

Staff Report

Presented By: Kara Van Myall, Chief Administrative Officer

Meeting Date: October 15, 2024

Subject: 2024 Major Initiatives, Division and Capital Highlights Quarter 3 Update

Attachment(s): Major Initiatives Quarter 3
Division Highlights Quarter 3
Capital Highlights Quarter 3

Recommendation

That Council receive the 2024 Major Initiatives, Division and Capital Highlights Quarter 3 Update report for information.

Report Summary

The Major Initiatives from the annual Business Plan are reported every quarter to update Council and the public on the progress of the annual activities related to the Saugeen Shores Strategic Plan. This report includes the updates for Quarter 3 of 2024 and details the 43 Major Initiatives as well as 76 Division Highlights and 51 Capital Highlights. In 2024, the progress completion is also included as a live feed on our website. There are no significant issues being flagged with completing the work program as outlined.

Background/Analysis

This report includes the reporting for Quarter 3 (Q3) of 2024 and outlines the details of the 43 Major Initiatives as well as 76 Division Highlights and 51 Capital Highlights. Links are included on the Town [website](#) for the public to see in real time what the Town is doing and where the work is trending on each component of the [2024 Business Plan](#). Overall, the Major Initiatives are trending at 69% completion, which is on schedule for the end of Quarter 3. Division Highlights are tracking at 71%, which is on schedule, and Capital Highlights are at 62% completion, again on schedule for Q3.

Live Feed links:

- [Office of the CAO](#) (CAO Office, Strategic Initiatives, and Human Resources)
- [Community Services](#) (Facilities, Parks, and Recreation)
- [Operations](#) (Operations and Public Works)
- [Corporate Services](#) (Clerks, Finance, and Information Technology)

- [Development Services](#) (Building and By-law Enforcement, Engineering, and Planning and Development)
- [Fire Services](#) (Fire Rescue and Emergency Preparedness)

CAO Office

| | |
|--|-----|
| Major Initiatives Completion Rate Q3 | 62% |
| Division Highlights Completion Rate Q3 | 57% |
| Capital Highlights Completion Rate Q3 | N/A |

Engage Saugeen Shores

The Engage Saugeen Shores website is increasingly becoming the go-to resource for residents looking for information on the Town's projects. Currently, there are two open projects, four ongoing projects, and one closed project. In Q4, three new projects will be added. The site now boasts 653 registered community members, has received 15,085 views, and attracted 8,190 visitors. Additionally, there have been 1,025 contributions from 884 contributors.

25th Anniversary Celebration

The 25th Anniversary "Better Together" Celebratory Weekend, was executed. A dedicated committee of about a dozen community members from various service clubs collaborated to create an enjoyable weekend for everyone.

Team Saugeen Intranet

The intranet project is well underway. Its design features include streamlining workflows for staff with a user-focused and intuitive platform. It will provide instant access to essential information and resources, ensuring that everything employees need is right at their fingertips. With its easy-to-use interface, the new intranet aims to enhance productivity and foster a more connected and efficient workplace.

Diversity Equity Inclusion (DEI) Action Plan

DEI Awareness training for all Town Staff is a priority in our Team Saugeen DEI Action Plan for 2024. With the management group completing this training in June, all staff will be completing their awareness training with options for in person or online programs available to accommodate their needs.

Staff Growth and Development

Staff completed advanced lean training in Q3. Following the completion of hands-on Process Mapping exercises lead by Alpen Path, participants shared the knowledge they gained with other staff. These presentations have been received with enthusiasm and positive feedback. This shared learning has encouraged others to identify improvements they can make in their own work areas following these success stories.

The Supervisory Lunch n' Learn focus for the Q3 session continued to support Coaching for Performance with additional resources to document coaching activities.

The Staff Ambassador Group continues to meet regularly to provide valuable feedback on issues that are raised by employees in their respective departments. Our Staff Ambassadors serve as liaisons between management and their peers to disseminate information and seek input from staff to improve our policies and practices. For September, promoting our upcoming

Engagement Survey, DEI Awareness training, and providing input on our Team Saugeen Action Plan, are the areas of focus.

Recruitment Process Improvements

Staff are working with the implementation team to ensure our new applicant tracking system provides an efficient and user-friendly process for both candidates applying to the Town as well as for hiring managers. The system will implement improvements that have been identified to streamline the full cycle of the recruitment, selection and onboarding processes.

Community Services

| | |
|-----------------------------------|-----|
| Major Initiatives Completion Q3 | 47% |
| Division Highlights Completion Q3 | 72% |
| Capital Highlights Completion Q3 | 36% |

Aquatic and Wellness Centre Construction

The installation of the CLT wood roof panels over the pool area has started and at the time of writing this report, is anticipated to be completed by the end of Q3. The masonry crew has been working on the exterior wall block. It is expected that the building will be closed-in prior to winter. A budget review meeting was held on September 11, 2024, with the Construction Manager. We are currently trending to be within budget at this point. The only remaining work to be tendered is the exterior landscaping, paving and hard surfaces, and signage.

Aquatic and Wellness Centre Community Engagement Campaign

The public campaign for AWC programming was open from July 16 to August 4, 2024. Responses were collected through the Town’s [engagement platform](#), with 474 responses to the survey, and 22 contributions using the ‘map it’ tool. Staff set a target of 400 responses and are happy with the response rate and quality. Promotion of the campaign included attending community events and activities, social media posts, distributing postcards, and on-site signage (camp pick-up, Centennial Pool, various playgrounds). Data will inform the programming, participation and operating models outlined in the upcoming ‘Operations and Management Plan’ that will be presented to Council in November.

Summer Camp Programs

Summer was a busy time for recreation with programs operating at the Southampton Coliseum, Port Elgin Main Beach, and the Centennial Pool. Through a partnership with the Port Elgin Curling Club to use their floor space during the week, staff were able to add 120 more camp spots, an increase of 46% from 2023. In 2024, 120 kids attended half-day camps, and 338 kids attended full-day camps throughout the summer. Full-day camps include daily swimming, a highlight for many campers! The Town had an awesome team supporting this summer’s camp programs along with programs inside the pool and at the waterfront.

12 Month Ice Program Update

To help build an efficient ice schedule and maximize the use of available ice starting in 2025, the Town asked for interested groups/organizations to submit an expression of interest for their off-season ice programs. Expressions of interest were collected between July 12 and August 5, 2024, and reviewed by staff. Groups who submitted requests have been notified of their allocated ice time and will be working with staff to confirm ice bookings throughout the fall. Staff

continue to accept requests for recurring, weekly bookings, or week-long bookings to fill in the ice times not already allocated. Staff are pleased with the response to the pilot program so far.

Ball Diamond Facilities

In July, Phase 2 of Lamont Sports Park was complete with the construction of two additional diamonds bringing the facility to a total of six diamonds. The popularity and demand for this facility continues to grow. Ten tournaments were hosted at the facility this season for a variety of age groups, types of ball, and associations. Staff have delivered high quality ball facilities all season in the second year of operating at Lamont, including hosting tournament games for neighbouring associations, who have been attracted to the park. In total there were 2284 hours of ball diamond games played across 947 bookings this season.

North Shore Park Improvements

Over the last year considerable behind-the-scenes planning has been underway for North Shore Park. Action on the ground will soon be visible. This fall - tree planting, track removal, old playground removal and site preparation will occur in October and November. Detailed design is nearing completion of Phase 1 of the Master Plan for North Shore Park improvements and tendering is scheduled for November with construction scheduled for early spring 2025. The design for the harbour entrance portion is nearing completion with construction scheduled for this November.

Summer 2024 on the Beaches

This year brought a continued lowering of the Lake Huron water levels - 2024 marks a halfway point between the two-meter range of the extreme lows last seen in 2013, to the extreme highs of 2019. With lowering water exposing the beaches, they were in excellent shape this year and required less maintenance than normal.

Geese were still problematic in some areas and a trial using falconry to deter geese presence in and around the harbour and North Shore Park is now complete. Preliminary results show when the falcons were present, the geese were not. However, the geese return when the falcons leave. To have an ongoing presence of falcons would have a significant cost and discussions are ongoing to access options and different approaches using these birds.

The Public Health Unit detected high fecal coliform on the Southampton beaches two times this summer which is unusual. The beaches were posted to discourage swimming. The source of this pollution is not obvious and is being investigated.

The Accessible Beach Wheelchair program was rolled out to the public in early July with 17 bookings over the summer. All of the reviews of the program have been positive.

Parks staff worked in partnership with the Lake Huron Coastal Centre to remove invasive species from the dune ecosystems at Eids Beach including Scots Pine, Phragmites and Oriental Bittersweet. Efforts to eradicate invasives in the coastal environment are ongoing.

Operations

| | |
|-----------------------------------|-----|
| Major Initiatives Completion Q3 | 42% |
| Division Highlights Completion Q3 | 76% |
| Capital Highlights Completion Q3 | 59% |

Water/Wastewater Master Plan

The intent of the plan is to determine the best long-term state of the water and wastewater systems (Water Treatment/Distribution and Storage, and Wastewater Treatment/Collection). It is important to accommodate the growth that is expected in future decades. A meeting was held with Operations and Planning staff and the Consultant on September 9.

Water Treatment Plant Expansion Class Environmental Assessment

The Southampton Water Treatment Plant is the Town's only source of drinking water. The capacity of the plant must be increased to plan for future municipal growth. The Request for Proposal (RFP) for this Class Environmental Assessment (EA) planning project was awarded, and a kickoff meeting occurred on July 15. The consultant is in the information-gathering phase. By the end of 2024, the EA process shall be well underway.

Southampton Wastewater Treatment Plant Upgrade

This plant upgrade will improve the headworks pretreatment, provide flow equalization, and will result in a capacity increase of approximately 20%. This work is necessary to accommodate medium-term growth in the Southampton Urban Area. The Town applied for funding under the Housing Enabling Fund but was unsuccessful. There is an opportunity to try again for funding in a second round of intakes, due November 1. Tendering now expected in Q4.

Port Elgin Wastewater Treatment Plant Expansion EA

Similarly to the Water Treatment Plant expansion project, the Master Plan study will inform this project, due to the importance of proper growth forecasting. The RFP for Engineering Services has been issued and closed on September 17.

FoodCycler

The sales portal was activated in mid-August. Sold units (approximately 103) shall be delivered and ready for pick-up shortly. As-yet unsold units (172) will be available for purchase and pick-up at the Town office, for those who have expressed interest but not yet purchased.

Roads Pavement Condition Index Assessment

The Pavement Condition Index Assessment is a regulatory requirement, which has historically been done by third parties. In May, a specialized module of the IRISgo road patrol software was used to undertake this assessment with our own forces. The data has been collected and has been received in GIS format. 98% of the roads were assessed in "fair" to "good" condition. This will continue to be done at the required three-year intervals.

Safe to School

Public Works has completed all aspects of the 2024 Safe to School workplan, with the exception of the sidewalk on the Southeast corner of Catharine and Stafford. Staff are working to resolve property issues with the adjacent landowner as the proposed sidewalk encroaches onto private property.

Corporate Services

| | |
|--|-----|
| Major Initiatives Completion Rate Q3 | 72% |
| Division Highlights Completion Rate Q3 | 75% |
| Capital Highlights Completion Rate Q3 | 82% |

Adoption of E-Signature

E-Signature platform to allow for electronic signing of official documents. The contract has been signed with DocuSign Canada. Next steps include onboarding, single sign-on and training.

Security Hardware Refresh

Staff continue to migrate Town locations to new security hardware. This hardware will better support and protect staff, with several key locations including the Town's main office which is now complete. The remaining two locations to be migrated are scheduled for mid-October.

Financial Enterprise Resource Planning (ERP) System

A contract with Blackline Consulting (the firm that the County used for their ERP Replacement Needs Assessment), has been signed. The project outline details the scope of the needs assignment, separating items that are lower-tier or Saugeen Shores specific from the general requirements that can be used by the County. Staff have had several meetings with Blackline Consulting to do process walk-throughs on lower-tier activities such as water billing and property taxes. A full Needs Assessment report is expected to be completed by the end of the year.

Energy Conservation and Demand Management Plan

The Draft plan has been received from the consultant. Staff are working through finalizing some items for inclusion and approval. The consultant's report will come forward to Council in November.

Launch Water Meter Platform

Hardware on two towers has been installed and the Town is receiving automatic reads from approximately 70% of end-points (meters). Staff are also working on the billing system export/import with Sensus Analytics to ensure that customer and meter data will flow seamlessly between the systems. Data from the new system was recently used for the purpose of a final water read on a real estate closing for the first time.

Ward Boundary and Council Composition Review

This report was endorsed by Council for consideration in the 2025 Business Plan. This review proposes public engagement to determine if changes in the ward boundaries or Council composition is of interest to the public, then propose options if that is something the public would like to explore further.

Council Remuneration and Expense Policy

Council adopted the policy which has now been implemented.

eScribe Rollout

The eScribe public-facing calendar is available online. The online delegation, open forum requests and other behind-the-scenes improvements for functionality and records retention are underway.

Procedural By-law Update and Council Meeting Structure Review

To implement the transition from a Committee of the Whole and Council meeting structure to only having Council Meetings, required a significant update to the Town's Procedural By-law. The Striking Committee has reviewed the draft document and provided additional direction. A proposed By-law will be presented in Q4 with a recommended implementation for January 1, 2025.

Governance Document Updates

The review of Delegation of Powers Policy and Encroachment on Municipal Property Policy are underway with scheduled reports to Council in Q4 of 2024. The Lottery Licence Procedures will be presented to Council for information. The fees for Lottery Licences were included in the Fees and Charges By-law Review earlier this year. Council has adopted the Customer Service Policy as part of the Multi-Year Accessibility Plan Policies. The Accessibility Advisory Committee is reviewing the Integrated Standards Policy for Council consideration in Q4 of 2024.

Implementation of Records Management Improvements

The notion of steady small improvements means that this will become Business as Usual for the Legislative Services Division, but for now, these key improvements have been underway. Laserfiche workflows and processes now total 14 with 6 more being implemented in 2024. ThinkDox is working with the Town to apply retroactive templates to documents already in Laserfiche that will improve searchability. Remaining paper records were reviewed for additional digitization opportunities with ThinkDox. Heritage and archival quality records are being preserved.

Development Services

| | |
|--|-----|
| Major Initiatives Completion Rate Q3 | 51% |
| Division Highlights Completion Rate Q3 | 63% |
| Capital Highlights Completion Rate Q3 | 64% |

Building Activity

As of the end of August, Total Permit Value was \$98,886,641 with 202 permits issued and 147 residential units created. While there was a bit of a slowdown in Q2, there was a rebound of activity in Q3 and we are almost tracking to the numbers in 2023, which was a record year.

Economic Development

The Town and County Economic Development teams collaborated to update the Community Improvement Plan (CIP) which was approved by Council in August. The updated CIP puts the Town in position to activate its Development Charges and other development incentives and enables businesses in Saugeen Shores to participate in the County's Spruce the Bruce program.

Surplus Town Land for Housing

Two Town-owned surplus land parcels (one on Sandy Acres Road and the other on South Rankin Street) were listed on MLS in Q3. The lots are getting interest, and sales are a strong possibility in Q4.

Fire Services

| | |
|--|-----|
| Major Initiatives Completion Rate Q3 | 86% |
| Division Highlights Completion Rate Q3 | 93% |
| Capital Highlights Completion Rate Q3 | 96% |

Fire Service Master Plan

The development of the Fire Services Master Plan is progressing well. Delivery of the plan to the committee members was shared on October 1 for review and recommendations. The amended Master Plan will be presented to Council for consideration on November 25, 2024.

Fire Training Centre

The burn trailer presently on site has been used for some rudimentary practice before removal for disposal. The site has been cleared of brush and debris. Planning of its location and the grounds configuration has been completed. We are awaiting delivery.

Fire Hose Replacement

A committee of nine firefighters completed a standardized evaluation approach to three fire hose samples supplied by three different suppliers. The evaluation included flow rates, kinking at low pressures, packing and deployment. A hose was selected and ordered. We are awaiting delivery in mid October.

Bunker Gear Replacement

Ten sets of bunker gear have been received and distributed to the firefighters. This 10-year program will provide two sets of gear per interior firefighter as part of the Departments' Cancer Prevention Program while maintaining service readiness.

Recruit Program

The preparation for the 2025 volunteer firefighter recruit class has begun. Human Resources has assisted the Fire department in refining the job descriptions, defining the evaluation methodologies and posting the positions. An open house and information night was held on September 18 at Southampton Station with 31 interested candidates in attendance. The job posting closed on September 30, 2024, with the evaluation process beginning in October.

Nuclear Response Plan Update

The new Provincial Nuclear Emergency Management Plan (PNERP) and a move to email notification from fax notification in the event of a nuclear emergency, has been communicated by the province. These events are expected to happen in December and may have a significant impact on the Municipalities' Nuclear Emergency obligations. Fire Services will await any changes prior to presenting an updated plan for Council's information.

Police Services

In August of 2024, Constable Erik Luscombe, Constable Dominick Veroni, and Constable Stefanie Archambault, resigned from the Saugeen Shores Police Service (SSPS) to pursue different career opportunities. The resignation of Constable Luscombe has led to a pause in the current K9 program as K9 Riker no longer has a police handler/partner, and therefore is unable to be used by the SSPS. K9 Riker has been retired and adopted as per SSPS operating policy.

In July 2024, the SSPS welcomed Support Service member Kelsey Yost and Constable Bradley Reinhart. Both Kelsey and Constable Reinhart had been employed by the Waterloo Regional Police Service and have relocated to the area. In August 2024, the SSPS welcomed Constable Alexander Rickert from the Halton Regional Police Service, and Constable Morgan Hamilton from Peel Regional Police Service. The ongoing recruitment campaign has proved successful with attracting these highly qualified direct hires. SSPS now has an authorized uniform strength of 27 uniform members.

The SSPS continues to revamp policies and procedures and enhance the training requirements mandated by the new Community Safety and Policing Act which came into effect on April 1, 2024.

Staffing updates:

- Enhanced / Increase Services – Convert Special Constable Contract to Full Time Position. This remains on hold until the Collective Agreement addresses scheduling limitations.
- Fulltime Contract Special Constable – Complete. Matthew Drost has accepted the position and began his employment on May 6, 2024.
- Part Time Support Services 3 Position – Complete. Kelsey Yost has accepted the Support Services position and began her employment with the SSPS in July.
- Creating Detective Sergeant rank – On hold. The Collective Agreement must define the pay rate and position prior to implementation.

Medical Oversight – London Health Science Centre - In progress.

Medical oversight training through London Health Science Center is progressing well, and the in-class training is scheduled for completion this fall to allow for member delegation. The delegations by a physician must follow the framework established by the College of Physicians and Surgeons of Ontario (CPSO) and have an educational and quality assurance program associated with it.

Linkages

- Strategic Plan Alignment: Pillar 2: Building the Best Municipal Team
- Business Plan Alignment: CAO Business as Usual

Financial Impacts/Source of Funding

Budget implications and funding sources as outlined in the 2024 Business Plan.

Prepared By: Hailey Leigh-Mossley, Executive Assistant

Reviewed By: Management Team

Approved By: Kara Van Myall, Chief Administrative Officer