SRD 15 (Bye)	\$ -	\$ -	\$ -	\$ -	\$ -
	Roadways	\$ 85,000.00	\$ 413,700.00	\$ (85,000.00)	\$ 413,700.00	\$ 328,700.00
01-0000-2505	Reserve - Wastewater - Infrastructure	\$ 2,838,346.01	\$ 674,494.00	\$ (364,000.00)	\$ 3,148,840.01	\$ 310,494.00
	Wastewater	\$ 2,838,346.01	\$ 674,494.00	\$ (364,000.00)	\$ 3,148,840.01	\$ 310,494.00
03-0000-2501	Reserve - Water - Infrastructure	\$ 574,560.40	\$ 152,506.00	\$ (529,525.00)	\$ 197,541.40	\$ (377,019.00)
	Water	\$ 574,560.40	\$ 152,506.00	\$ (529,525.00)	\$ 197,541.40	\$ (377,019.00)

2020 Reserve & Reserve Fund Schedule of Available Funds – Page 2

Township of Southgate
Reserves, Deferred Revenue and Reserve Funds - 2020

Staff Report FIN2019-050 2020 Budget

2020 Budget Res and Res Funds
Page 2 of 3

ATTACHMENT 3

Account Number Account Name		2020 Budget			2020 Budget	
		Opening Balance	Contribution from	Transfer to	Ending Balance	Change
RESERVES						
01-0000-2515	Reserve - Solid Waste - Dundalk site	\$ 57,500.00	\$ -	\$ -	\$ 57,500.00	\$ -
01-0000-2517	Reserve - Solid Waste - Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
01-0000-2526	Reserve - Solid Waste - Proton Site	\$ 45,278.69	\$ -	\$ -	\$ 45,278.69	\$ -
01-0000-2554	Reserve - Solid Waste - Egremont Site Rehab	\$ 20,000.00	\$ -	\$ -	\$ 20,000.00	\$ -
	Solid Waste	\$ 122,778.69	\$ -	\$ -	\$ 122,778.69	\$ -
	Reserve - Public Health - Medical Clinic	\$ 70,100.00	\$ 50,750.00	\$ -	\$ 120,850.00	\$ 50,750.00
	Reserve - Cemetery - Infrastructure	\$ 5,600.00	\$ 1,200.00	\$ -	\$ 6,800.00	\$ 1,200.00
	Health Services	\$ 75,700.00	\$ 51,950.00	\$ -	\$ 127,650.00	\$ 51,950.00
01-0000-2523	Reserve - Recreation - Hopeville Park	\$ 1,206.00	\$ -	\$ -	\$ 1,206.00	\$ -
01-0000-2533	Reserve - Recreation - Holstein Park	\$ 6,786.76	\$ -	\$ -	\$ 6,786.76	\$ -
	Parks	\$ 7,992.76	\$ -	\$ -	\$ 7,992.76	\$ -
01-0000-2504	Reserve - Recreation - Infrastructure	\$ 202,325.51	\$ 106,900.00	\$ (7,500.00)	\$ 301,725.51	\$ 99,400.00
01-0000-2510	Reserve - Recreation - Cedarville	\$ -	\$ -	\$ -	\$ -	\$ -
01-0000-2522	Reserve - Recreation - Swinton Park	\$ -	\$ -	\$ -	\$ -	\$ -
01-0000-2535	Reserve - Recreation - Dromore	\$ 1,662.41	\$ -	\$ -	\$ 1,662.41	\$ -
01-0000-2546	Reserve - Recreation - Rural	\$ 91,499.03	\$ 10,000.00	\$ -	\$ 101,499.03	\$ 10,000.00
	Recreation Facilities	\$ 295,486.95	\$ 116,900.00	\$ (7,500.00)	\$ 404,886.95	\$ 109,400.00
07-0000-2502	Reserve - Library - Infrastructure	\$ 50,454.63	\$ 10,000.00	\$ -	\$ 60,454.63	\$ 10,000.00
	Library	\$ 50,454.63	\$ 10,000.00	\$ -	\$ 60,454.63	\$ 10,000.00
01-0000-2556	Reserve - ED - Signage	\$ 24,568.26	\$ -	\$ -	\$ 24,568.26	\$ -
	Reserve - ED - Downtown Parking	\$ 10,000.00	\$ -	\$ -	\$ 10,000.00	\$ -
	Reserve - ED - Downtown Improvements	\$ 20,000.00	\$ -	\$ (20,000.00)	\$ -	\$ (20,000.00)
	Planning and Development	\$ 54,568.26	\$ -	\$ (20,000.00)	\$ 34,568.26	\$ (20,000.00)
	CAPITAL PURPOSES	\$ 4,327,752.69	\$ 1,487,800.00	\$ (1,006,025.00)	\$ 4,809,527.69	\$ 481,775.00
	RESERVES	\$ 6,818,209.05	\$ 2,564,300.00	\$ (1,286,025.00)	\$ 8,096,484.05	\$ 1,278,275.00
RESERVE FUNDS						
Capital Purposes						
09-0010	Reserve Fund - Recreation - Olde Town Hall	\$ (0.00)	\$ -	\$ -	\$ (0.00)	\$ -
09-0011	Reserve Fund - Recreation - Arena	\$ 184,810.65	\$ -	\$ -	\$ 184,810.65	\$ -
09-0014	Reserve Fund - Recreation - Pool	\$ 60,979.08	\$ -	\$ -	\$ 60,979.08	\$ -
09-0015	Reserve Fund - Fire	\$ 38,392.07	\$ -	\$ -	\$ 38,392.07	\$ -
09-0016	Reserve Fund - Cemetery	\$ 4,114.41	\$ -	\$ -	\$ 4,114.41	\$ -
01-0000-2549	Reserve - Cemetery - Columbarium maintenance	\$ 1,200.00	\$ -	\$ -	\$ 1,200.00	\$ -
09-0018	Reserve Fund - MNR Deposit Gravel Pit	\$ 2,028.29	\$ -	\$ -	\$ 2,028.29	\$ -
09-0021	Reserve Fund - Recreation - Macintyre Building	\$ 27,131.47	\$ -	\$ -	\$ 27,131.47	\$ -
09-0022	Reserve Fund - Southgate Community Vibrancy Fund [Solar]	\$ -	\$ -	\$ -	\$ -	\$ -
01-0000-2520	Reserve Fund - Southgate Community Vibrancy Fund [Solar]	\$ 112,476.05	\$ -	\$ -	\$ 112,476.05	\$ -
01-0000-2530	Reserve Fund - Recreation [Melancthon]	\$ 54,000.00	\$ 6,000.00	\$ -	\$ 60,000.00	\$ 6,000.00
01-0000-2532	Reserve Fund - Fire [Melancthon]	\$ 58,580.57	\$ -	\$ -	\$ 58,580.57	\$ -
01-0000-2547	Reserve Fund - Community Enhancement - Dundalk [Royalties]	\$ 227,113.12	\$ 35,000.00	\$ (15,000.00)	\$ 247,113.12	\$ 20,000.00
09-0000-3001	RESERVE FUNDS	\$ 770,825.71	\$ 41,000.00	\$ (15,000.00)	\$ 684,349.66	\$ 26,000.00
	RESERVES AND RESERVE FUNDS	\$ 7,589,034.76	\$ 2,605,300.00	\$ (1,301,025.00)	\$ 8,780,833.71	\$ 1,304,275.00

2020 Reserve & Reserve Fund Schedule of Available Funds – Page 3

Township of Southgate
Reserves, Deferred Revenue and Reserve Funds - 2020

Staff Report FIN2019-050 2020 Budget

2020 Budget Res and Res Funds
Page 3 of 3

ATTACHMENT 3

Account Number	Account Name	2020 Budget			2020 Budget	
		Opening Balance	Contribution from	Transfer to	Ending Balance	Change
RESERVES						
DEFERRED REVENUE						
Obligatory Reserve Funds						
	DC Reserve - Administration Studies	\$ 57,438.66	\$ -	\$ (900.00)	\$ 56,538.66	\$ (900.00)
	DC Reserve - Fire	\$ 200,768.14	\$ -	\$ (39,450.00)	\$ 161,318.14	\$ (39,450.00)
	DC Reserve - Transportation	\$ 1,137,845.03	\$ -	\$ (1,633,950.00)	\$ (496,104.97)	\$ (1,633,950.00)
	DC Reserve - Stormwater Management	\$ 139,277.70	\$ -	\$ -	\$ 139,277.70	\$ -
	DC Reserve - Waste & Waste Related	\$ 10,237.37	\$ -	\$ (20,250.00)	\$ (10,012.63)	\$ (20,250.00)
	DC Reserve - Wastewater	\$ 1,750,886.25	\$ -	\$ -	\$ 1,750,886.25	\$ -
	DC Reserve - Water	\$ (121,845.23)	\$ -	\$ -	\$ (121,845.23)	\$ -
	DC Reserve - Parks & Recreation	\$ 526,053.76	\$ -	\$ (4,500.00)	\$ 521,553.76	\$ (4,500.00)
	DC Reserve - Library	\$ 43,044.66	\$ -	\$ (9,900.00)	\$ 33,144.66	\$ (9,900.00)
09-0012-3001	Development Charges	\$ 3,743,706.34	\$ -	\$ (1,708,950.00)	\$ 2,034,756.34	\$ (1,708,950.00)
09-0013-3001	Reserve Fund - Recreation - Parkland	\$ 63,070.39	\$ -	\$ (5,500.00)	\$ 57,570.39	\$ (5,500.00)
09-0020-3001	Reserve Fund - Admin - Federal Gas Tax	\$ 149,686.80	\$ 229,008.00	\$ (378,694.80)	\$ -	\$ (149,686.80)
	Reserve Fund - Admin - Main St Revitalization	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 3,956,463.53	\$ 229,008.00	\$ (2,093,144.80)	\$ 2,092,326.73	\$ (1,864,136.80)
Other						
01-0000-1121	Def Rev - Ontario Community Infrastructure Fund	\$ -	\$ -	\$ -	\$ -	\$ -
01-0000-1125	Def Rev - Source Water Protection	\$ -	\$ -	\$ -	\$ -	\$ -
07-0000-2103	Def Rev - General	\$ -	\$ -	\$ -	\$ -	\$ -
07-0000-2503	Def Rev - Library - Grants	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -
	DEFERRED REVENUE	\$ 3,956,463.53	\$ 229,008.00	\$ (2,093,144.80)	\$ 2,092,326.73	\$ (1,864,136.80)
	RESERVES, RESERVE FUNDS, AND DEFERRED REVENUE	\$ 11,545,498.29	\$ 2,834,308.00	\$ (3,394,169.80)	\$ 10,873,160.44	\$ (559,861.80)
		\$ -				

2019-2023 Southgate Community Action Plan – Our Strategic Goals from the Community Consultation

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.

2019-2023 Southgate Community Action Plan – Our Strategic Goals from the Community Consultation con't.

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.

Growth Forecast from 2017 DC Study

2017 - 2027 Growth – 26.2%

2027 - 2037 Growth – 19.4%

Total 20 Year
Projected Growth of 45.6%

TOWNSHIP OF SOUTHGATE RESIDENTIAL GROWTH FORECAST SUMMARY

Year		Population (Excluding Census Undercount)	Housing Units					Person Per Unit (PPU)
			Singles & Semi Detached	Multiple Dwellings ¹	Apartments ²	Other	Total Households	
Historical	Mid 2001	6,905	2,250	45	100	20	2,415	2.86
	Mid 2006	7,167	2,445	20	95	10	2,570	2.79
	Mid 2011	7,190	2,390	30	110	95	2,625	2.74
	Mid 2016	7,354	2,473	31	111	95	2,710	2.71
Forecast	Mid 2017	7,413	2,496	31	111	95	2,733	2.71
	Mid 2027	9,352	3,105	202	111	95	3,513	2.66
	Mid 2037	10,794	3,586	341	111	95	4,133	2.61
Incremental	Mid 2001 - Mid 2006	262	195	-25	-5	-10	155	
	Mid 2006 - Mid 2011	23	-55	10	15	85	55	
	Mid 2011 - Mid 2016	164	83	1	1	0	85	
	Mid 2016 - Mid 2017	59	23	0	0	0	23	
	Mid 2017 - Mid 2027	1,939	609	171	0	0	780	
	Mid 2017 - Mid 2037	3,381	1,090	310	0	0	1,400	

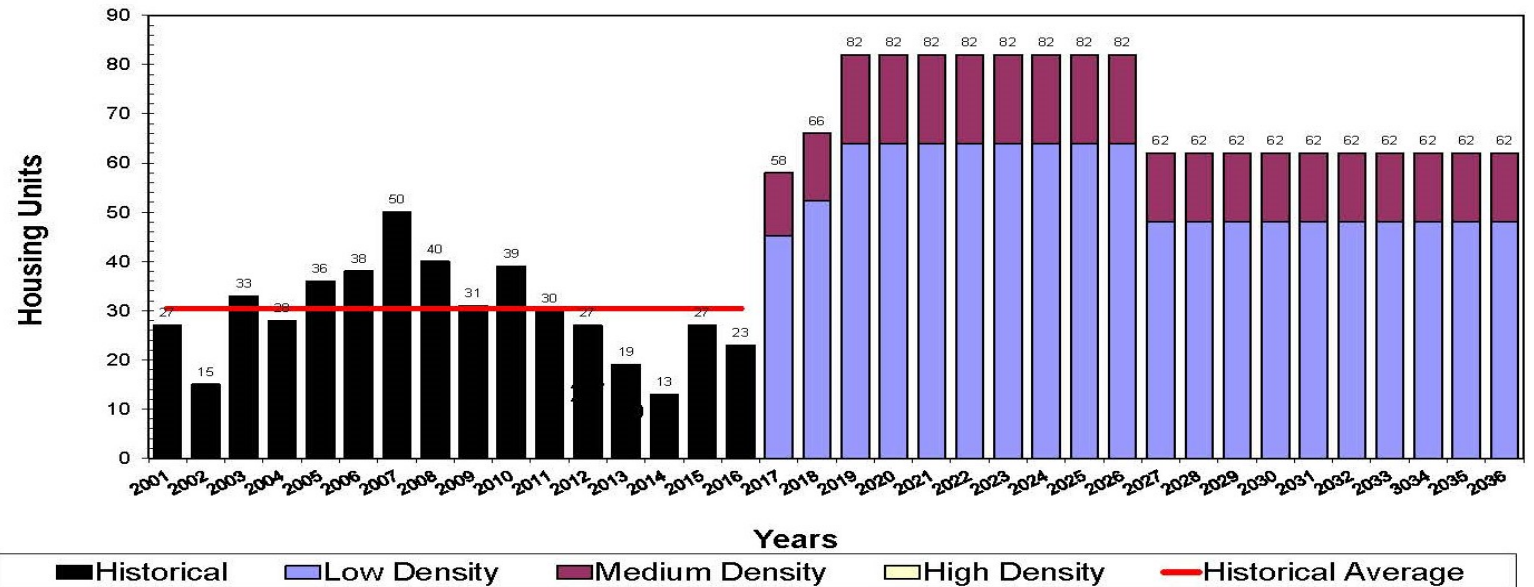
Source: Watson & Associates Economists Ltd., 2017. in conjunction with Township staff.

1. Includes townhomes and apartments in duplexes.

2. Includes bachelor, 1 bedroom and 2 bedroom+ apartments.

FIGURE A-1

ANNUAL HOUSING FORECAST¹



Source: Historical housing activity (2001-2016) based on Statistics Canada building permits.

1. Growth Forecast represents calendar year.

2019 Operations Work Plans (OWP) – Visioning Discussions to create the 2020 OWP

- 1.** Southgate 2019 Budget Approval and 2020 Budget Preparation
- 2.** 2019-2023 New Community Action Plan and Consultant Community Engagement Plan
- 3.** Purchasing and Procurement Policy #5 Review and Council Approval
- 4.** Planning Department Projects – Comprehensive Commercial & Industrial Land Review and Urban Boundary Expansion Justification Study, Community Improvement Plan and Southgate Official Plan Review
- 5.** New Asset Management Plan (AMP) – New 2019 AMP Policy
- 6.** Hwy #10 Bypass Roadway Part II Order, Final Approvals, Design and Construction
- 7.** Long Term Infrastructure Servicing Requirements Review through a Wastewater Environmental Assessment

2020 Operations Work Plans (OWP) – Proposed 2020 OWP

- 1. Southgate 2021 Budget Preparation & Approval**
- 2. New Southgate Economic Development Strategy** – Define What & How we need to do it?
- 3. Review Personnel & Human Resources Communications Policies, Practices and Training**
- 4. Planning Department Projects** – Comprehensive Commercial & Industrial Land Review and Urban Boundary Expansion Justification Study, Community Improvement Plan and Southgate Official Plan Review
- 5. Asset Management Plan Growth** – Hire & Train Asset Management Finance Analyst / Culture Change
- 6. Hwy #10 Bypass Roadway Design and Construction**
- 7. Long Term Infrastructure Servicing Requirements Review through a Wastewater to Finish the Environmental Assessment, Source Project Funding and Tender Project**

2019 Operations Work Plans (OWP) – Visioning Discussions to create the 2020 OWP

8. Municipal Development Projects – Main Street Reconstruction, Downtown Parking Lot Project, Dundalk Arena Auditorium Upgrades and Rural Capital Road Construction Projects
9. Fibre Cable Communications Expansion in Southgate
10. Dundalk Olde Town Hall Future Use & Financial Justification Report
11. Support and Advance Economic Development Growth Opportunities in Residential Construction, Commercial Support, Industrial land expansion and Business Attraction
12. Senior Apartment Building & Housing Options
13. Southgate Gravel Pit Licence – Ministry of Natural Resources Approval
14. Closure of the Joint Building Services Partnership, Reconciliation of Capital Asset Value/Distribution and 2018 Financial Year End

2020 Operations Work Plans (OWP) – Proposed 2020 OWP

8. Municipal Development Projects – Downtown Parking Lot Project, and Rural Capital Road Construction Projects
9. Fibre Cable Communications Expansion in Southgate
10. Dundalk Olde Town Hall – **2020 will be Decision Time related to ICIP Application Grant decision, Community Fundraising efforts, Municipal \$ & the Future Use**
11. Support and Advance Economic Development Growth Opportunities in Residential Construction, Commercial Support, Industrial land expansion and Business Attraction
12. Senior Apartment Building & Housing Options
13. Southgate Gravel Pit Licence – Ministry of Natural Resources Approval
- 14. By-law Enforcement Training, Expertise and Timely Compliance**

Visioning Session Efficiency Guidelines

- We have set aside 15 minutes per department or operational area for the purpose of efficient use of time in order to receive all the information prepared within this agenda.
- In the interest of time for this session, presenters will provide their information in the first 10 minutes and take questions or comments for 5 minutes following their presentation. The chair of the meeting will manage the questions/comments to ensure equal opportunity for all Council members to participate.
- At the end of each presentation we will decide if another Visioning Session Meeting is required to expand and allow more time for discussions related to a department, operational area or a specific subject matter or project.

Visioning Session

Questions & Comments