

Southgate Council–Staff Visioning Session

Department: Administration

February 12, 2020

Development Charges By-law – Administration 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

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Reserves & Reserve Funds

Admin-Modernization Fund	\$491,050.00
Reserve - Admin - Infrastructure	\$ 47,133.28
Reserve – Public Health - Medical Clinic	\$120,850.00
Reserve Fund - Southgate Community Vibrancy Solar Fund (Contribution \$75,000/year – 4 years into 20 year agreement)	\$112,476.05
Reserve Fund - Community Enhancement - Dundalk Royalties	\$227,113.12
DC Reserve – Collected for Administration Studies	\$ 56,538.66
> DC Studies	\$ 15,133.65
> DC CAP Consultation Updates	\$ 7,838.56

Note:

1. Reserve numbers are as of the end of 2020.
2. Reserve numbers with yellow shading are as the end of 2019

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Community Action Plan

Goal I - Attracting New and Supporting Existing Businesses and Farms

Action I: 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-F (2019-2023)

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

- > Grey County & Southgate Community Transportation Project Plan progressing to implement Hwy #10 Transit service from Owen Sound through Dundalk to Orangeville with planned start of the service, May 2020.**

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Community Action Plan

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-E (2019-2023)

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.

- > Grants & Donations will continue to be supported by Southgate, the Community Enhancement and Solar Funds.**
- > Consider Community Foundation Grey Bruce to increase funding through endowment funds application opportunities for Southgate Community Events.**

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Community Action Plan

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-B (2019-2023)

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.

- > Developing a New Medical Clinic for broader primary care for the community of Dundalk & Southgate, as well as expanding the future uses of Erskine Centre.**

Strategic Initiatives 3-C (2019-2023)

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.

- > Community Safety & Wellbeing Plan being developed in 2020 through public engagement surveys and 2 Southgate consultation meetings.**

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Community Action Plan

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 (2019-2023)

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. .

Strategic Initiatives 4-B (2019-2023)

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

> Decisions required based on Community Facilities priorities, available projects funding and ICIP Grant Olde Town Hall application decision.

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Community Action Plan

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-B (2019-2023)

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.

> A discussion for Council, Recreation Committee and Planner in the OP Review.

Strategic Initiatives 6-C (2019-2023)

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

> A decision for Council at the end of a 10 year horizon based on growth.

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2020 - Capital Projects and Operation Plans

Technology / Computers	\$ 1,500
Office Furniture/Equipment/Chairs	\$ 2,500
Contribution to Infrastructure Reserve	\$26,900
Asset Management Plan	\$10,000

Public Health

Mount Forest Hospital Reserve	\$20,000
Durham Health Care Foundation	\$ 1,500
Mount Forest Doctor Recruitment	\$ 1,500
SEGCHC Seniors & Youth Programs	\$25,000

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2021 & 2022 – Planned Capital Projects and Operation Goals for Consideration

2021 & 2022

Technology / Computers	\$ 5,000
Office Furniture/Equipment/Chairs	\$ 2,500
Administration Building (2021 only)	\$1,000,000
(Funded through \$430,600 Debt, Grant \$500,000 & \$42,500 in taxation)	
Debt Payment on Admin Bldg. (2022 only)	\$ 45,000

Public Health 2021 &2022

Mount Forest Hospital Reserve (transfer to Markdale Hosp)	\$ 20,000
Durham Health Care Foundation	\$ 1,500
Mount Forest Doctor Recruitment	\$ 1,500
SEGCHC Seniors & Youth Programs	\$ 25,000

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2023 to 2029 Plan for New Infrastructure & Service Delivery that is a requirement based on Southgate's present Assessment Base:

Municipal Office (To address capacity issues)

Options:

1. New standalone location.
2. Location with other Municipal Facilities for project value and operating cost efficiencies.
3. Expand within present Municipal Office footprint & construct new Council Chamber offsite.
4. Expand at the present Municipal Office to construct addition space.

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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					Total Households	Person Per Unit (PPU)
		Singles & Semi Detached	Multiple Dwellings ¹	Apartments ²	Other			
Historical	Mid 2001	2,250	45	100	20		2,415	2.66
	Mid 2006	2,445	20	95	10		2,570	2.79
	Mid 2011	2,360	30	110	95		2,625	2.74
	Mid 2016	2,473	31	111	95		2,710	2.71
Forecast	Mid 2017	2,486	31	111	95		2,733	2.71
	Mid 2027	3,105	202	111	95		3,513	2.66
	Mid 2037	3,585	341	111	95		4,133	2.61
	Mid 2001 - Mid 2006	195	-25	-5	-10		155	
Incremental	Mid 2006 - Mid 2011	23	10	15	85		55	
	Mid 2011 - Mid 2016	83	1	1	8		85	
	Mid 2016 - Mid 2017	23	0	0	0		23	
	Mid 2017 - Mid 2027	609	171	0	0		780	
	Mid 2027 - Mid 2037	1,590	310	0	0		1,900	

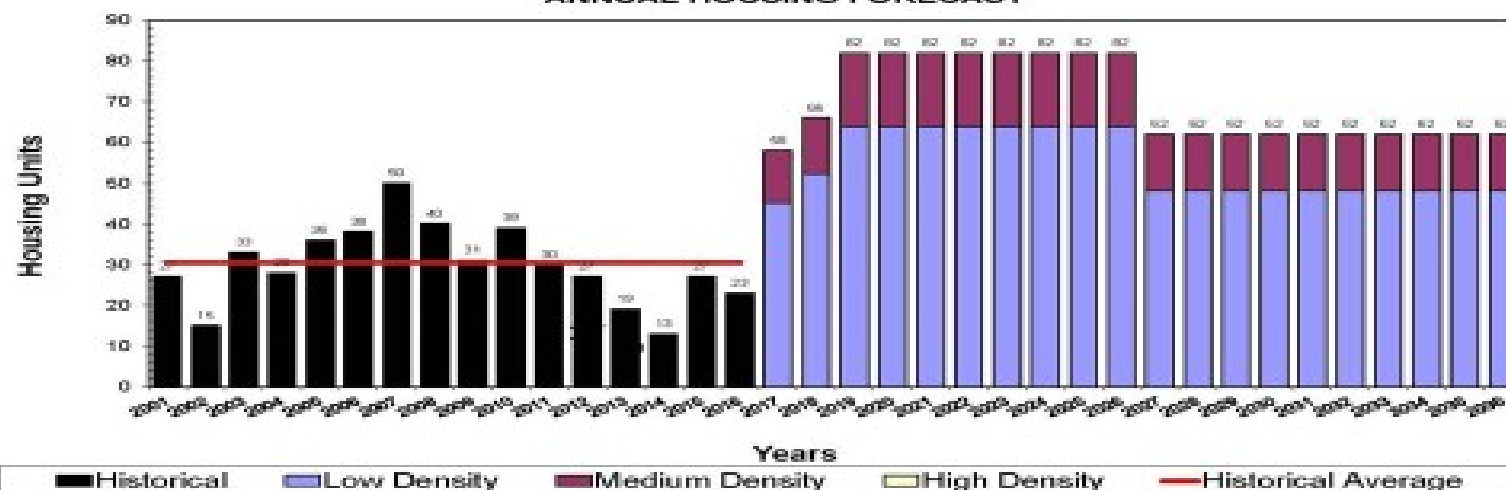
Source: Watson & Associates Economists Ltd., 2017. In conjunction with Township staff.

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.

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2023 to 2029 Plan for New Infrastructure & Service Delivery that is a requirement based on Southgate's on anticipated future Development Growth :

- ◆ Present Development Growth at an estimated rate of 25% over the next 10 years will require an increase in Service Delivery.
- ◆ This will impact more on service delivery and frontline staffing, levels across the organization.
- ◆ There should not be a significant impact causing an increase in Managers/Supervisor requirement other than Management administrative staff support to consume increased administrative workload for oversight efficiency.

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2023 to 2029 Plan for New Infrastructure & Service Delivery that is a requirement based on future changes in Legislation, Community Demographics and/or Climate Change

- ◆ The only impact on Administration staffing would be extra effort in relation to more policy to support future legislative changes related to:
 - ◆ Employment Standards.

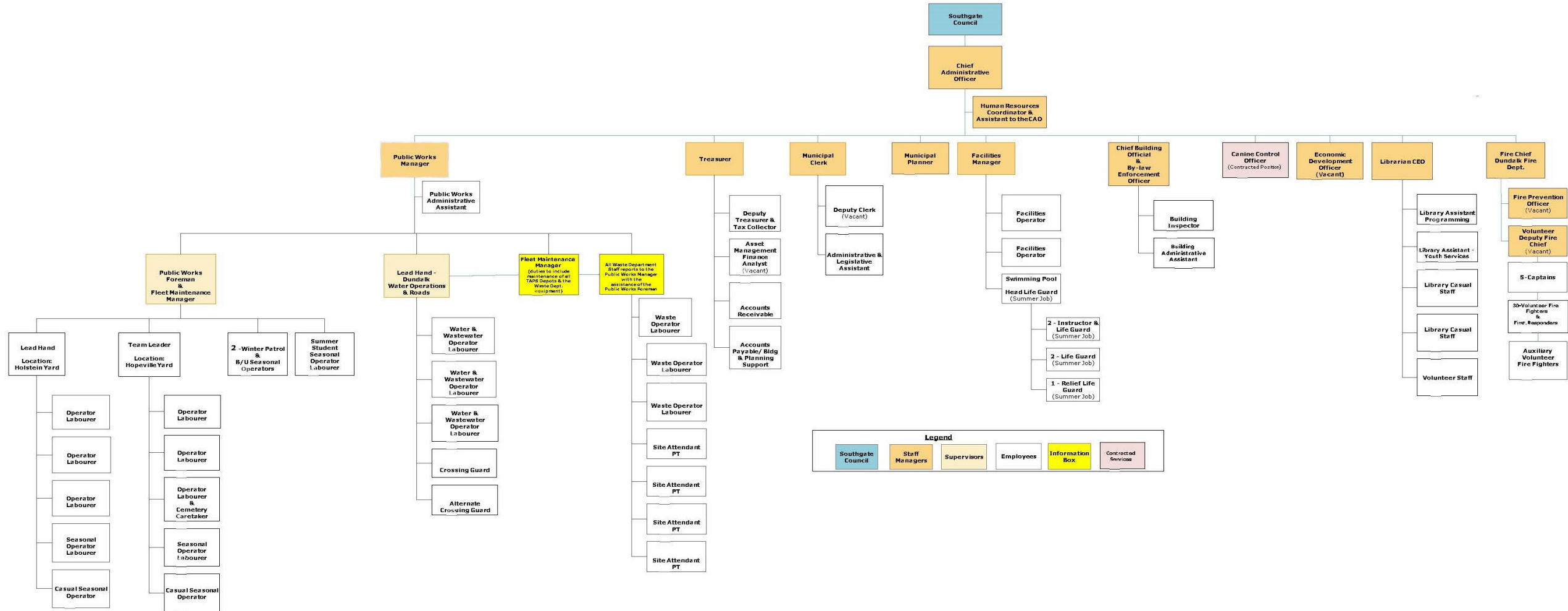
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2023 to 2029 Plan for New Infrastructure & Service Delivery that is a requirement based on future changes in Legislation, Community Demographics and/or Climate Change con't.

- ◆ And climate change mitigation strategies and efficiencies related to future changes that are likely:
 - ◆ Building code related to zero energy municipal facility construction; and
 - ◆ Changes to fleet & vehicle fuel systems, etc.

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Township of Southgate
Organizational Chart
February 12, 2020



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Recent Southgate Staffing Requirements

Growth Impacted Staffing Additions:

- > 0.5 FTE - Building Administrative Assistant in 2019
- > 0.5 FTE - Assistant to the CAO in 2019

Legislative Impacted Staffing Additions:

- > 0.5 FTE - Human Resources Coordinator addition in 2019
- > 0.6 FTE - Fire Prevention Officer addition in 2020 Budget
- > 1.0 FTE - Asset Management & Financial Analyst addition in 2020 Budget

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Staffing Discussions in Department Presentations

- 1. Economic Development Officer – Org. Chart Vacancy**
- 2. Deputy Clerk – Org. Chart Vacancy**
- 3. Volunteer Deputy Fire Chief – Org. Chart Vacancy**
 - > Recruitment in process

Note:

These positions all remain as funded positions in the 2020 budget.

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2020 Staffing Compliment

9	Managers	9	FTEs
40	Full Time Employees	40	FTEs
4	Part Time Employees (Waste Attendants)	1.4	FTEs
5	Seasonal Employees (Roads & Crossing Guard)	2.2	FTEs
7	Summer Student Employees (Pool, Rec & Roads)	2.2	FTEs
3	Casual Employees (Library & Roads)	0.5	FTEs
68	Total Employee	55.3	FTEs

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Building Growth Comparison 2018 to 2019 Report

Building Department Comparison Report 2018 to 2019

Department Activity	Total 2018	Total 2019	2019 Growth
Building Permits:			
Agriculture	75	107	
Ag.-Industrial	16	21	
Commerical	7	10	
Institutional	2	4	
Industrial	1	6	
Demolition	5	10	
Residential related	57	95	
Septic Systems	31	53	
Single family dwelling	64	120	
Tent	7	7	
Total Permits	265	433	63.4%
Permit Revenue in \$	\$ 398,054.24	\$ 511,004.00	28.4%
DC Charges Residential	\$ 1,047,126.00	\$ 1,807,804.18	
DC Charges Non-Residential	\$ 242,701.46	\$ 159,801.03	63.4%
Agricultural Value	\$ 8,917,400.00	\$ 11,968,570.00	34.2%
Commercial Value	\$ 1,005,800.00	\$ 3,736,000.00	271.4%
Institutional Value			
Industrial Value	\$ 2,530,000.00	\$ 2,486,000.00	-1.7%
Residential Value	\$ 16,466,347.00	\$ 32,168,997.00	95.4%
Total Assessment Value	\$ 28,919,547.00	\$ 50,482,067.00	74.6%
Agricultural Taxation	\$ 28,815.78	\$ 38,675.36	
Commercial Taxation	\$ 27,331.59	\$ 101,521.99	
Industrial Taxation	\$ 83,555.27	\$ 82,102.14	
Residential Taxation	\$ 212,837.74	\$ 415,804.23	
Total New Taxation	\$ 352,540.38	\$ 638,103.72	
Southgate Taxation Only			
Agricultural Taxation	\$ 14,410.77	\$ 19,341.55	
Commercial Taxation	\$ 8,497.39	\$ 31,563.19	
Industrial Taxation	\$ 30,392.40	\$ 29,863.83	
Residential Taxation	\$ 106,440.16	\$ 207,943.70	
Total New Southgate Taxation	\$ 159,740.71	\$ 288,712.26	\$ 128,971.55

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Southgate Taxation Report by Year

Year	Southgate Assessment	Budgeted Taxation	Tax Increase	Act.Tax Growth	Ass-Tax Growth
2016	\$1,005,967,009.00	\$5,297,069.00	\$489,024	\$ 75,758	7.3% 1.43%
2017	\$1,100,195,166.00	\$5,669,214.00	\$372,145	\$214,753	9.4% 3.78%
2018	\$1,214,421,368.00	\$6,063,943.00	\$394,729	\$145,498	10.4% 2.39%
2019	\$1,325,972,586.00	\$6,662,169.00	\$598,226	\$434,195	9.2% 6.52%
2020	\$1,468,031,609.00	\$7,384,704.00	\$722,535	_____	10.7% _____

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Staffing Analysis – Factoring Growth

2020 Southgate Assessment in Dollars \$ 1,468,031,609

2020 Southgate Taxation in Dollars \$ 7,384,704

2020 Staffing Full Time Equivalents 55.3

2020 Staffing Full Time Equivalents 46.3

<u>Dollar Factors</u>	<u>With Managers</u>	<u>Without Managers</u>
Assessment Dollars per FTE	\$26.55 Million	\$31.71 Million
Taxation Dollars per FTE	\$133,539	\$159,496 ??

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Questions & Comments