

10

GOALS

62%

GOAL COMPLETION

● Draft
● Not started
● Behind
● On Track
● Overdue
● Complete
→ Direct Alignment
----> Indirect Alignment

CAO PLAN

(CAO) 1. MAJOR INITIATIVES

Progre...	Major Initiative	Description	Update	Budget	Budget Ty...	Outcome
59%	1. Major Initiatives 2024	No value		No value	No value	No value
33%	→ SON Land Claim Park Development (2023 Carry Forward)	As an outcome of the SON Land Claim Settlement, Saugeen Shores has committed \$50,000 toward an installation and renaming at Summerside Park in Port ELgin.	Progress: Advisory Committee is now formed comprised of Youth and Elders. A Fall meeting is planned to walk Waase-Ya park with this committee to advise on the installation design.	\$50k	Operational	Installation Complete
100%	→ 25 Year Amalgamation Recognition Celebration	2024 marks the 25th year of the amalgamation of the Town of Saugeen Shores. Mayor and Council will recognize this commemorative year with a community celebration.	Progress: From August 9-11, 2024, the Town of Saugeen Shores celebrated its Better Together 25th Anniversary weekend. The 25th Anniversary Committee successfully executed its year-long plans, making the event a resounding success. The celebrations have now concluded.	\$25k	Operational	Celebration Complete
40%	→ Team Saugeen YEAR 1	Team Saugeen was developed as our internal brand. 2024 is YEAR 1 of the implementation.	Progress: Management continues to socialize the Playbook with their staff choosing a specific item to focus on each month.	\$25k	Operational	Year 1 Implemented
80%	→ Advocacy Implementation	Inter-governmental meetings are coordinated to advance the Town's strategic goals on matters where their cooperation is needed to deliver results to residents and businesses. \$5K annual program (absorbing inflation).	Progress: At the Association of Municipalities of Ontario (AMO) conference in August, seven meetings were advanced, including four provincial and two federal meetings. Additionally, a meeting was held with the Ontario Medical Association (OMA). In-office meetings included discussions with the Office of the Minister of Housing, Infrastructure and Communities, and the Department of Fisheries and Oceans.	\$0	Staff Resources	10 Meetings Conducted

Progre...	Major Initiative	Description	Update	Budget	Budget Ty...	Outcome
68%	→ Staff Development and Growth	The Town demonstrated its commitment to developing staff to reach their highest potential by investing in opportunities to develop their knowledge and skill. \$55K annual program (absorbing inflation as an efficiency).	Progress: Staff completed advanced lean training, including Standardized Problem Solving and Process Mapping to support our commitment to continuous improvement.	\$0	Operational	Annual Training Goals Complete
65%	→ Succession Planning	Development of a succession plan that positions the Town to identify and create a talent pipeline, preparing employees to fill vacancies as they occur and ensure business continuity and productivity.	Progress: Consultation with Directors is scheduled in September to inform next steps in the development of the Town's Succession Plan.	\$5k	Operational	Succession Plan Created
71%	→ DEI Action Plan Implementation	To ensure the Municipality is equitable, diverse, and inclusive of all. 2023 saw the development of an Action Plan to ensure this principal is realized. 2024 marks the first official year of implementation.	Progress: Diverstiy Equity and Inclusion training for all Town staff will be completed with availability of both in person or online sessions that best meet the needs of staff.	\$10k	Operational	Year 1 Implemented
75%	→ Community Economic Development Initiative (CEDI)	Partnership to develop relationship and advance economic development initiatives with Saugeen Frist Nation	Progress: The CEDI working group meetings are making steady progress. The group has initiated the framework for a Friendship Agreement, which encompasses four Economic Development Pillars, each with associated actions. A joint Council meeting is scheduled for Q4.	\$0	Staff Resources	Year 2 Implmentation
15%	→ Legal Services Initiatives	In 2024, if an internal Legal Services is created, two strategic projects will be advanced. 1) Fee for Service Review and 2) Parkland Acquisition Opportunities (north of river).	Progress: In house legal services has established in Q1. Fee for Service Review underway and will come forward as part of the 2025 Fees and Charges By-law through the Business Plan. Report on investigation of Land Acquisition north of river planned for Q4.	\$0	Staff Resources	Reports to Council
75%	→ Aquatic and Wellness Centre (AWC) Engagement Campaign	The Aquatic and Wellness Centre (AWC) Community Engagement Campaign is aimed at securing funding of \$3.5 M to support the construction costs of the new facility.	Progress: Over the past year, the fundraising team has advanced the Aquatic and Wellness Centre Quiet Ask Strategy and the Public Fundraising Campaign. The amount raised to date is \$1,736,912.	\$0	Operational	Year 2 Campaign Complete

9
GOALS

47%
GOAL COMPLETION

● Draft ● Not started ● Behind ● On Track ● Overdue ● Complete → Direct Alignment ----> Indirect Alignment

COMMUNITY SERVICES PLAN

(COMM) 1. MAJOR INITIATIVES

Progress	Major Initiative	Description	Update	Budget	Budget ...	Outcome
100%	Lamont Sports Park Phase 2 Construction (2023 CF)	Phase 2 construction underway will include two youth ball diamonds, parking, pavilion, fieldhouse, septic tank, batting cages, storage and workshop.	Progress: COMPLETE	\$2.7m	Capital	Construction Complete
15%	Tourist Camp Strategic Assessment	Evaluate the overall business case for the operation of the Port Elgin and Southampton Tourist Camps.	Progress: Process to retain a consultant is underway and anticipate completion of assessment in Q4.	\$35k	Staff Resources	Assessment Complete
50%	Aquatic and Wellness Centre Activation Plan	The Activation Plan focuses on developing a refined operating and management plan, and how the Town will hear from, and engage with, the community, throughout the process.	Progress: The AWC community engagement campaign ran from July 16 to August 4 with 474 responses. A report outlining the framework for the Operations and Management Plan will be presented to Council in November.	0	Staff Resources	Program Developed
35%	Aquatic and Wellness Centre Transition Plan	The Transition Plan focuses on the staffing plan required in 2024 and 2025 to fulfill the foundational actions to open the AWC successfully in 2025.	Progress: The Recreation Facilities Supervisor position has been filled. Recruitment for the remainder of the approved positions will occur in 2024 and 2025.	0	Staff Resources	Staff Retained
25%	Heliwell Park Implementation	Recommendations from the Master Plan will be initiated in 2024. Development of future years capital program for Council consideration.	Progress: Detailed design to implement Phase 1 will occur in Q4, with construction occurring in 2025.	\$150k	Capital	Construction Underway

Progress	Major Initiative	Description	Update	Budget	Budget ...	Outcome
25%	Jubilee Park Implementation	Recommendations from the Master Plan will be initiated in 2024. Development of future years capital program for Council consideration.	Progress: Detailed design to implement Phase 1 will occur in Q4, with construction occurring in 2025	\$150k	Capital	Construction Underway
25%	North Shore Park Master Plan Recommendation Implementation	Recommendations from the Master Plan will be identified in future years capital program for Council consideration.	Progress: Tree planting, track removal and harbour entrance is scheduled for Q4. The detailed design is 90% complete for Phase 1 work and the tender is anticipated to be issued in Q4, with construction occurring in Q2 2025.	\$0.01	Staff Resources	Construction Underway
75%	Southampton Cenotaph Rejuvenation	Reconstruction of the Southampton Cenotaph site on Millard Blvd. \$250,000 is total project costs, including engineering and design. Request of the Town is for 50% of total project costs.	Progress: Community engagement and consultation has occurred. A preliminary report to Council highlighting feedback of the design is anticipated to occur in October. A final design presentation to Council is anticipated to occur in November.	\$0.01	Staff Resources	Design Complete
75%	Aquatic and Wellness Centre Construction	This is a multi-year project that will be complete in 2025.	Progress: The installation of the CLT wood roof panels over the pool area started on Monday September 9th. The installation is expected to be completed by September 20th. The masonry crew has been working on the exterior wall block work. It is expected that the building will be closed in prior to winter. A budget review meeting was held on September 11th 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.	\$29.97m	Capital	Construction Underway

7
GOALS

42%
GOAL COMPLETION

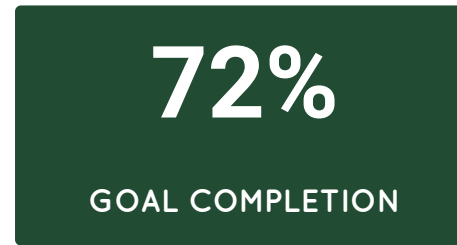
● Draft ● Not started ● Behind ● On Track ● Overdue ● Complete → Direct Alignment ----> Indirect Alignment

OPERATIONS PLAN

(OP) 1. MAJOR INITIATIVES

Progress	Major Initiative	Description	Update	Budget	Budget ...	Outcome
30%	Port Elgin Wastewater Treatment Plant Expansion	The review and update of the Water and Wastewater Master Plan will provide recommendations for expansion based on growth. Preliminary budget numbers will be quantified once Engineering studies are complete.	Progress: RFP closing Sept 17th.	\$50k	Capital	Consultant Retained
20%	Review and Update of Water and Wastewater Master Plan	The Master Plan will take into consideration the growth and recent announcement of expansion of Bruce Power. This will include an update of the Financial Plan and Rate Study for Water and Wastewater.	Progress: Consultant is gathering information. A meeting with Planning to be held in the near future.	\$150k	Capital	Master Plan Complete
20%	Southampton Wastewater Treatment Plant Headworks Upgrade and Expansion	This is a multiyear project. Southampton Wastewater Treatment Plant, Engineering Studies, Headwork Upgrade / Expansion.	Progress: Unsuccessful with the first round of Housing Enabling Grant. Second round of Grant is being offered and town staff are revising and re-submitting. Intending to be tender ready by November.	\$11m	Capital	Construction Underway
50%	Water Treatment Plant Expansion (2023)	This is a multiyear project. Expansion of Water Treatment Plant to accommodate growth. Preliminary budget numbers will be quantified once Engineering studies are complete. Carry forward budget of \$50K.	Progress: Proposal awarded to consultant. Kick off meeting was held on July 15th. Consultant is gathering information and has been on site for a tour.	\$700k	Capital	Consultant Retained
50%	Blue Box Transition Program Development	Program Development for the Blue Box Transition Program (Provincially Mandated)	Progress: Bruce Area Solid Waste Recycling (BASWR) was awarded the contract for collection of Saugeen Shores.	\$0	Operational	Program Developed

Progress	Major Initiative	Description	Update	Budget	Budget ...	Outcome
30%	OCWA Contract Negotiation	Contract Negotiations for Operations : Water and Wastewater	Progress: Draft copy of contract will be presented to Town staff for review and comment in September.	\$0	Operational	Contract Negotiated
97%	Safe to School Implementation plan.	The 30 items outlined in the Safe To School Implementation Report completed by Labour Day.	Progress: Progress: Of the 30 recommendations 29 are completed. Of the 29 some items are included in the 2025 re-construction of Catherine from Kaake to Bruce St., and the Mill Creek Drive sidewalk adjacent to the SDSS.	\$0	Operational	Recommendations Implemented



● Draft
 ● Not started
 ● Behind
 ● On Track
 ● Overdue
 ● Complete
 → Direct Alignment
 ----> Indirect Alignment

CORPORATE SERVICES PLAN

(CORP) 1. MAJOR INITIATIVES

Progress	Major Initiative	Description	Update	Budget	Budget Ty...	Outcome
60%	Council Meeting Structure Review	Update and recommend Procedural By-law amendments and prepare procedures and processes.to transition to having Council Meetings only.	Progress: The draft Procedural By-law was reviewed by the Striking Committee on August 28, 2024, with additional revisions directed for the October 9, 2024, Committee Meeting. Will be forwarded to Council when endorsed by the Striking Committee.	0	Staff Resources	Council Report
67%	Review and update of Finance Bylaws, Policies and Procedures (2023 CF)	Update Reserve, Water and Investment Policies and By-laws	Progress: The Investment Policy has been drafted and will come forward for Council consideration in November. The Water & Wastewater By-law is currently being postponed and needs further review for the by-law working group including Engineering and Building.	\$0	Staff Resources	3 Policy Updates
100%	Ward Boundary and Council Composition	Council report on options for a future Ward Boundary Review	Progress: Report to Council on July 8, 2024 to provide review of legislation and options for Council consideration.	0	Staff Resources	Council Report
100%	Online Payment Phase2 (2023 CF)	To increase the number of services/transactions available online, thereby reducing staff labour/interaction requirements and increasing end-user/resident satisfaction.	Progress: Final form designed for tax invoice/water and waste water request for finance division.	\$15k	Operational	25 % Increase Online Payment

Progress	Major Initiative	Description	Update	Budget	Budget Ty...	Outcome
33%	Financial ERP System	2024 - Needs Review. 2025 - RFP. 2026 - Implementation. 2027 - Continued implementation and enhancements.	Progress: Contract with Blackline Consulting (The firm that the County used for their ERP Replacement Needs Assessment) has been signed and 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.	0	Staff Resources	Needs Assessment Complete
			Staff have had a number of 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 November.			



● Draft
 ● Not started
 ● Behind
 ● On Track
 ● Overdue
 ● Complete
 → Direct Alignment
 ---- Indirect Alignment

DEVELOPMENT SERVICES PLAN

(DS) 1. MAJOR INITIATIVES

Progre...	Major Initiative	Description	Update	Budget	Budget Type	Outcome
25%	Port Elgin Waterfront Detailed Landscape and Engineering Design (2023)	This is a carry forward project from 2023. Build on existing Waterfront Master Plan Conceptual design to develop a detailed landscape design for the Port Elgin waterfront. Carry forward budget of \$ 120K. Funded through the Waterfront Enhancement Reserve.	Progress: Terms of Reference and Request for Proposals for design services have been prepared. In order to ensure coordinated timing of activities, the Request for Proposals will be activated once we have the developer's timeline.	\$0	Capital	Final Design
100%	Asset Management Policy and Plan Update	Update of the Town Asset Management Policy and Plan incorporating building and facility condition assessment.	Progress: COMPLETE: An amendment to the Asset Management Plan incorporating non-Core assets was approved by Council in June.	\$0	Staff Resources	Policy and Plan Approved.
100%	New Sidewalk Construction	Build sidewalks to improve pedestrian connections in accordance with the Transportation Master Plan.	Progress: COMPLETE: New sidewalks on Kaake Street were completed in June.	\$100k	Capital	Construction Complete.
0%	Cedar Crescent Village (2023)	This is a carry forward project from 2023. Staff support to the proponent to advance construction in accordance with approved Plans.	Progress: Town awaiting updated development schedule.	\$0	Staff Resources	CCV Construction
75%	Cultural Heritage Master Plan (2023)	This is a carry forward project from 2023. Long term strategy to identify, protect and where appropriate promote the Town's cultural heritage resources and assets.	Progress: Received the draft Cultural Heritage Master Plan for internal review. Presentation to Council is planned in Q4.	\$0	Operational	Plan Approved
10%	Cultural Heritage Official Plan Update	Apply relevant Cultural Heritage Master Plan recommendations to the Cultural Heritage policies of the Official Plan.	Progress: Internal policy drafting is underway.	\$0	Staff Resources	Amendment Adopted

Progre...	Major Initiative	Description	Update	Budget	Budget Type	Outcome
50%	High Street Downtown Southampton	Detailed Design in 2024. Phased reconstruction 2025 through 2027. Scope incorporates recommendations from the streetscape concept plan.	Progress: Project team met with the Southampton BIA Board in September and discussed a summary of the community input, including the FlashVote engagement platform.	\$200k	Capital	Design Complete



● Draft
 ● Not started
 ● Behind
 ● On Track
 ● Overdue
 ● Complete
 → Direct Alignment
 ----> Indirect Alignment

FIRE SERVICES PLAN

(FS) 1. MAJOR INITIATIVES

Progre...	Major Initiative	Description	Update	Budget	Budget Ty...	Outcome
100%	Fire Inspection Cost Recovery	Reduce multiple visits through fees and charges bylaw changes.	Progress: Fee changes and justifications submitted to finance. Awaiting Council consideration prior to implementation.	0	Staff Resources	Costs Recovered
100%	Public Education and Fire Prevention Bylaw	Create Bylaw to define inspection frequencies based on occupancy type, Public Education initiatives, etc.	Progress: An informational report will be presented to Council on June 24, 2204, specific to Public Education and Fire Prevention risks identified in the Community Risk Assessment.	0	Staff Resources	Bylaw Passed
80%	Saugeen Shores Mass Notification	Implement mass notification program using Rave Platform for residents and visitors. Communicated to residents using public education.	Progress: Mass notification app has been updated with Emergency Control Group changes. Test notifications to each member will begin in mid-October. Also looking at use for firefighter communication.	0	Staff Resources	System implemented
80%	Saugeen Shores Nuclear Response Plan	Revise Saugeen Shores Nuclear Response Plan and present to Emergency Control Group.	Progress: New Provincial Nuclear Emergency Management Plan and a move to email notification from fax notification in the event of a nuclear emergency has been communicated. These events are expected to happen in December. Will await changes before updating plan.	0	Staff Resources	Plan Complete
67%	Fire Services Master Plan	Create Fire Services master plan using internal resources.	Progress: Initial Draft of Master Plan framework complete. The estimated delivery to the consultation group is mid-October.	0	Staff Resources	Master Plan Complete

Progre...	Major Initiative	Description	Update	Budget	Budget Ty...	Outcome
90%	Fire Training Centre	Fire Training Centre to allow live burn training within the municipality safely and efficiently while maintaining emergency response capabilities. \$135k funded from EOC Reserve.	Progress: Training Centre cleaned of brush and debris. Layout of grounds complete. Awaiting delivery.	\$400k	Capital	Constructed