

SUSTAINABILITY PLAN

For the Township of Southwold

May 2013

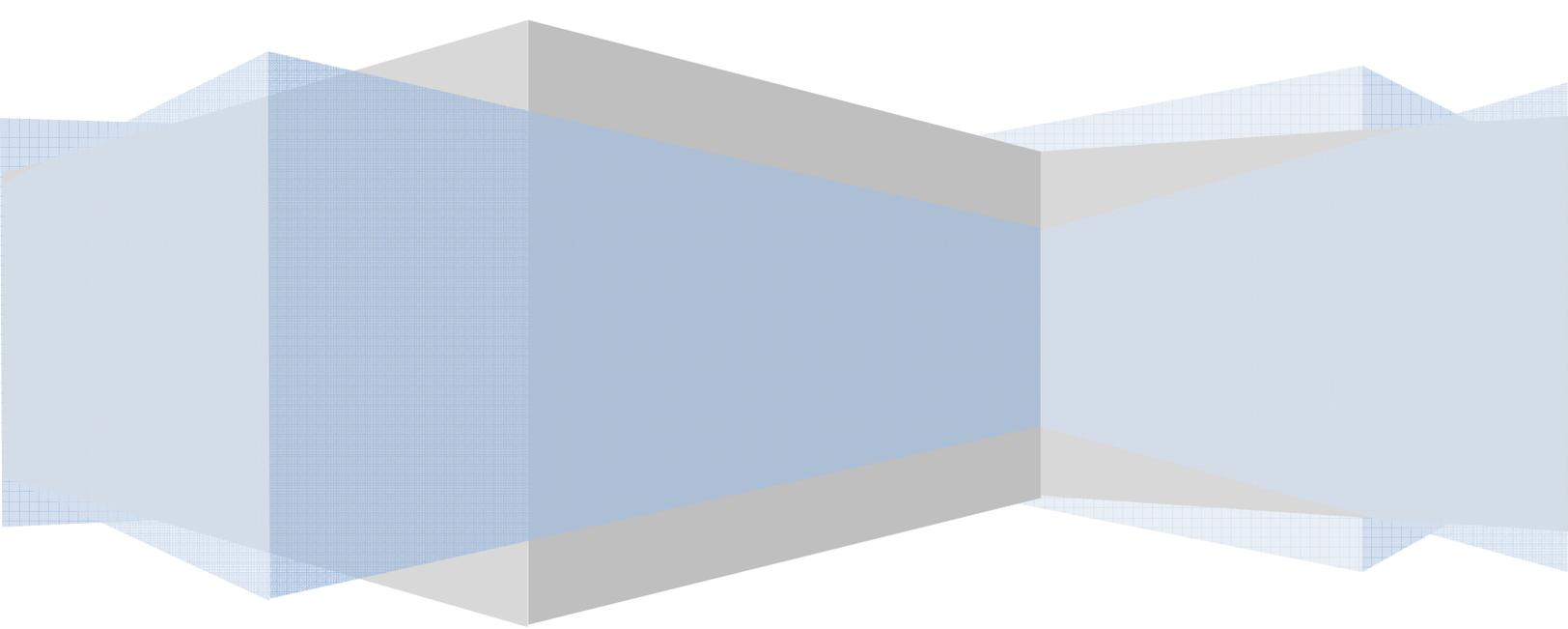


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Executive Summary

Introduction

A Sustainability Plan is an important strategic tool to assist Council to not only set both long term and short term goals, but also to develop realistic budgets to achieve these goals. The first step is to involve the community to ensure the needs and wishes of the community are considered when developing the plan, and that Council, the municipal employees and/or community minded volunteers are able to implement the plan. It is equally important that action plans are not only developed, but are monitored, measured and reported to the public on an annual basis to ensure goals are being met. Every four years, Council and staff should hold a special public meeting to determine what new goals or needs the residents have and update the Sustainability Plan accordingly.

Background

On January 31, 2013 Council held a special public meeting to obtain input from the citizens and staff of The Township of Southwold for the purpose of developing a Sustainability Plan. The input from this meeting can be found in the appendix titled "Prioritized Brainstormed Strategies." The input gained from this meeting was used to develop a four year sustainability plan for the Township of Southwold.

Numerous factors affect Council's ability to develop resolutions or by-laws that enable action to occur. Just two examples of this are as follows: health and safety regulations may dictate two employees be deployed to a job when only one person is needed to do the actual work, or it may not be possible to change zoning in an area because of Provincial Policy. Therefore, Council and staff must always plan, budget and work within these various regulations and constraints. To assist the reader to better understand the many functions and services provided by the Municipality, a list of services provided is included in the appendix.

Many ideas received at the public meeting held January 31, 2013 were already being implemented by council and staff; therefore, the appendix also includes a list of some of the services/practices and elaborates on: practices currently employed, possible changes that could be employed, and whether or not these are on-going or occasional practices.

It is also crucial that Committees of Council are given the opportunity to participate in the development and implementation of this Sustainability Plan; therefore, a list of the active committees is also listed in the appendix.

Sustainability Plan Summary

A number of strategies were identified in the January 2013 meeting; however, these are not all included in the Sustainability Plan but will be addressed by staff and council as appropriate. The top five strategies identified at the meeting and included in this plan are: Growth, Culture and Recreation, Municipal Service Delivery, Municipal Revenue and Asset Management. The sixth strategy, Review and Updating, was added to ensure the plan is implemented in a timely and efficient manner and results are reported to the public on an annual basis. Strategic Goals and Action Plans were developed for each strategy as well as time-lines and responsibility for implementation. Mission and Vision statements were also developed and are included at the beginning of this report.

Mission Statement

The Township of Southwold is committed to providing a healthy, safe community to all residents, businesses and visitors by providing services in an economical manner to further growth and prosperity.

Vision Statement

We envision the Township of Southwold as a thriving, community-oriented municipality that continues to grow and prosper by enabling and pursuing residential, agricultural and commercial growth opportunities through expansion of key municipal services.

The sense of community will be strengthened by promoting a wide variety of consumer-friendly services, such as health, culture, connectivity, parks and recreation.

Council and staff will serve the ratepayers of the community with a caring attitude focused on customer service.

1. Growth

Strategic Goal:

To promote residential, agricultural, commercial, and industrial development by ensuring policies and services are in place to support growth in The Township of Southwold, thereby stabilizing the tax base.

Strategies:

1.1 Ensure the Official Plan is approved and kept current

Action Plan

- A. Complete sewer study and submit it to Ministry of Municipal Affairs
- B. Enlist the assistance of M.P.P. and other authorities to facilitate a timely response from the Ministry of Municipal Affairs
- C. Ensure zoning by laws are in place to support appropriate development
- D. Review the Official Plan every 5 years to ensure it reflects the current and future needs of the Township

1.2 Establish a plan for the provision of sewer services in the growth communities

Action Plan

- A. Complete a Sewer Options study
- B. Ensure the appropriate development policies are in place
- C. Obtain commitment from council to engage in the E.A. process including funding
- D. Maintain a state of readiness to proceed with future projects

1.3 Encourage Residential Development

Action Plan

- A. Determine and prioritize the areas where development is to occur
- B. Determine the type of housing required (ie: senior, single family dwelling, townhouse, condo, etc.)
- C. Determine type of construction/development that will differentiate Southwold residential areas from neighbouring communities. (ie: green alternatives, large lots, etc.)
- D. Identify and work with Developers to fulfill the above
- E. Ensure development agreements are in place

Growth continued

Strategies:

- 1.4 Utilize the Economic Development Committee to prepare recommendations to Council regarding the promotion of residential, agricultural, commercial and industrial development

Action Plan:

- A. Provide the EDC the authority to make inquiries, meet with businesses and contacts to promote The Township of Southwold
- B. Utilize the Economic Development Committee to help identify development opportunities in the above categories
- C. Ensure an annual budget is provided to allow EDC to fulfill its mandate
- D. Work with the County's EDC to identify opportunities and promote the Township of Southwold
- E. Develop a marketing strategy for the Township of Southwold
- F. Implement the marketing strategy
- G. Determine appropriate incentives that could be offered to businesses to locate in the Township of Southwold

- 1.5 Encourage and support local businesses

Action Plan:

- A. Maintain an easy to navigate and current website
- B. Develop links to local businesses upon request
- C. If local businesses would like to highlight their business in "Southwold in Motion" or on the web site on a rotating basis, keep a set sized spot in the publication to do so

2. Culture and Recreation

Strategic Goal:

Promote a healthy and community oriented municipality by encouraging and supporting involvement of volunteer organizations wishing to provide cultural and recreational activities in the Township of Southwold.

Strategies:

2.1 New Library

Action Plan

- A. Revise the committee's focus to reflect the reality of the library approval
- B. Set clear roles and responsibilities for fundraising, construction and on-going maintenance of the building
- C. Determine the final location for the library
- D. Assist committee as required to develop blue prints for library
- E. Assist the committee with fundraising endeavours including the identification of government or private organizations that could provide grants as well as assistance in writing the proposals
- F. Determine the level of funds that must be raised before construction begins

2.2 Support recreational activities

Action Plan

- A. Continue working with current multi-purpose committee to set long term priorities for the parks
- B. Ensure adequate insurance is in place for all locations
- C. Provide on-going cooperation with staff/volunteers/user groups for maintenance, scheduling etc.
- D. Provide web site promotion as able per request

2.3 Promote good health

Action Plan

- A. Maintain Medical building in Shedden for health service(s)
- B. Educate residents about the County Mobile Unit
- C. Promote and support activities/exercise programs for all ages
- D. Continue to liaise with the county to maintain ambulance services in a timely manner for residents

3. Municipal Service Delivery

Strategic Goal:

Provide services to residents of The Township of Southwold in a timely, efficient, and economical manner.

Strategy:

- 3.1 Determine appropriate service levels for the following areas and provide adequate funding, staffing and other resources as required to meet those service levels:

Administration - to meet the demands of running the municipality that includes treasury, council, planning services and human resources

Public Works - to meet the demands of maintaining infrastructure including: roads and bridges, water and sewer, parks and facilities, and municipal drains

Protective services –to meet the demands for safety and includes fire, policing, building inspections, animal control and conservation authorities

Action Plan

- A. Continue to investigate inter-municipal servicing opportunities
- B. Develop purchasing policies that promote obtaining competitive pricing
- C. Regular review of current in-house services and compare the costs to out-sourcing options for service levels, cost and appropriateness
- D. Review and update personnel policies that promote: strong work ethics, restricted personal use of corporate assets, and appropriate use of overtime provisions

4. Municipal Revenue

Strategic Goal:

To optimize municipal revenues by obtaining funding and grants from Federal, Provincial and other sources and to increase taxes gradually.

Strategies:

4.1 To continue researching and applying for applicable Federal and Provincial funding

Action Plan

- A. Continue memberships in various Municipal Associations
- B. Pre-screen information at staff level to determine eligibility and qualifying projects
- C. Bring recommendations to council for resolution or direction
- D. Engage, where appropriate, the services of a consultant for completion of the application

4.2 Review and protect the assessment base

Action Plan

- A. Review large changes in assessment as identified by MPAC
- B. Set standards to determine what is considered a commercial business
- C. Identify home based and commercial businesses not currently under commercial taxation

4.3 Ensure the correct 80% of funds flow to Southwold from the Green Lane Trust

Action Plan

- A. Green Lane Trust funds to be utilized for capital projects only, not for tax reduction
- B. Southwold share of funds from Green Lane Trust can only be used by council approval
- C. Obtain a regular accounting of funds from Green Lane Trust

4.4 Consider Green Energy revenue sources

Action Plan

- A. Investigate opportunity for solar income from Municipal buildings

5. Asset Management

Strategic Goal:

To prioritize capital projects, minimize overall expenditures and maintain Township infrastructure at an appropriate level

Strategies:

5.1 Develop an asset management plan including financing

Action Plan

- A. Inventory Township owned assets
- B. Complete an asset management plan including maintenance, replacement and financing guidelines
- C. Commitment from Council and staff to follow recommendations arising from the asset management plan

5.2 Develop Purchasing Policies to support the asset management plan and to instill appropriate internal control measures

Action Plan

- A. Commitment from Council and staff to adhere to the purchasing policy
- B. Review current purchasing policy and amend as appropriate to support the asset management plan

5.3 Repair or replace equipment in the most cost effective manner

Action Plan

- A. Consider cost analysis of replacement vs. repair of equipment
- B. Follow purchasing policy guidelines to obtain competitive pricing
- C. Avoid delay of repairs or replacement to limit exposure to emergency repairs or replacement that may result in higher costs

6. Review, Report and Updating of Sustainability Plan

Strategic Goal

To ensure the plan is implemented in a timely manner and results are reported to the residents of the Township.

Strategies:

- 6.1 Complete an annual review to determine if the plan is being implemented as per the time-line

Action Plan

- A. Set a specific month that all parties responsible for implementing any portion of the plan must report the work completed in the past year
- B. If work is ahead of or behind schedule, provide an explanation, then re-adjust the time-line accordingly
- C. Provide a full report of accomplishments and/or delays to the public no later than one month after individual reports are received

- 6.2 Ensure the Sustainability Plan is updated every 4 years

Action Plan

- A. Each council will hold a public meeting to determine what the public deems priority issues to be developed in the next 4 years
- B. The sustainability plan and time frames will be updated accordingly

Section II

Responsibilities and Time Lines for Implementation of Strategies

Code for Section II

Group Responsible for Implementation	One time or Infrequent	Ongoing work	Periodic Action
Council		=====	#####
Staff		=====	#####
Volunteers		=====	#####

1. GROWTH

<i>Ensure the Official Plan is approved and kept current</i>				Already Completed	2013 YEAR 2	2014 Year 3	2015 Year 4	2016 Year 5											
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter 1 2 3 4	Quarter 1 2 3 4	Quarter 1 2 3 4	Quarter 1 2 3 4	Quarter 1 2 3 4											
1.1	High	A	Council																
			Staff																
			volunteers																
	Medium	B	Council																
			Staff																
			volunteers																
	Medium	C	Council																
			Staff																
			volunteers																
	Low	D	Council																
			Staff																
			volunteers																

Growth

<i>Establish a plan for the provision of sewer services in the growth communities</i>				Already Completed	2013 YEAR 2	2014 Year 3	2015 Year 4	2016 Year 5											
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter 1 2 3 4	Quarter 1 2 3 4	Quarter 1 2 3 4	Quarter 1 2 3 4	Quarter 1 2 3 4											
1.2	High	A	Council																
			Staff																
			volunteers																
	Medium	B	Council																
			Staff																
			volunteers																
	Medium	C	Council																
			Staff																
			volunteers																
	Low	D	Council																
			Staff																
			volunteers																

Growth

<i>Encourage Residential Development</i>				Already Completed	2013 YEAR 2	2014 Year 3	2015 Year 4	2016 Year 5												
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter				Quarter				Quarter				Quarter				
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1.3	Low	A	Council																	
			Staff																	
			volunteers																	
	Low	B	Council	=	=	=	=	=	=	=	=	=	=	=	=	=	=	=		
Staff																				
volunteers																				
	Low	C	Council	=	=	=	=	=	=	=	=	=	=	=	=	=	=	=		
Staff																				
volunteers																				
	Low	D	Council																	
Staff			=	=	=	=	=	=	=	=	=	=	=	=	=	=	=	=		
volunteers																				
	Low	E	Council																	
Staff																				
volunteers																				

GROWTH

<i>Utilize the EDC to prepare recommendations to Council regarding promotion of residential, agricultural, commercial & industrial development</i>				Already Completed	2013 YEAR 2	2014 Year 3	2015 Year 4	2016 Year 5												
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter 1 2 3 4																
1.4	Medium	A	Council																	
			Staff																	
			volunteers																	
	Medium	B	Council																	
			Staff																	
			volunteers																	
	Low	C	Council																	
Staff																				
volunteers																				
Low	D	Council																		
		Staff																		
		volunteers																		
Medium	E	Council																		
		Staff																		
		volunteers																		
Low	F	Council																		
		Staff																		
		volunteers																		
Low	G	Council																		
		Staff																		
		volunteers																		

Growth

<i>Encourage and support local businesses</i>				Already Completed	2013 YEAR 2	2014 Year 3	2015 Year 4	2016 Year 5												
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter				Quarter				Quarter				Quarter				
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1.5	Medium	A	Council																	
			Staff																	
			volunteers																	
	Low	B	Council																	
			Staff							=	=	=	=	=	=	=	=	=	=	=
			volunteers																	
	Low	C	Council																	
			Staff																	
			volunteers																	

2. Culture and Recreation

New Library				Already Completed	2013 YEAR 2				2014 Year 3				2015 Year 4				2016 Year 5			
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter				Quarter				Quarter				Quarter				
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
2.1	Medium	A	Council																	
			Staff																	
			volunteers																	
	Medium	B	Council																	
Staff																				
volunteers																				
	Medium	C	Council																	
Staff																				
volunteers																				
	Low	D	Council																	
Staff																				
volunteers																				
	Low	E	Council																	
Staff																				
volunteers																				
	Low	F	Council																	
Staff																				
volunteers																				

Culture and Recreation

<i>Support recreational activities</i>				Already Completed	2013 YEAR 2	2014 Year 3	2015 Year 4	2016 Year 5											
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter 1 2 3 4	Quarter 1 2 3 4	Quarter 1 2 3 4	Quarter 1 2 3 4	Quarter 1 2 3 4											
2.2	Medium	A	Council																
			Staff																
			volunteers																
	Low	B	Council																
			Staff																
			volunteers																
	Low	C	Council																
			Staff																
			volunteers																
	Low	D	Council																
			Staff																
			volunteers																

Culture and Recreation

<i>Promote Good health</i>				Already Completed	2013 YEAR 2				2014 Year 3				2015 Year 4				2016 Year 5			
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter				Quarter				Quarter				Quarter				
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
2.3	Medium	A	Council					=	=	=	=	=	=	=	=	=	=	=	=	
			Staff																	
			volunteers																	
	Low	B	Council																	
Staff																				
volunteers																				
	Low	C	Council																	
Staff							=	=	=	=	=	=	=	=	=	=	=	=		
volunteers						=	=	=	=	=	=	=	=	=	=	=	=	=	=	
	Low	D	Council					=	=	=	=	=	=	=	=	=	=	=		
Staff																				
volunteers																				

3. Municipal Service Delivery

<i>Provide services to residents of Southwold Township in a timely, efficient, and economical manner</i>				Already Completed	2013 YEAR 2				2014 Year 3				2015 Year 4				2016 Year 5			
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter				Quarter				Quarter				Quarter				
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
3.1	Medium	A	Council																	
			Staff																	
			volunteers																	
	Low	B	Council																	
			Staff																	
			volunteers																	
	Medium	C	Council																	
			Staff																	
			volunteers																	
	Low	D	Council																	
			Staff																	
			volunteers																	

4. Municipal Revenue

<i>To continue researching and applying for applicable Federal and Provincial funding</i>				Already Completed				2013 YEAR 2				2014 Year 3				2015 Year 4				2016 Year 5			
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter				Quarter				Quarter				Quarter							
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
4.1	Low	A	Council																				
			Staff				#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#
			volunteers																				
	Low	B	Council																				
			Staff				#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#
			volunteers																				
	Low	C	Council																				
			Staff				#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#
			volunteers																				
	Low	D	Council																				
			Staff				#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#
			volunteers																				

denotes a periodic action, done as required, rather than a constant on-going action

Municipal Revenue

<i>Review and protect the assessment base</i>				Already Completed	2013 YEAR 2	2014 Year 3	2015 Year 4	2016 Year 5											
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter				Quarter				Quarter							
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
4.2	Medium	A	Council																
			Staff																
			volunteers																
	Low	B	Council																
			Staff																
			volunteers																
	Medium	C	Council																
			Staff																
			volunteers																

Municipal Revenue

<i>Ensure the correct 80% of funds flow to Southwold from the Green Lane Trust</i>				Already Completed	2013 YEAR 2	2014 Year 3	2015 Year 4	2016 Year 5											
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter 1 2 3 4	Quarter 1 2 3 4	Quarter 1 2 3 4	Quarter 1 2 3 4	Quarter 1 2 3 4											
4.3	Low	A	Council	■															
			Staff																
			volunteers																
	Low	B	Council	■															
			Staff																
			volunteers																
	Low	C	Council	■	=	=	=	=	=	=	=	=	=	=	=	=	=	=	
			Staff																
			volunteers																

Municipal Revenue

<i>Consider Green Energy revenue sources</i>				Already Completed	2013 YEAR 2	2014 Year 3	2015 Year 4	2016 Year 5											
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter				Quarter				Quarter				Quarter			
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
4.4	Low	A	Council																
			Staff																
			volunteers																

5. Asset Management

<i>Develop an asset management plan including financing</i>				Already Completed	2013 YEAR 2	2014 Year 3	2015 Year 4	2016 Year 5												
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter				Quarter				Quarter				Quarter				
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
5.1	Low	A	Council																	
			Staff																	
			volunteers																	
	High	B	Council																	
			Staff																	
			volunteers																	
	Medium	C	Council																	
			Staff																	
			volunteers																	

<i>Develop Purchasing Policies to support the asset management plan and to instill appropriate internal control measures</i>				Already Completed	2013 YEAR 2	2014 Year 3	2015 Year 4	2016 Year 5												
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter				Quarter				Quarter								
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
5.2	Low	A	Council																	
			Staff																	
			volunteers																	
	Low	B	Council																	
			Staff																	
			volunteers																	

Asset Management

<i>Repair or replace equipment in the most cost effective manner</i>				Already Completed	2013 YEAR 2	2014 Year 3	2015 Year 4	2016 Year 5												
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter				Quarter				Quarter				Quarter				
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
5.3	Medium	A	Council																	
			Staff																	
			volunteers																	
Low	B	Council																		
		Staff																		
		volunteers																		
Low	C	Council					=	=	=	=	=	=	=	=	=	=	=	=	=	
		Staff					=	=	=	=	=	=	=	=	=	=	=	=	=	
		volunteers																		

6. Review, Update and Report

<i>Complete an annual review to determine if the plan is being implanted as per the time-line</i>				Already Completed	2013 YEAR 2	2014 Year 3	2015 Year 4	2016 Year 5											
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter				Quarter				Quarter				Quarter			
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
6.1	Low	A	Council																
			Staff																
			volunteers																
	Low	B	Council																
Staff																			
volunteers																			
	Medium	C	Council																
Staff																			
volunteers																			

<i>Ensure the sustainability plan is updated every four years</i>				Already Completed	2013 YEAR 2	2014 Year 3	2015 Year 4	2016 Year 5											
Strategy	Priority	Action Plan	Responsible for Implementation	Quarter				Quarter				Quarter							
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
6.2	High	A	Council																
			Staff																
			volunteers																
	Medium	B	Council																
Staff																			
volunteers																			

APPENDIX I

Prioritized Brain Storming Strategies

Prioritized Brainstorming Strategies

Below are the results of the exercise to brainstorm strategies and then prioritize them as done at the Sustainability Plan Community Meeting held in Shedden on January 31, 2013.

Each table group was asked to brainstorm using the following questions:

1. What are some possible strategies for the Township to continue to provide a satisfactory level of service with fewer resources?
2. What are some possible strategies for the Township to increase resources and its capacity to deliver on its mission and move towards the vision you have for the township?

The ideas were then grouped to put like items together and were put in order of priority as was indicated by the participant's votes at the meeting. This list was then divided into three groups: Top Priority, Medium Priority, and Lower Priority.

There were a number of ideas where no one indicated them as a priority. However, when the idea was similar to one of the priority groupings below, it was noted with that group (though it does not show a vote number to the right of it).

TOP PRIORITY

1. Development/Growth (157 total of residential and commercial)

Residential Growth (82 total)

a. More residential development (47 total)

- New residential development to increase tax base (28)
- More residential developments (6)
- Increase housing in current villages and communities to increase tax base (9)
- Development of housing for everyone including seniors, new families, assisted living (4)
- Encourage growth in each small community
- Ensure community is appealing
- Village circle should lie equal on all four corners - re-development

b. Add more sewer service (35 total)

- Sewers in Talbotville, Shedden, Fingal (18)
- Add sewer services (12)
- Get assessment done for sewers in all hamlets (5)

Commercial Growth (75 total)

a. More commercial development (11 total)

- More commercial developments (6)
- More business development (4)
- Encourage growth in each small community
- Ensure community is appealing
- Develop local markets (1)

b. Add more sewer service (2 total)

- Sewers –lead to development (2)
- Provide services to attract industry/business
- Attract/host more services

c. Market and promote Southwold Township (39 total)

- Market Southwold Township e.g. business, tourism, residents – local, provincial, national, international (31)
- Promote local businesses (4)
- Promote what we have (2)
- More advertising on community hall, building (2)
- Promoting and convincing people to relocate here
- Ensure community is appealing

d. Support local business (10 total)

- Encourage and support small business i.e. “cottage industries”, under \$30,000 (9)
- Support local businesses (1)

e. Promotion of business opportunities in Southwold (8)

f. Provide business incentives (5 total)

- Discount new business to relocate here (3)
- Provide incentives for small business i.e. tax break, zoning support (1)
- New tax incentive for business (1)

2. Culture and Recreation (156 total library and recreation)

a. New and improved library (130 total)

- Modern library would encourage young families to move to our community (96)
- If we had a library, medical centre, and recreational facilities, it brings in more people and therefore more revenue (22)
- Revenue from a new library in Shedden (7)
- Sell memberships to new and improved fabulous library built in existing building (5)

b. Recreation (26 total)

- Multi-purpose facilities, targeted population (11)
- Senior Centre - keep seniors in the area and in their own home (8)
- Utilize baseball diamonds more – tournaments, tourists (3 total)
- Cultural and recreational
- Attract new events using existing facilities i.e. RCMP ride (3)
- Organize or support Ski-doo races - winter carnival, tourists (1)

3. Municipal Service Delivery (104 total)

a. Contract or tender out some services (48 total)

- Contracting or tender out various services (24)
- Tender out roadside grass cutting and snow plowing (24)

b. Share more services with other municipalities (25 total)

- Share more services with other municipalities – such as road equipment, management position, computer system, joint purchasing (8)
- Share municipal services/costs – road maintenance, fire chief, water (5)
- Better use of existing employees and equipment - shared with other townships (2)
- Sharing of services – only one tax payer (1)
- Economies of scale with partnering municipalities
- Amalgamation with other townships (5 total)
- Increase partnerships (3 total)
- More communication amongst road supers to better utilize services (1)
- Group purchasing
- Co-ops – purchasing, sales
- Job sharing

c. Evaluate and set priorities to get the best return (4 total)

d. Staffing (27 total)

- Review staff for surplus and overtime (both office and roads depts) (1)
- Use more students (1)
- Training staff for multi-usage (5)
- Develop policy to support hiring local (5 total)
- Wage freeze for township employees (2)
- Justify personnel to tax payer (2)
- Better staff utilization
- Reduce staff
- First priority should/must be customer service
- Restrict use of municipal vehicles for personal use (11 total)

e. Other (1 total)

- Improve roads
- Better use of plows i.e. clearing roads with no snow
- More efficient
- Develop up to date policies (1)
- Recognize levels of satisfaction vary

4. Optimize Municipal Revenues (71 total)

a. Seek more government funding and grants (23 total)

- Seek government funding (12)
- Research more grant opportunities (8)
- Look into government grants (2)
- Shelf-ready projects for grants (1)
- Research funding for special interests i.e. local business

b. Review taxation (15 total)

- Review taxation on all properties, particularly capturing commercial properties (15)
- Increase taxes responsibly
- Individual severance of resident's property to increase tax base

c. Greenlane Community Trust (17 total)

- Make sure we get our 80% of land fill funds (17)

d. Landfill (10 total)

- Landfill revenue increase (10)
- More service fees from the landfill

d. Consider solar income from municipal buildings (4)

e. Fundraising i.e. Rosy Rhubarb – tourism, Fingal Wildlife (1)

f. Fees for green energy development (1)

5. Increase landfill accountability (34 total)

- Make landfill accountable for odour (with dollars) (34)

MEDIUM PRIORITY

6. Focus on asset management (16 total)

- Extend the service life of road maintenance vehicles (3)
- Encourage maximum use of township assets, sell of if necessary (3)
- Maximize maintenance on existing equipment and facilities (2)
- Inventory roads department equipment and sell off surplus equipment (1)
- Utilize existing buildings (1)
- Pave more roads –would lower cost per mile to maintain (6)
- Need long range financial plan
- Borrow for capital expenditures

7. Township owned key/credit card locked gas/diesel station (14 total)

- In Fingal, Shedden, Talbotville etc. to create revenue (14)

8. Take fluoride out of water (13 total)

9. Listen to public (12 total)

- Council needs to be proactive and open to community input (9)
- No more “studies”, take action, listen to the community (3)

LOWER PRIORITY

10. Consider more flexibility with zoning (9 total)

- More flexible zoning (5)
- Consider re-zoning to develop small business (4)
- Allow flexibility with zoning

11. No cost safety measure (9 total)

- Encourage citizens to use neighbourhood watch and crime stoppers to make us a safe community where people want to live (no cost) (9)
- Policing and safety measures

12. Embrace technology (5 total)

13. Allow more building permits on non-arable land (3 total)

14. Encourage more volunteers (3 total)

- Increase volunteerism (1)
- Volunteer organizations to facilitate transport seniors, students, community members (1)
- As all employees, volunteers are ambassadors, encourage professionalism at all times (1)
- Involve volunteers in running the township eg. tourist kiosks
- Facilitation of coordinating volunteers to aid in assisted living, to sustain independent living
- Better volunteer recognition i.e. annual awards
- Educate our youth, scholarships

15. Sale of industrial land (2 total)

16. Keep earnings within township (2 total)

APPENDIX II

Services Provided

Services Provided

Administration

- Preparation of reports, agendas and minutes along with attendance at council meetings and committee meetings
- Preparation and archiving of Township By-laws, Agendas, Minutes, Reports to Council, etc.
- Human Resources such as hiring, records management, training coordination, payroll, benefits, annual filings and reports
- Municipal insurance policies
- Lease/purchase and maintenance of office supplies, equipment and furniture
- Conducting municipal election
- Training council members in their duties, where applicable
- Providing appropriate answers to questions posed by members of the public as well as councillors
- Maintain knowledge of all applicable legislation, regulations for the operation of a municipality
- Emergency Management and Preparedness in accordance with Provincial legislation
- Economic Development
- Marriage licensing and civil ceremonies
- Freedom of Information requests
- Disability Plan Coordination
- Health & Safety
- Minute taking for various committees
- Issue lottery licenses
- Commissioning documents
- Division Registrar – registration of deaths/births
- Administer rental of park facilities, collect rents and fees
- Township website maintenance and updating
- Preparation and distribution of Township newsletter and “Southwold in Motion”
- Annual Civic Volunteer Recognition Program
- Annual Scholarship Awards Program
- Committees of Council, coordination of annual events, ie. War Memorial Service and Canada Day Celebrations

Treasury

- Preparation of annual budget, applicable tax rates, fee structures and associated by-laws for council approval
- Preparation for annual audit
- Preparation and issuance of bi-annual tax bills
- Preparation and issuance of quarterly utility bills
- Preparation and issuance of general invoices for a variety of services
- Receipt of payments for all bills/invoices and accounting for same
- Collection of unpaid bills/invoices
- Purchasing of all goods and services for the Township
- Receipt and payment of all invoices for purchased goods and services and accounting for same
- Maintain knowledge of all applicable legislation, regulations for the financial aspects of a municipality
- Provision of payroll to all employees, councillors and volunteer fire fighters and accounting of same
- Internal control of quotation requests, tenders and requests for proposal from issuance to receipt and resulting contracts

Fire

- Recruitment and training of volunteer fire fighters
- Maintenance of all fire fighting vehicles and equipment according to safety codes
- Maintain knowledge of all applicable legislation, regulations for the fire fighting services
- Report to and attend council meetings when required
- Preparation of all reports required by council and appropriate provincial ministries, including the Fire marshal's Office
- Respond to emergency calls when dispatched

Police

- OPP – engage in Police Services Board as required

Animal Control

- Licensing of canines in the Township
- Responding to resident calls and picking up stray canines
- Removal of dead animals on County and Township roadways
- Monitoring and reporting for livestock claims
- Contract animal shelter services

Building Services

- Review and approval of building and septic permits as submitted
- Respond to ratepayer inquiries
- Inspection of all construction under permit

Public Works

- Bridges and culverts
- Roadside maintenance including grass cutting, brushing of undergrowth, tree removal, ditch improvements, removal of litter and debris, catch basin maintenance
- Hardtop maintenance including regular road inspections, patching potholes, sweeping, grading shoulders, centre line painting
- Loosetop maintenance including grading, dust control, adding gravel where needed
- Winter Control including regular patrolling, snow removal, salt application
- Safety including installing regulated road signs, maintaining and/or replacing signs, maintaining rail road crossings
- Training staff
- Purchase of supplies and equipment required for various activities
- Regular maintenance of all rolling stock and equipment
- Facility repairs and maintenance
- Park maintenance including grass cutting, tree trimming, dragging ball diamonds, rolling lawns and soccer fields
- Street lights

Municipal Drains

- Regular, planned maintenance of municipal drains
- Responding to complaints and concerns voiced regarding drains
- Emergency repair or maintenance of drains when issues arise
- Preparation and submission of regulatory reports and grant applications
- Administer tile drainage loan applications

Waste Management

- Administer contract for garbage and recycling pick up and disposal
- Respond to concerns or complaints submitted by residents

Cemeteries

- Maintenance of abandoned or closed cemetery facilities
- Operation of open cemetery facilities
- Annual Reporting
- Maintain Cemetery Operator Licence

Keystone Complex

- Operation and maintenance of community centre
- Maintenance of surrounding grounds, soccer fields, war memorial
- Purchase and maintenance of supplies, equipment and furniture

Library

- Provision of suitable building facility and contract with County for service
- Maintenance and repair of building

Commercial Units

- Operation, maintenance and repair of buildings
- Negotiate, establish and administer leases

Planning

- Maintain knowledge of all applicable legislation, regulations for with respect to planning
- Development, maintenance and enforcement of Official Plan
- Development, maintenance and enforcement of Zoning By-laws
- Respond to resident and developer inquiries
- Engage planning or legal consultants where applicable
- Administer severance, zoning, variance and amendment applications
- Attend public meetings where required
- Committee of Adjustment – Minor Variances, Interim Control By-laws, Legal Non-conforming uses

Utilities

- Maintain knowledge of all applicable legislation, regulations for the operation of a water distribution system
- Operation, repair and maintenance of water system
- Training of staff
- Locate services upon request
- Negotiate, establish and administer operational contracts where needed for water and sewer systems
- Training council on responsibilities
- Read water meters quarterly and as requested
- Flush hydrants
- Install new connections
- Attend council and water board meetings as required
- Participate in inter-municipal training, meetings, operational coordination
- Administer the Drinking Water Quality Management Standards as approved by the Province

APPENDIX III

Services and Practices

Services/Practices

Service/Function	Current practice	Potential Practice	On-going practice
Contract or Tender various services	Obtain quotes, tenders, RFPs from at least 3 sources if possible	Cost/benefit analysis of “in-house” vs “out-sourcing”	Yes – cost comparison done yearly at budget time
Share services/staff with other municipalities	water, IT, GIS, drainage, building inspector, Elgin County roads	Fire Chief, planning	Yes – staff open dialogue with various municipal neighbours when opportunity arises
Sharing of equipment	We paint lines for 5 lower tier municipalities in Elgin County	Central Elgin, Malahide when their current contracts expire	Yes – helps pay for the equipment and labour costs
Joint purchasing with County and/or neighbouring municipalities	Salt, gravel, trucking, asphalt, road surfacing, consultants		Yes – enables more effective pricing based on economies of scale
Optimize Revenues - Fed/Prov Gov't \$ - AMO - Green Lane - Other	Research grant opportunities, applying at every opportunity; apply for Greenlane Trust funding as needed		Yes – helps offset capital costs
Review taxation rates	Trending analysis and future requirements	Seek council direction over a longer time frame	Yes – annually with budget
Shovel ready projects	Municipal offices Rec'd Prov/Fed./Greenlane funding	Library	Yes, depending on need
Greenlane Trust – revenue	Revenue – apply regularly for funding of capital projects	Seek dedicated funds for larger and/or longer term projects	Yes

Service/Function	Current practice	Potential Practice	On-going practice
Landfill – accountability	Accountability – oversight under jurisdiction of MOE		Yes – regular monitoring and response to complaints
Landfill – revenues			No – the Municipality has no legal authority to charge service fees to the Landfill or to impose fees for issues related to odour
Review Taxation	Review properties identified by MPAC	Identify properties that may not have correct value or tax classification	Yes – should be done at least once every re-assessment cycle (4 year cycle)

APPENDIX IV

Council Appointments & Committees of Council

COUNCIL APPOINTMENTS

Court of Revision

Elgin Area Primary and Secondary Water Supply System Provisional Joint Board of Management

Kettle Creek Conservation Authority

Landfill Public Liaison Committee

Lower Thames Valley Conservation Authority

Lynhurst Sanitary System - Board Of Management

Southwold Community Policing Committee

Green Lane Trust Fund Board

COMMITTEES OF COUNCIL

Canada Day Committee

Entertainment/Social Committee

Fingal Recreation & Community Centre Board

Fingal Playground Committee (Sub-Committee)

Southwold Library Committee

Shedden Recreation & Community Centre & Keystone Complex Board

Southwold War Memorial Committee

Talbotville Recreation & Community Centre Board

Southwold Economic Development Committee

Parks Strategic Planning Committee

Ferndale Community Park Committee

Other Council Appointments