



2024 ANNUAL REPORT

Town of Saugeen Shores




We acknowledge the Town of Saugeen Shores is located on the traditional lands and treaty territory of the Saugeen Ojibway Nation, which consists of the Chippewas of Saugeen and the Chippewas of Nawash Unceded First Nation.

The Town understands this land holds immense significance to the people of Saugeen Ojibway Nation. We appreciate those who live and work alongside us today and who continue the traditions of their ancestors as stewards of the land we are privileged to inhabit. We thank them for the contributions they have made in both caring for the land and in shaping this community.

The Town is committed to truth and reconciliation, to acknowledging the truth about what happened to Indigenous peoples because of colonization, and to reconciliation—which begins with each and every one of us.

As a local government and public organization, we are dedicated to learning about Indigenous culture, to fostering a better relationship with First Nations and their people, and we commit ourselves to actions that move us forward on a path to healing along with the Saugeen Ojibway Nation.



The Zgaa-biig-ni-gan ("we are connected") Bridge was named to symbolically represent the connection between Saugeen Shores and Saugeen First Nation.

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Message from the CAO

Thank you for reading the 2024 Annual Report for the Town of Saugeen Shores. This year we celebrated the 25th anniversary of our municipality—a milestone to reflect on our shared history and build excitement for the future. As we celebrated, we also took major steps forward, turning plans into action that will shape Saugeen Shores for generations to come.

In 2023, we laid a strong foundation by developing a Strategic Plan. This guided the 2024 Business Plan, and the 10-year Capital Infrastructure Plan, which ensures we are prepared for the inevitable repair and replacement of the Town's infrastructure. With these plans in place, 2024 became a year of action—delivering results that enhance our community while preserving the village charm that makes Saugeen Shores unique.

In 2024, we turned vision into action with several transformational projects that are already shaping our future. One highlight is the start of the much-anticipated Aquatic and Wellness Centre construction—a facility which is set to become a centerpiece of our community and a regional hub for recreation.

Across the organization, projects and initiatives moved forward to support our community and its future. Staff have been working hard on Business Plan items like the Urban Tree Canopy Plan, the Fire Services Master Plan, a new Council agenda platform, and the implementation of Safe to School recommendations, all while carrying out and improving baseline business that we deliver every day. As we continue to embrace Team Saugeen through growing our people and continuous improvement, staff are seeing the direct impact of small changes in their day-to-day work and in adding value for our customers.

Throughout 2024, we have continued to embrace our corporate values: *People-Centered, Transparent, Service, Inclusive, Stewards*. We also introduced Engage Saugeen Shores, an online platform for public participation. This engagement hub has increased transparency and trust, providing residents with an opportunity to learn about and help shape municipal initiatives.

Through this report, you'll see how each department has worked to advance Council and the community's priorities, improve service delivery, and meet the evolving needs of our town. From infrastructure improvements to enhanced community services, every initiative reflects our dedication to a thriving and resilient Saugeen Shores.

Looking ahead, we remain committed to building a future-focused Saugeen Shores. Please explore the 2025 Business Plan to see how we plan to build on this year's momentum. Follow the Town's progress through our website, social media and Engage Saugeen Shores to see these great initiatives move forward and share your voice.

Together, we're not just planning for the future—we're building it. Thank you for your ongoing support and engagement as we continue to move Saugeen Shores forward.

Sincerely,



Kara Van Myall

Chief Administrative Officer,
Town of Saugeen Shores



Strategic Plan

Values



People-Centred

We put respect for people at the centre of everything we do and how we do it.



Transparent

We are open and accountable to maintain public trust.



Service

We work together to get the job done and are always seeking opportunities to generate, share, and innovate how we deliver services.



Inclusive

We believe that diversity, inclusion, equity, and accessibility are critical to building a community where all are welcomed, respected, and empowered.



Stewards

We are responsible for our natural environment and heritage today and for future generations.

Vision

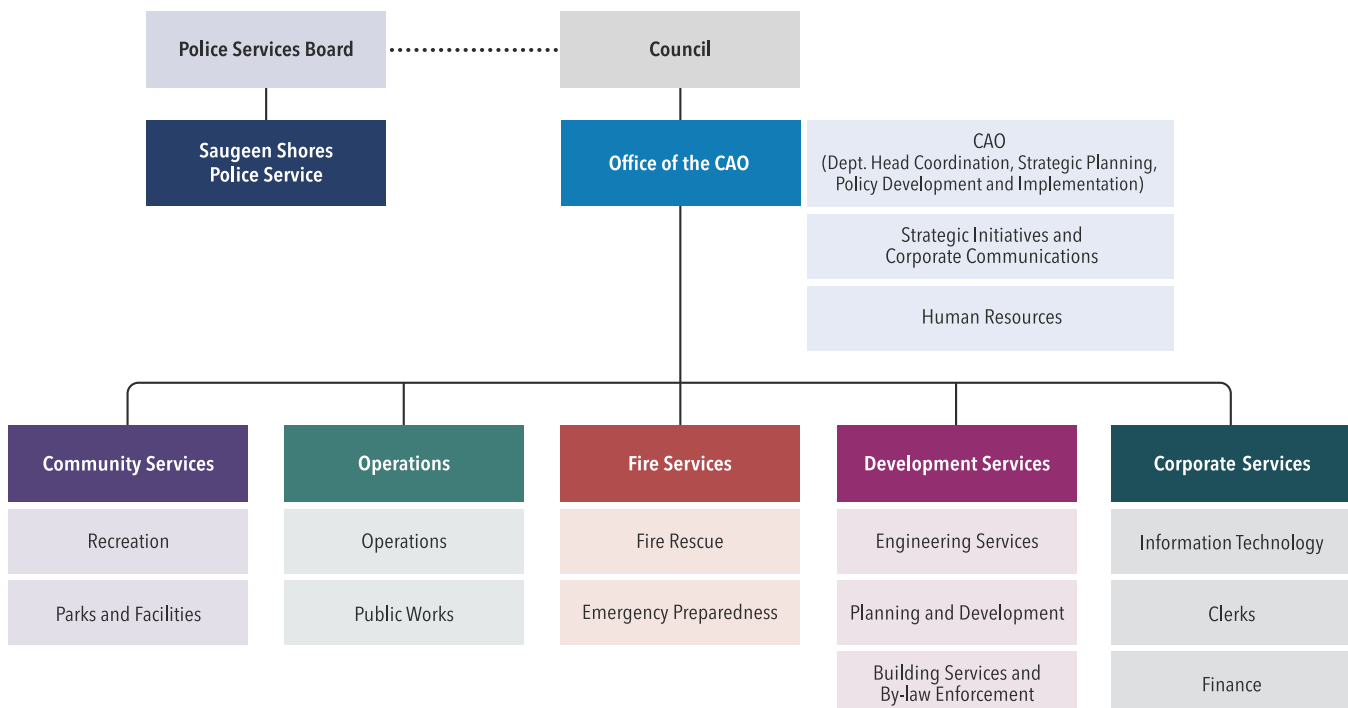
Saugeen Shores is a naturally beautiful, active, healthy and culturally vibrant place to live and grow.

Mission

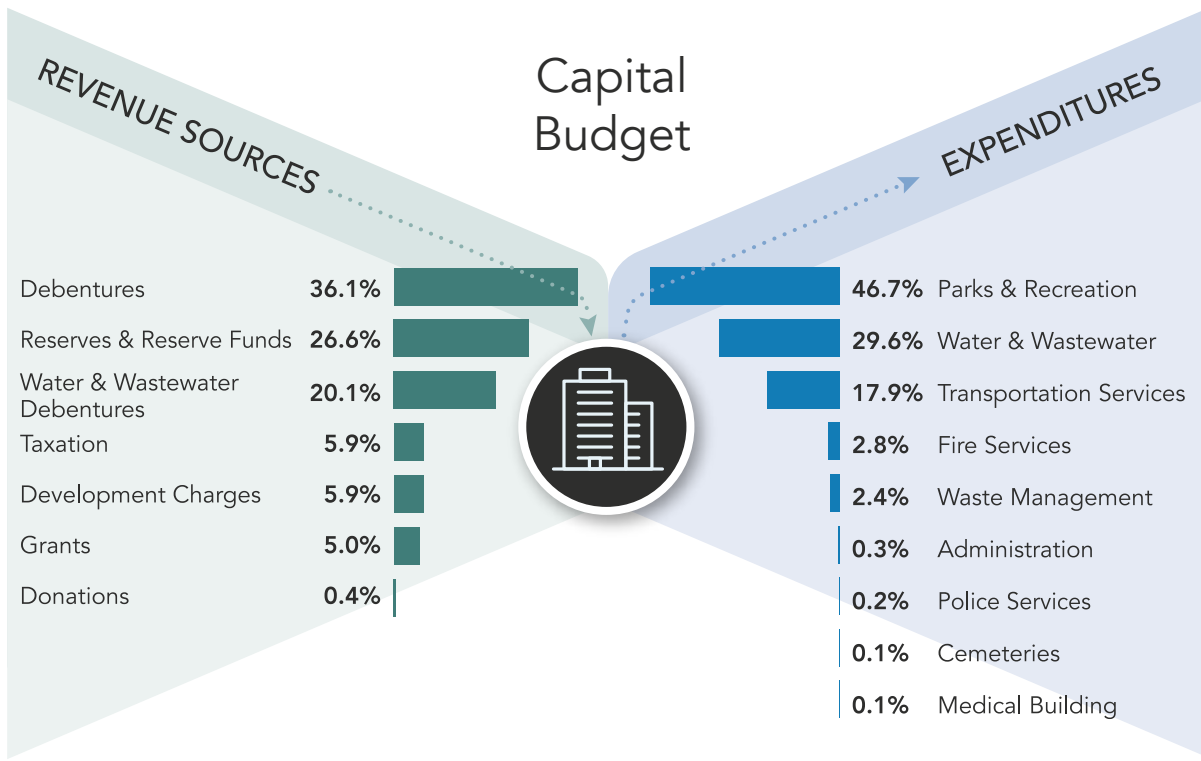
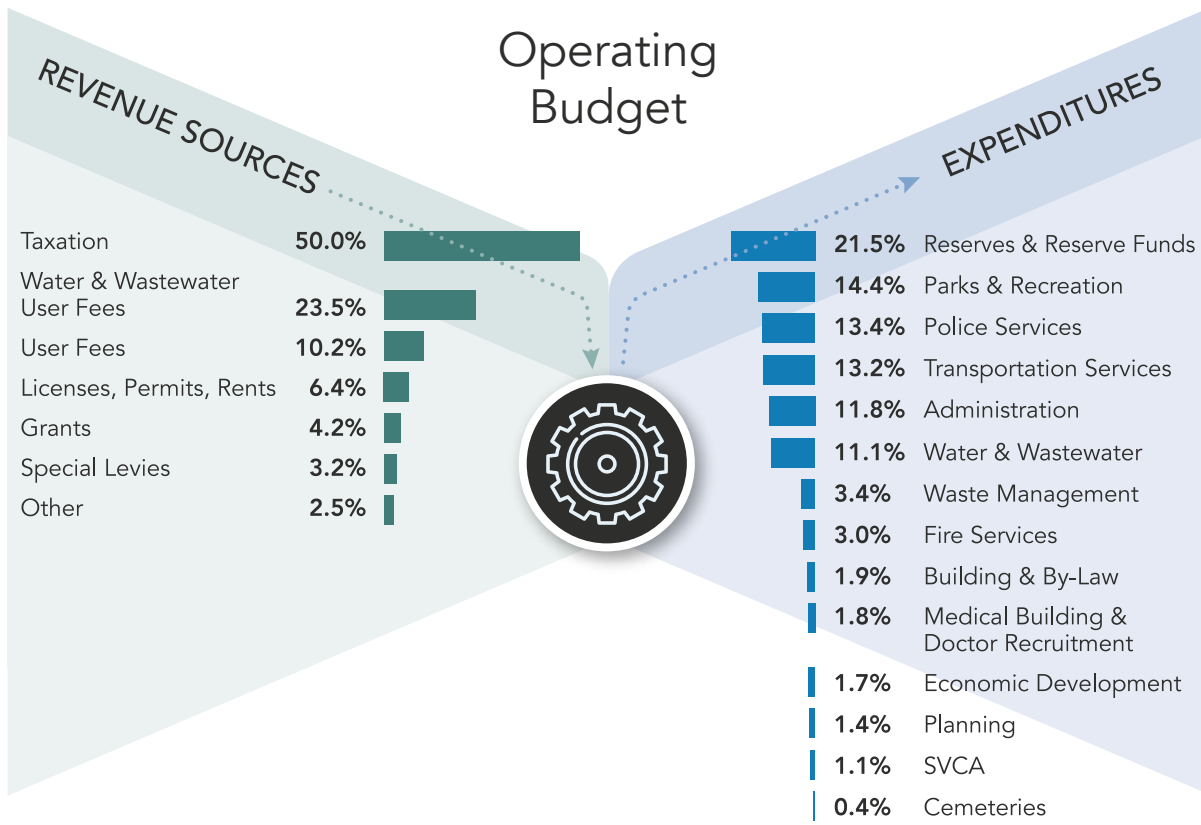
The Town provides high-quality municipal services that allow the community to thrive today and in the future.



Organizational Structure



2024 Financial Information



Office of the CAO

The Office of the CAO implements Council-directed municipal policies and programs. The office also advises and informs Council on municipal operations and affairs of the municipality as well as being accountable for performance enterprise wide.



Major Initiatives

What We Accomplished (100% Completed)



- ✓ **Team Saugeen Year 1**
Team Saugeen was developed as the Town's internal brand. The first year of implementation is complete.
- ✓ **Advocacy Implementation**
The Town held 14 meetings with other levels of government to address the Town's interests, concerns and issues.
- ✓ **Staff Development and Growth**
A number of training objectives were completed this year to support staff growth and development.
- ✓ **25th Anniversary Celebration**
2024 marked the 25th anniversary of the amalgamation of Saugeen Shores. Mayor and Council recognized this commemorative year with a community celebration.

- ✓ **Aquatic and Wellness Centre (AWC) Engagement Campaign**
Year 2 of the fundraising campaign was completed.
- ✓ **Community Economic Development Initiative (CEDI)**
12 meetings were held with Saugeen First Nation to advance joint economic development.
- ✓ **Legal Services Initiatives**
Two strategic projects were advanced including a Fee for Service Review and Parkland Acquisition Opportunities (north of river).

Carried Over

- **DEI Action Plan Implementation**
33% Completed
Beginning in 2024, all new hires completed DEI training. Further DEI training will be provided for all Town staff with availability of both in person or online sessions that best meet the needs of staff in 2025.
- **SON Land Claim Park Development**
33% Completed
The ongoing process of designing a shared installation at Waase-yaa Park to authentically represent Saugeen territory and its people is still in progress.

Strategic Initiatives

Who We Are

This group oversees the strategic priorities set by Council and the administration. They also provide strategic communications for internal and external stakeholders, including coordinating public engagement and developing messaging for the Mayor, members of Council, and the CAO.

What We Manage

- Strategic initiatives assigned by management and/or approved by Council
- Social media strategy
- Communications strategy
- Message development and media relations support for the Mayor and CAO
- Media relations support
- Public engagement and consultation
- Community healthcare support, including physician recruitment and retention

9
engagement
campaigns
executed
on Engage
Saugeen Shores



111 
news items published

37 business plan
items received
communications
support

Division Highlights

What We Accomplished (100% Completed)

- ✓ **Citizen Satisfaction Measurement**
Strategic Initiatives has implemented a survey to measure a number of Key Performance Indicators (KPIs) across the organization and to use as a tool for better decision making. Four surveys were completed in 2024.
- ✓ **Healthcare Portfolio**
The recruitment of family physicians remains a priority area for the Town. Initiatives planned in 2024 are now complete.
- ✓ **Municipal Innovation Council (MIC)**
In 2024, the MIC completed a number of initiatives. A full report of the impact will be brought forward in early 2025.
- ✓ **Corporate Wide Annual Report**
The 2023 Annual Report was published in early 2024.

Capital Highlights

What We Accomplished (100% Completed)

- ✓ **Saugeen Shores Intranet**
The new site has been built and will be launched in early 2025.



Human Resources

Who We Are

This group provides core Human Resources (HR) services, including:

- Employee recruitment
- Compensation and benefits
- Payroll
- HR Information Systems (HRIS)
- HR policy development and compliance
- Corporate training
- Organizational effectiveness
- Town health and safety policies and programs

What We Manage

- Compensation and benefits
- Recruitment and selection
- Onboarding and off-boarding
- Performance management
- Corporate training and development
- HR policy development
- Payroll administration
- Labour relations
- HRIS administration
- Employee relations
- Disability claims management
- Health, safety and wellness
- Organizational effectiveness including Staff Ambassador Group, staff engagement survey, and annual corporate action planning

Division Highlights

What We Accomplished (100% Completed)

- ✓ **HR Policy Updates**
The annual updates were completed.
- ✓ **Corporate Training**
The annual program for corporate training initiatives was delivered.
- ✓ **Annual Employee Engagement Survey**
The annual survey was completed in November.
- ✓ **2024 AWC Staffing Plan Implementation**
The 2024 staff hiring was completed.
- ✓ **Recruitment Process Improvements**
Review completed and software implementation underway for launch in 2025.

Carried Over

- **Coaching for Performance Rollout**
80% Completed
The administration continues to develop the program and will roll it out in 2025.

101

positions
recruited
& filled



4

events to
recognize &
celebrate
Town staff
achievements



14

wellness
events &
initiatives



Small Improvements, Big Benefits

- Implemented a new Applicant Tracking System for recruitment and selection.
- Implemented a new Health and Safety Software to track and administer H&S processes.
- Migrated Human Resources Information System (HRIS) to single sign on to enhance security measures and improve employee experience.
- Updated recruitment and selection process to improve the hiring managers experience, which included an updated interview guide and the implementation of an electronic position requisition process.

Key Performance Indicators

Priority Area	Objective	Performance Measure(s)	2023	2024
Leadership and Governance	Advance Council and community strategic initiatives	Quarterly reports % completion on: Major Initiatives Division Highlights Capital Highlights	89% 92% 79%	82% 92% 81%
		# of outreach activities to healthcare professionals	30	75
	Engage in ongoing advocacy and relationship-building with other orders of government to support Council and community priorities	# of meetings with senior government officials (including delegations at AMO and ROMA)	13	14
Departmental Organizational Effectiveness	Support staff development and growth	% of staff acquire leadership certificate (Lean / LEAP)	69% / 72%	50% / 51%
	Prioritize the health and safety of all Town employees	% of completed workplace inspections (YoY)	97.5%	100%
	Be an Employer of Choice and ensure a positive employee culture	% of full-time staff retention / turnover rates (YoY)	97.3% / 2.4%	94.4% / 5.3%
Departmental Communications and Engagement	Support enhanced communications with staff, Council and the community	Progress made per engagement measures in Citizen Engagement Survey	85%	71%

Community Services

The Community Services Department develops and promotes the programs, facilities and spaces for recreation and community activities throughout the Town.

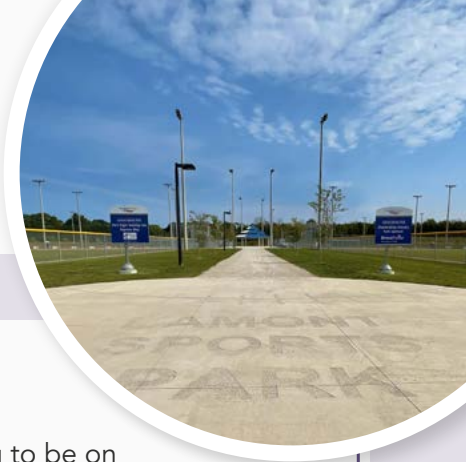
The department is responsible for the care and maintenance of the municipally owned facilities (including recreational, libraries, medical buildings, seasonal buildings, and condos), parks, open spaces, trails, harbours, campgrounds, airport, downtowns, and waterfront.

This group helps keep Saugeen Shores residents healthy, active and connected with partners, stakeholders and community groups.



Major Initiatives

What We Accomplished (100% Completed)



Lamont Sports Park Phase 2 Construction

Phase 2 construction included 2 new ball diamonds, accessible playground, parking and batting cages.



Aquatic & Wellness Centre Construction

The project is tracking to be on time and on budget. This is a multi-year project that will be complete in fall 2025.

Carried Over



Tourist Camp Strategic Assessment

20% Completed

This project has been delayed and is anticipated to be complete in Q2 of 2025.



Aquatic and Wellness Centre Activation Plan

75% Completed

The draft Operations and Management Plan was presented to Council with the final plan scheduled for Q2 of 2025. Community engagement is ongoing for the activation plan.



Aquatic and Wellness Centre Transition Plan

50% Completed

Recruitment for the AWC will continue throughout 2025, in line with the approved Transition Plan.



Helliwell Park Implementation

25% Completed

The Master Plan for Helliwell Park was approved by Council. The detailed design will occur in early 2025 with construction commencing in Q3, following the soccer season.



Jubilee Park Implementation

30% Completed

The Master Plan for Jubilee Park was approved by Council. 2025 funds were pre-approved allowing detailed design in Q1 of 2025 with construction commencing in the spring.



North Shore Park Master Plan Recommendation Implementation

70% Completed

Work has commenced including removal of surplus railway tracks and old playground equipment, tree planting and harbour entrance relocation. Phase 1 is scheduled for Q1/Q2 of 2025.



Southampton Cenotaph Rejuvenation

75% Completed

The recommendation to advance the required upgrades and repairs to protect the Cairn and Cross from further deterioration as part of the High Street Reconstruction project was approved. Design work may resume once a unified recommendation on the Cenotaph is agreed upon.

Recreation

What We Do

This group provides recreational facilities and programs, arena maintenance, active transportation initiatives, sponsorship programs, recreation bookings and special event coordination.

What We Manage

- Arena operations
- Aquatics and Wellness operations
- Recreation bookings, including facilities, active and passive parks
- Special events and community initiatives
- Manage community service third-party contracts
- Sponsored programs (concerts, benches, skates, and swims)
- Bicycle friendly initiatives
- Community programming (inhouse and third party delivered)
- Sponsorships (through rink board and ball diamond ads)

58,200

Centennial Pool visits

3,164

Zamboni trips around the ice surface



Baseball by the Numbers:

10

ball diamonds

2,284

hours of ball games

947

game bookings

1,742

facility bookings



Division Highlights

What We Accomplished (100% Completed)

- 

ActiveNet Membership Module
Implementation sessions with ActiveNet and Town staff occurred. Implementation included installation, testing and training.
- 

Provide Menstrual Products in Facilities
The program rolled out in March 2024 includes 44 dispensers installed at Town recreation facilities. The purchasing and stocking of the dispensers will occur through the regular operations of facilities.
- 

Public Art Policy
The Public Art Policy was adopted by Council. This Policy is established to direct the integration of artwork in and on municipally owned public spaces in the Town of Saugeen Shores and establish the ad hoc Public Art Strategy Committee.
- 

12-Month Ice Strategy
On July 8, 2024, Council approved and provided direction to implement the three-year 12-month ice pilot program beginning in 2025.

Carried Over

- 

Active Transportation Wayfinding Signage Strategy
40% Completed
A request for proposals was issued in December 2024. The project is scheduled to start in March 2025 and will be completed by October 2025. The strategy will be presented to Council in Q4 of 2025.

Parks and Facilities

What We Do

This group oversees the operation and maintenance of seasonal amenities such as the harbours, tourist camps and seasonal buildings. They operate and maintain all active and passive parks, including trails, playgrounds and waterfronts throughout the municipality. The operation and maintenance of non-recreation facilities is managed through this division.



What We Manage

- Parks operations and maintenance (active, passive and playgrounds)
- Seasonal harbour, tourist camp and airport operations and maintenance
- Other facilities (libraries, medical buildings, seasonal)
- Manage facility lease agreements
- Management of downtown core beautification (in partnership with Operations)
- Horticulture and minor arboricultural maintenance
- Washroom facilities and cleaning
- Inspection and grooming of trails
- Beach maintenance across the Town (in partnership with Operations)
- Public garbage

734,000

square metres of grass cut



Staff maintained 60 facilities, plus

460

campsites



259

harbour slips



268,585

pounds of garbage collected from 9,440 public cans



12,600

times staff watered hanging baskets



5,706

times staff maintained garden beds



Division Highlights

What We Accomplished (100% Completed)



✓ South St. Beach Access Enhancements

The parking and drop off area were reconfigured, and inground waste container and bike racks installed.

✓ Portable Public Washrooms - Town Hall

An accessible modular unit was placed near the Town Hall and Library from May to October.

✓ Airport Tree Maintenance

Tree trimming was complete to ensure clear sightlines and safety for navigation.

✓ Beach and Water Wheelchairs

Two beach and water accessible wheelchairs were available for use at the Port Elgin Main Beach and Southampton Long Dock Beach. The location of the accessible wheelchairs complimented the Mobi Mats, making our beaches more accessible. Sponsored by a donation from Southampton Rotary.

✓ Parks Washroom Increase

Additional modular units were placed in high traffic parks and waterfronts throughout the municipality from May to October.

✓ Tree Planting Program

160 caliper trees have been planted at Nodwell Park, Lamont Sports Park, Summerside Park, Snyder Park and both Tourist Camps. The Port Elgin Cemetery had 10 mature maple trees planted, and a \$21K grant provided support to begin tree planting at North Shore Park this fall.

✓ Wildflower Area Pilot Program

Volunteers supported the investigation, seed sourcing and planting plan for the wildflower area. Grounds adjacent to Nodwell Park were prepared and planting occurred.

Carried Over

● Long Term Chantry Island Lease Agreement

75% Completed

Discussions with the DFO are ongoing and the Lease Agreement renewal is anticipated to be presented to Council for consideration in Q1 of 2025.

Community Services *Capital Highlights*

What We Accomplished (100% Completed)



Port Elgin Tourist Camp Washroom Renovation

The upgrades included new fixtures, stalls, doors, windows, flooring and painting.



Chantry Centre Accessibility Upgrades

An accessible ramp, handrail and automatic door operator was installed. These improvements have greatly improved the accessibility at the senior centre for participants.



Playground Replacement Program

The Town's 26 playgrounds were inspected for condition and suitability to needs of residents. Many are nearing their end of useful life and a replacement plan was prepared scheduling out priorities for improvements and replacement over the next 10 years.

Carried Over



Chantry Island Light Station Repair Review

75% Completed

Lightstation Tower requires maintenance and repairs as outlined in the condition assessment that was complete in 2023. The report will be reviewed and responsibilities will be discussed with DFO, MHS and Town.



Lamont Sports Park Washroom Construction

25% Completed

Investigation for washroom design, servicing requirements and options is currently underway. Options to be completed in Q1 2025.



Shipley Trail Relocation

35% Completed

In May 2024, a report was presented to Council in Closed to Public session regarding the Shipley Trail Relocation Project. Staff received direction from Council, and it is anticipated that an updated report would be brought back to Council in Q2 of 2025.



AWC Fitness and Pool Equipment Purchase

45% Completed

Staff continue to research the equipment and options for the new facility. The specification will be finalized in Q1 of 2025, with delivery and installation to occur prior to facility opening.



Municipal Hall Furniture

65% Completed

Phase 1 furniture delivery took place in December 2024 to align with partial occupancy of Level 1 offices. Phase 2 furniture has been specified and order will be placed in Q1 for delivery in fall 2025 to align with occupancy of Level 2 offices and AWC facility.



Plex Arena Seating Handrail Installation

65% Completed

Staff have identified a design and are working with a manufacturer to fabricate the hand rails for Phase 1 with installation expected in early 2025. This is a multi-year project and feedback from Phase 1 will be taken into consideration prior to advancing the second installation.

Key Performance Indicators

Priority Area	Objective	Performance Measure(s)	2023	2024
Service Demand Management	Manage demand for municipal recreational facilities and parks, beaches, and trails	Utilization rates during prime and non-prime hours for arena ice surfaces (YoY)	78% PT 22% NPT	TBD
		Utilization rates during weekdays (WD) and weekends (WK) prime-time hours for ball diamonds (YoY)	44% WD 28% WK	54% WD 34% WK
	Ensure beautification and cleanliness of public assets and spaces, incl. downtown and waterfront	% of respondents that believe beautification efforts in Saugeen Shores are fair to excellent (YoY)	NA	94.6%
Sustainable Development and Planning	Reduce energy consumption for facilities	Energy consumption rates of facilities (YoY)	2.6M (kWh) 88K (m3))	2.5M (kWh) 86K (m3)
	Maintain efficient and effective operations and management of the tourist camps and harbours	Budget performance for tourist camps program area (YoY)	\$937,760	\$984,648
		Budget performance for harbour program area (YoY)	\$271,905	\$285,500
	Parks and Recreation planning and development	Parkland and trail construction, or protected land acquired with new development (YoY)	TBD	TBD
Infrastructure Asset Maintenance	Manage active transportation needs	% of respondents that believe trail system quality in Saugeen Shores are fair to excellent (YoY)	NA	96.3%
		Weekly average of trail users (YoY)	783	1048 (Oct)
	Address State of Good Repair backlog projects	Completion of backlog of capital projects (YoY)	63%	69% (Oct)

Corporate Services

Corporate Services is the hub and core of the Town's administration. They provide professional services and advice to support how the municipality functions while helping the operational departments deliver their services. This department supports the organization's overall administration, including the Finance, Clerk and Information Technology divisions. All these functions provide the systems, information and human capital needed to operate effectively and efficiently.



Major Initiatives

What We Accomplished (100% Completed)



Council Meeting Structure Review

Updated and recommended Procedural By-law amendments and prepared procedures and processes to transition to having Council Meetings only.



Ward Boundary and Council Composition

A Council report on options for a future Ward Boundary Review was presented.



Online Payment Phase 2

Increased the number of services/transactions available online, thereby reducing staff labour/interaction requirements and increasing end-user/resident satisfaction.



Financial ERP System

Phase 2 of this multi-year project will continue in 2025 with a review for the replacement of Keystone finance software with new cloud platform that is capable of connecting to other Town systems for increased efficiency and accuracy.

Carried Over



Review and update of Finance By-laws, Policies and Procedures

83% Completed

Investment Policy, Reserve Policy, Purchasing Policy and Asset Retirement Obligation Policy are complete. The Leading Edge Report recommendations and been reviewed and completed as appropriate. Water & Wastewater By-law is an extensive update that will be completed by the second quarter of 2025.

Information Technology

Who We Are

The Information Technology (IT) division is responsible for ensuring the Town's IT systems meet the needs of all Town departments to deliver services, including troubleshooting and resolving IT issues, as well as providing related training.

What We Manage

- Troubleshooting IT issues across the organization, including Police Services
- Designing, implementing and operation IT infrastructure
- Managing the Town's hardware and software, including their procurement, implementation and refurbishment/destruction
- Vendor management and issue resolution

Division Highlights

What We Accomplished
(100% Completed)



Adoption of E-signature

Adopted E-Signature platform to allow for electronic signing of official documents.



450

mobile and workstation devices procured and implemented

1000

Helpdesk tickets supported



16

locations where IT infrastructure operates

135

hours supporting Police Services



Clerks

Who We Are

This group supports Council and administers Council and committee meetings, while serving as a liaison between Council and the public. They are responsible for corporate records management (paper and digital), vital statistics, and licensing in accordance with by-laws and provincial legislation/regulations.

What We Manage

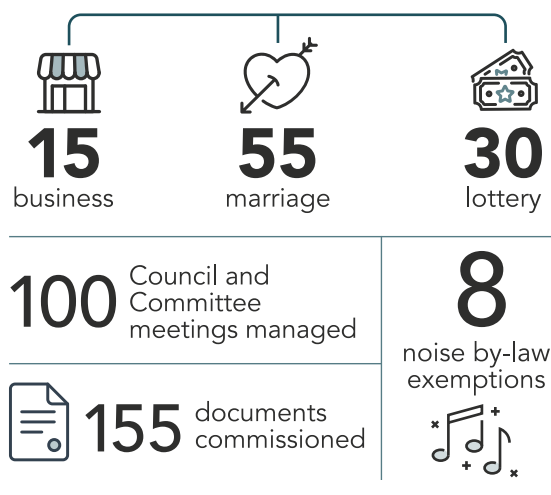
- Council meeting management
- Recording all Committee/Council proceedings and issuing meeting minutes
- Preparing agendas, meeting minutes, resolutions, by-laws, agreements, correspondence
- Ensuring public access to public records and information
- Freedom of Information requests (MFIPPA)
- Business, marriage and lottery licensing
- Preparing, reviewing and registering documents
- Signing officer for the Corporation
- Responding to inquiries from Council, staff, lawyers, and residents related to corporate inquiries and by-laws
- Election co-ordination
- Records management (digital and paper)

Division Highlights

What We Accomplished (100% Completed)

- ✓ **Business Licence Review**
Reviewed and recommended updates to the Business Licensing By-law.
- ✓ **Governance Document Updates**
Updates completed to the Multi-Year Accessibility Plan policy, the Lottery Licence Fees policy and procedures, and the Encroachment on Municipal Property policy.
- ✓ **Implementation of Records Management Improvements**
Permanent paper records reviewed for destruction. Developed templates for documents already scanned. Completed development of 14 LaserFische workflows.
- ✓ **Review Clerks Division Contracts**
Clerks division contracts were reviewed and appropriate actions were carried out.
- ✓ **Council Remuneration and Expense Policy**
A revised policy was adopted by Council.

Issued 100 Licences



Finance

Who We Are

Finance controls, manages, and administers the corporation's financial accounting and data processing functions.



20k
property tax
invoices issued

10k
invoices
processed by
accounts payable



8,200 waterbilling accounts
managed



What We Manage

- Property tax administration
- Water billing and collection
- Accounts receivable and accounts payable
- Purchasing and procurement
- Business planning (incl. budgeting)
- Investment and fund management
- Financial performance monitoring
- Statutory and contractual compliance reporting
- External customer support to all customers and ratepayers

Division Highlights

What We Accomplished (100% Completed)

- ✓ **Support for AWC**
Support for the AWC occurred in 2024 with work on the next phase planned for 2025.
- ✓ **2025-2033 Business Plan**
The 2025 Business Plan expanded a long-term focus to Operating, Personnel and Reserves.
- ✓ **Accelerate Year-End Close**
Audit timing is an improvement over the prior year and the 2024 close was completed.
- ✓ **Community Donation Funding**
The recurring Corporate Donations budget was increased to \$25,000.
- ✓ **Community Donation Funding - Hospice**
The donation request was fulfilled.
- ✓ **Community Donation Funding - Seniors Golf**
The donation request was fulfilled.
- ✓ **Energy Conservation and Demand Management Plan**
The report was presented to Council in December 2024 and is slated to be adopted by Council in January 2025.
- ✓ **Implement Future Infrastructure Special Levy**
The special levy was implemented through the final 2024 tax billing and was communicated to customers through the tax brochure that accompanies the tax bills.
- ✓ **Improvements to Physical Bill Delivery**
Outsourcing of physical bills was completed.
- ✓ **Launch Water Meter Platform**
Billing process was changed and meter data portal was used.
- ✓ **MPAC Reassessment Cycle**
The assessment update from MPAC did not occur in 2024.
- ✓ **Reduced Westario Dividend**
The Westario dividend was reduced from \$199K to \$100K.
- ✓ **Transition CityWide to CityWorks for TCA Reporting**
Transition of Tangible Capital Asset reporting to Asset Management Team continued in 2024. Phase 2 will be policy development in 2025 and Phase 3 will be software transitioning in 2026.
- ✓ **Review Fees and Charges By-law for 2024**
Conducted study to compare to comparator municipalities to identify opportunities to increase fees to appropriate levels. Standard increase for 2025 set to equal the approximate tax rate increase.

Corporate Services *Capital Highlights*

What We Accomplished
(100% Completed)



- ✓ **Automation Improvements**
New Helpdesk hire enabled IT team to conduct extensive reviews and rollout of automation and efficiency improvements.
- ✓ **Implementation of new Agenda/Meeting Management Platform**
The implementation of an improved system included installing platform, updating procedures and training staff and Council.
- ✓ **Software Platform Modernization**
Added new modules/features to enhance productivity for Staff/Council.
- ✓ **Security Hardware Refresh**
Maintained operational effectiveness and support levels by continued management of security hardware based on 3-year rotation.
- ✓ **Hardware Lifecycle-Storage**
Planned for disaster recovery/backup appliances at primary and secondary data centres. Upgrades will be completed in 2025.
- ✓ **Hardware Lifecycle-Server**
Planned for server replacement (2025) along with related licensing and professional services to maintain data centre availability, security and compliance.

Small Improvements, Big Benefits

47 improvements implemented across 3 divisions including:

- Rolled out Single-Sign-On (SSO) to reduce the number of logins staff need to track while improving security.
- New processes and improvements implemented for creation of the Agenda and Minutes.
- Implementation of Advanced Metering Infrastructure for more automated and enhanced water billing capability.

Key Performance Indicators

Priority Area	Objective	Performance Measure(s)	2023	2024
Operational Effectiveness	Advance cybersecurity and training initiatives to protect the Town's digital ecosystem	# of total cyber-attacks/threats detected	216	742
		% of attacks blocked	100%	100%
		ToSS vulnerability risk index to municipal benchmark average of 18	18.6	16.7
		% of staff who have completed training / refresher training sessions	100%	100%
	Invest in technology to support operational effectiveness	% completion of scheduled replacements within budget (Annual)	100%	100%
Service Excellence	Enhance customer service	% of total customer service queue calls answered (increase over time and reduce calls going to voicemail)	60%	67%
Financial Sustainability	Monitor and maintain the financial performance of the municipality	Time to deliver monthly reports to 14 business days	17.5 days	20 days

Development Services

Development Services manages Development Engineering, Building Permits, Planning, Economic Development, Asset Management, and By-law Enforcement.

This department's work plans are designed to ensure wise and sustainable investment in infrastructure and development for the Town. They also manage a wide range of construction projects including roads, bridges, sidewalks, water, and wastewater systems, and provide project management for major community asset builds.



Major Initiatives

What We Accomplished (100% Completed)



- ✓ **Cedar Crescent Village**
Staff supported the proponent to advance construction in accordance with approved Plans.
- ✓ **Asset Management Policy and Plan Update**
Updated the Town Asset Management Policy and Plan incorporating building and facility condition assessment.

- ✓ **High Street Downtown Southampton**
The final design report was presented to Council and approved with some amendments.
- ✓ **New Sidewalk Construction**
Sidewalks were installed to improve pedestrian connections in accordance with the Transportation Master Plan.

Carried Over

- **Port Elgin Waterfront Detailed Landscape and Engineering Design**
25% Completed
Terms of Reference and Request for Proposals for design services have been prepared.
- **Cultural Heritage Master Plan**
88% Completed
This work took longer than planned to advance in 2024 and is identified as a Major Initiative for Development Services in 2025.

- **Cultural Heritage Official Plan Update**
60% Completed
This work is identified as a Major Initiative for Development Services in 2025. A draft Amendment has been prepared and an application to amend the Town Official Plan will be submitted in Q1 2025.

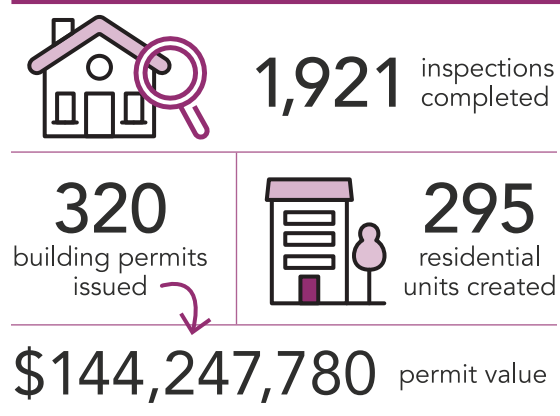
Building Services and By-law Enforcement

Who We Are

This group ensures compliance with, and enforcement of, the Ontario Building Code and all By-laws within the Town and provides Building Permit services.

What We Manage

- Building and demolition permit review and approval
- Building and demolition inspection
- By-law administration, education and enforcement
- Building compliance reports



Division Highlights

What We Accomplished (100% Completed)



By-Law Public Education

Information about the purposes of Town By-Laws and how they are enforced was prepared and distributed.



Firearm By-Law Review

References to boundaries setting out the areas in which the By-Law applies were updated.

Carried Over



Building Procedure Manual

95% Completed

Administrative sections are being finalized for the manual.

Engineering Services

Who We Are

Engineering Services is responsible for the design and construction of roads and related infrastructure and provides customer service on permits and development application processes. They manage and track information about the Town's existing and new assets, including properties, and manage projects for major community facility construction projects.

What We Manage

- Management, design and construction of capital projects
- Drainage superintendent
- Lot grading certificates
- Granting permission to install or move locates
- Engineering review for development plans and studies, infrastructure design and plans, site plans and other technical requirements such as clearing conditions on subdivisions
- Develop, update and lead implementation of the Town's Asset Management Plan
- Project management, design and construction
- GIS, including CityWorks
- Fleet and facilities
- Property management
- Responding to inquiries related to encroachment and road allowances

Division Highlights

What We Accomplished (100% Completed)



Hwy 21 Rail Trail Crossing Advocacy

Meetings with Ministry staff planned for 2024 were held. This is an ongoing advocacy activity.

Carried Over



Asset Management Level of Service Review

80% Completed

Project information was presented to Council, a Public Information Centre was held and Online Public Surveys were completed through Engage Saugeen Shores. Final Report expected at end of Q1 2025.

Metres of infrastructure replaced or repaired

Watermains	965m
Sanitary mains	705m
Storm mains	505m
Sidewalks	1,228m
Roads	3,418m
Bike lanes	840m
Trails	400m





Planning and Development

Who We Are

This group is responsible for the research, development and implementation of long-term planning policies in land use planning, economic development, and housing diversity, while administering the Town's components of the development application review and implementation processes.

What We Manage

- Municipal support for County delivery of *Planning Act* application services
- Site plan control
- Create and implement Subdivision, Condominium, and Site Plan Development Agreements
- Policy research to inform issues related to housing, the environment, and cultural heritage
- Economic development initiatives
- Tourism planning and operations

1 expression of interest to purchase a lot in Innovation Park



20 households receiving Town subsidy of Rent through Bruce County program

72 new resident welcome packages requested



15K

estimated visitors to the Port Elgin Farmers Market

36 retail businesses participated in Shop the Shores winter promotion



Division Highlights

What We Accomplished (100% Completed)



- ✓ **Community Toolkits Refresh**
Community Toolkits for downtown Port Elgin and Southampton were updated with input from the BIAs.
- ✓ **Destination Development Plan**
Collaborated with BIAs and business community on action items to promote Town as a destination for all four seasons.
- ✓ **Develop and Implement Urban Tree Canopy Plan**
The Urban Tree Canopy Plan was approved in principle by Council. The plan contains 22 recommendations to guide actions over the next decade.
- ✓ **Environmental Ad Hoc Committee**
Funding supported the Environmental Ad Hoc Committee in 2024.
- ✓ **FCM-ICLEI Partners for Climate Program**
Environment Ad Hoc Committee investigated the FCM-ICLEI Partners for Climate Program and reported to Council on the merits of and requirements for participating in the Program.
- ✓ **Municipal Housing Allowance Subsidy**
Subsidy was increased to \$150,000 in 2024.
- ✓ **Innovation Park Sales**
Developed and pursued leads to sell lots in the Innovation Park.
- ✓ **Support Business Improvement Areas**
Worked with BIA Coordinator on strategies, projects and campaigns related to downtown improvements and events.
- ✓ **Update Local Planning Service MoU with County**
Advanced MoU for Local Planning Service Delivery to County and Town Councils for Approval.
- ✓ **Zoning By-law Update**
Updated the Zoning By-Law provisions, including parking and landscape contractor businesses.

Carried Over

- **Cameron and Biener Parks Needs Assessment**
28% Completed
This work will be incorporated into Recreation Master Plan Update which is a Parks and Facilities Division Highlight for 2025.
- **Community Planning Permit System**
0% Completed
Identified as a Divisional Highlight for Planning and Development in 2025.
- **Nodes and Corridors Study and Design Guidelines**
0% Completed
This work will be incorporated into the Community Planning Permit System which is a Planning and Development Division Highlight for 2025.
- **Residential Greenfield Design Guidelines**
0% Completed
This work is identified as a Planning and Development Division Future Year Highlight for 2027.

Development Services *Capital Highlights*

What We Accomplished (100% Completed)



CCTV of Sanitary Sewer

Condition data collected using CCTV.



Replacement or Addition of Fleet Equipment

All equipment planned for 2024 has been purchased.

Carried Over



Bridge Projects

85% Completed

Repairs to Gowanlock and Scott Bridges are complete. The Moore Bridge Environmental Assessment background work is done and the Public Information Centre is planned for Q1 2025.



Eastwood Drive - Mill to River

40% Completed

This section is planned to start in Q1 2025.



Lehnen Street - Mill to Green

80% Completed

Sanitary forcemain, sanitary main, storm and watermain, and road sub-base are complete.



Mill Street - Eastwood to Lehnen

70% Completed

Sanitary forcemain and storm are completed. Road works is planned in early spring 2025.



Road Reconstruction

83% Completed

Most projects to be constructed in 2024 were on track or ahead of schedule except for four projects following the Cottage Streets design process. Design work is underway or complete for most projects planned in 2024 for construction in 2025.

Key Performance Indicators

Priority Area	Objective	Performance Measure(s)	2023	2024
Infrastructure Planning and Development	Ensure sufficient infrastructure is in place to service future growth	% of developments able to proceed due to sufficient infrastructure	100%	100%
Economic Development	Promote business growth and investment	# of developed land lots sold (e.g. Innovation Park)	0	1
	Build an entrepreneurial culture	# of business engagement activities (meetings plus calls)	189	299
	Extend the tourism season	Volume of offseason events (YoY)	TBD	60
		% of growth in overnight stays (YoY)	TBD	1%
Growth Management	Facilitate appropriate growth through the development approvals review process	% of the Town's site plan control segment timelines that meet or exceed Town requirements	100%	100%
	Support diversity of housing to meet community needs	Overall housing supply growth by housing type		
		• total units	621	295
		• single residential / semi-detached	76	63
		• townhouses / row houses	19	33
		• apartment / condominium	462	178
	Manage and track the Town's growth	# of building permits issued (YoY)	403	320
Compliance	Administer and enforce the Town By-laws	# of By-Law complaints	300	250
Asset Planning and Forecasting	Implement the Town's Asset Management Plan (AMP)	% of asset replacement (per year)	1%	2%
		\$ value of asset replacement (per year)	\$3M	\$6.7M
		% of asset class in good repair (currently core infrastructure and all assets once AMP is completed in July 2024)	72%	73%

Fire Services



Saugeen Shores Fire Services is responsible for protecting the people and property of the community by implementing the Ontario Fire Marshal's three pillars of fire prevention: public education, fire prevention and emergency response efforts.

- 1) Fire Services educates the public on fire prevention and emergency planning by delivering in-person and virtual education to residents, school children, retirement home and long-term care residents, community groups and visitors.
- 2) Fire Prevention staff ensure fire safety compliance to the Ontario Fire Code through education, inspections, and enforcement.
- 3) Fire and rescue services include attending to emergency responses defined in the Regulatory By-law for fire incidents, auto extrications, medical assistance, rescue and public hazard incidents within Saugeen Shores as well as with the service's mutual aid partners.



Major Initiatives

What We Accomplished (100% Completed)



- Saugeen Shores Mass Notification**
Implemented mass notification program using Rave Platform. All firefighters have been entered into platform, testing for Control Group members has been completed and monthly test program scheduled.
- Saugeen Shores Nuclear Response Plan**
Draft PNERP has been received and assessment of the draft has commenced. The updated Saugeen Shores Emergency Management Plan will be completed in Q1 2025.
- Fire Inspection Cost Recovery**
Fee changes and justifications submitted to finance. Awaiting Council consideration prior to implementation.
- Fire Services Master Plan**
A Fire Services Master Plan was completed using internal resources.
- Public Education and Fire Prevention By-law**
Council received an informational report specific to Public Education and Fire Prevention risks identified in the Community Risk Assessment.
- Fire Training Centre**
The area was prepared and delivery of unit is confirmed for January 2025.



41

households visited to spread the word about the new SAFE (Smoke Alarms For Everyone) program

70

events held on fire safety and emergency planning topics



1,830 hours

of training and 300 hours of truck checks



305

emergency response calls equaling 3,500 total hours

Fire Rescue

Who We Are

Fire Rescue provides services from two fire stations. The team responds to fire, auto extrication, medical assistance, rescue, and public hazard incidents within Saugeen Shores, as well as through mutual aid agreements with several neighbouring communities.

Fire Services educates the public on fire prevention and emergency planning by delivering in-person and virtual education to residents, school children, retirement home and long-term care residents, community groups and visitors.

The Division also supports the ongoing training of all volunteer firefighters to the National Fire Protection Association standard.

What We Manage

- Fire public education
- Fire prevention
- Fire and emergency response
- Firefighter training
- Fire station and fleet care and maintenance

Emergency Preparedness

Who We Are

The Emergency Management team oversees the development, implementation, and maintenance of the Community Emergency Management Plan for Saugeen Shores. This plan is facilitated by the Community Emergency Management Coordinator (Director of Fire Services and Fire Chief) as per provincial regulations. The Plan guides Town staff and leadership on how to help residents in the event of emergency. The Town coordinates an annual community emergency management drill with members of the emergency team.

What We Manage

- Emergency response and preparation planning
- Emergency plan training and implementation
- Emergency response communication
- Emergency planning public education

Division Highlights

What We Accomplished (100% Completed)

- ✓ **Fire Department Uniforms**
Uniform additions have been received and distributed to the firefighters and public educators.
- ✓ **Fireworks By-law**
Completed and passed by Council, By-law 105-2023.
- ✓ **Medical Delegated Authority**
Firefighters have completed St. Johns Ambulance Basic Life Support training.
- ✓ **Open Burn By-law**
By-law passed by Council.
- ✓ **South Bruce Peninsula Fire Service Agreement**
Agreement completed. 2024 was the first complete year.

Carried Over

- **Administrative Monetary Penalty System**
60% Completed
No update received from Province. The program will be presented to Council for consideration once received.

Capital Highlights

What We Accomplished (100% Completed)

- ✓ **Bunker Gear Replacement**
Bunker gear received and distributed to firefighters.
- ✓ **Hose Replacement**
Hose received and placed on trucks.
- ✓ **Recruit Program**
Recruits have been interviewed and offer letters sent/received. Recruit class begins in January 2025.
- ✓ **Peerless II Upgrades**
Boat modifications have been completed.
- ✓ **Replacement of Equipment - Pumper 62 & 65**
Maxi Sabre by Pierce was ordered from Commercial using Canoe per the procurement policy. Delivery is expected in May 2025.

Key Performance Indicators

Priority Area	Objective	Performance Measure(s)	2023	2024
Service Excellence	Ensure alignment of service levels to community needs highlighted by the Community Risk Assessment	Update Community Risk Assessment (bi-annually)	2	2
		Review and update Annual Report:		
		• Annual review of Emergency Management Plan	1	1
		• Annual review of regulatory By-law	1	1
	Administer and enforce inspection and compliance initiatives	% of residential Smoke Alarm / CO Alarm Compliance	75%	70%
Operational Effectiveness	Maintain efficient and effective operations	% repair/downtime of equipment (annual vs one-off items)	24 / 78	48 / 2136
	Ensure firefighter health and safety	# of H&S operational guidelines created or revised	10	22
Communications and Engagement	Manage call volume and competency requirement by analyzing frequency and type data	# of emergency response calls by type	255	305
	Increase public outreach to promote fire education initiatives and Community Emergency Planning Information	# of Public Education events and by type (e.g., education, community outreach, Community Engagement Plan (CEP) engagements, etc.)	30	70
	Engage in ongoing relationship-building with partners to support Council and community priorities	# of emergency response requests made by non-fire partner and by type	1	0
		# of mutual aid responses by municipalities per year and by type	3	2

Operations

The Operations Department, made up of the Public Works and Operations Divisions, is responsible for all critical municipal services that residents interact with daily. Those services include water, wastewater, stormwater, landfill, cemeteries, roads, and sidewalks, as well as winter control, traffic control, downtowns, waterfront and waste diversion and collection.



Major Initiatives

What We Accomplished (100% Completed)



Port Elgin Wastewater Treatment Plant Expansion

The consultant for the Class Environmental Assessment was hired following an RFP process in October 2024, and the work is in its very first stages.



Water Treatment Plant Expansion

The consultant was retained in August 2024. Work on the Class Environmental Assessment is ongoing.



OCWA Contract Negotiation

A five year contract has been executed with OCWA beginning January 1, 2025.



Safe to School Implementation Plan

All recommendations are completed except for those items included in 2025 construction.



Carried Over



Review and Update of Water and Wastewater Master Plan

25% Completed

The consultant has gathered the required information from the Town. Following completion of this study, in 2025 the consultant will begin work on the Water and Wastewater Financial plan, a requirement for the Town to renew its drinking water license.



Southampton Wastewater Treatment Plant Headworks Upgrade & Expansion

65% Completed

Staff continue to apply for funding via the Housing Enabling Water System Fund (HEWSF) and the Canadian Housing Infrastructure Fund (CHIF). Contractor prequalification ongoing.



Blue Box Transition Program Development

50% Completed

It is expected that BASWR has been successful in their bid to Circular Materials Ontario. The details will be reported to Council in 2025 as the recycling transition process is finalized.

Operations

Who We Are

This group provides water, wastewater, landfill, garbage, and recycling services as well as long-term waste management planning. They also oversee cemetery operations and maintenance, electrical, plumbing, and locator services.

What We Manage

- Drinking water supply and distribution
- Wastewater treatment and collection
- Landfill operation and long-term waste management planning
- Locates
- Electrical and plumbing services
- Cemetery operations and maintenance
- Streetlights and traffic control

Small Improvements, Big Benefits

The transition of landfill paperwork in 2024 shifted from traditional methods like paper copies and manual excel spreadsheets to more modern, digital systems. We can now pull documents when needed into different digital forms for waste tracking, reports, and financial spread sheets eliminating the need for paper records, and potential for human error.



Public Works

Who We Are

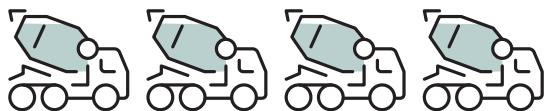
This group leads service delivery for existing infrastructure, including roads, watermains, stormwater management, and sanitary wastewater collection. The Division provides for the safety of the community through winter control and through the support of community assets like trails, downtowns and the waterfront.

What We Manage

- Road and sidewalk maintenance
- Winter control
- Culvert repairs and replacement
- Regulatory signage, including parking and traffic
- Arborist
- Water and sewer repairs
- Fleet and mechanics

190 linear metres of concrete sidewalk were reconstructed by Public Works. That equaled:

125 sidewalk panels	~40 cubic metres of concrete	4 truck loads of concrete
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Small Improvements, Big Benefits

Public Works has developed an on call “Quicknotes” Summary Reference Form for field use. The form condenses about ten current Standard Operating Procedures into one short form. This tool will be available to guide newer public works employees on basic procedures and information, for use on call. Topics covered include water leaks, sewer blockages, trees/branches, damage to private property, winter events and road closures, and flooding.

Division Highlights

What We Accomplished (100% Completed)



✓ **AVL Implementation**
The 2024/2025 Winter Season will be the first in which the winter control equipment (plows, sidewalk plows, and patrol vehicle) have AVL operational. The dataset will serve to ensure compliance with the provincial Minimum Maintenance Standards, ensure the health and safety of the public, and limit the Town's liability.

✓ **Road Patrol Software**
The road patrol software was implemented in early 2024, and a module of that software was used for the 2024 Pavement Condition Assessment, performed in May.

✓ **FoodCycler Program**
The food cycler program continued in 2024, with 275 units ordered for sale. Some inventory (less than 20%) carried into 2025.

✓ **Roads Pavement Condition Index**
The 2024 Pavement Condition Assessment was performed in May using a specialized module of the road patrol software which was implemented in early 2024.

✓ **Roads Signage Operating Increase**
This was an increase to an operating budget line item due to inflation and increased requirements.

✓ **Roads Tree Maintenance Operating Increase**
This was an increase to an operating budget line item due to inflation and increased requirements.

✓ **Roads Line Painting Operating Increase**
This was an increase to an operating budget line item due to inflation and increased requirements.

Carried Over

● **Tree Inventory and GIS Update**
0% Completed
The project start is delayed due to resource requirements and is anticipated to be completed in 2025.

Capital Highlights

What We Accomplished (100% Completed)



✓ **Southampton Cemetery - Columbarium Installation**
The 64 Niche Columbarium was installed in September of 2024.

✓ **Sidewalk Rehabilitation/Replacement - Annual Program**
The carry forward work from 2023 was completed in September of 2024.

✓ **Water Plant - High Lift Pump Replacement**
The new High Lift Pump #4 was installed in July. The pump was officially commissioned and put into service in August of 2024.

✓ **Wastewater Treatment Plant - Port Elgin Minor Capital Annual Program**
Pump and PLC components were installed and commissioned in June of 2024.

✓ **Wastewater Treatment Plant Capital - Southampton Minor Capital Program**
The pump rebuilds were completed in Q3 of 2024.

✓ **Water Treatment Plant SCADA Upgrades**
The installation of communications fiber was completed in June. System integrator completed the integration of the new equipment in July 2024.

✓ **Landfill Expansion**
This is a multi-year project. Terms of Reference have been approved by council for final approval by Ministry of Environment Conservation and Parks (MECP).

✓ **Port Elgin Harbour St Pump Station Generator and Electrical Upgrades**
Design will be completed in Q1 of 2025. Construction to be completed by end of Q3 2025.

✓ **Port Elgin Wastewater Treatment Plant Stepscreen Replacement**
The existing stepscreen has been in-operable. Removal, replacement and commissioning of the new step screen was completed in December.

✓ **Southampton Pioneer Cemetery Remediate and Preservation**
The planning has been completed and presented to council. Site work is anticipated to begin in 2025.

✓ **Replacement of Equipment - 18C Plow Truck**
18C Plow Truck replaced.

✓ **Replacement of Equipment - 32D Trackless Sidewalk Plow**
32D Trackless Sidewalk Plow replaced.

✓ **Replacement of Equipment - 43D Backhoe**
43D Backhoe replaced.

✓ **Replacement of Equipment - 12D Compactor**
12D Compactor replaced.



Water Treatment Plant Minor Capital Program

90% Completed

New compressors are being shipped in January. Installation will be completed in February of 2025.

Port Elgin Reservoir Generator and Electrical Upgrades

0% Completed

Project paused until the new Water/Wastewater Master plan is completed (Q1 2025).

Port Elgin Wastewater Headworks Building Air Quality Control and HVAC System Replacement

30% Completed

The final design and tender will be completed in Q1 of 2025. Installation of the new HVAC Scrubbing system to be completed late in Q3 2025.

Port Elgin Wastewater Treatment Plant Blower Upgrades

80% Completed

Installation is currently underway. The project is anticipated to be completed by the end of January 2025.

Southampton Low Lift Pump Station Generator Replacement

10% Completed

Design will be completed in Q1 of 2025. Construction to be completed by end of Q3 2025.

Southampton Pump Station #1 Upgrades

10% Completed

Further flow testing on the sanitary forcemain will be conducted in January 2025. Outcomes from this will give the consultants a clearer picture for scope of work.

Key Performance Indicators

Priority Area	Objective	Performance Measure(s)	2023	2024
Service Demand Management	Manage demand for winter control including new development, service level changes and expectations	Citizen satisfaction with Town's winter control level of service (YoY)	NA	TBD
		Locate compliance (YoY)	94%	96%
	Ensure beautification and cleanliness of public assets and spaces, including downtown and waterfront	Citizen satisfaction with Town's beautification activities (YoY)	NA	94.6%
Sustainable Development and Planning	Support long-term water and wastewater sustainability and capacity	Maximum daily flow of water plant, annual average daily flow of wastewater plants (YoY)	WTP 64% PEWW 45% SOWW 70%	WTP 58% PEWW 45% SOWW 66%
	Support waste reduction and diversion in the Town	Annual waste diversion (YoY)	50.7%	TBD
	Maintain efficient and effective operations and management of the Cemetery lands and services	Cemetery interment data and trends (YoY)	Sales: 120 Burials: 107	Sales: 158 Burials: 97
Infrastructure Asset Maintenance	Ensure ongoing maintenance of municipal roads and sidewalks	Percentage of paved roads in fair to good rating through pavement condition assessment (YoY)	77% (2019 PCI)	98% (Spring '24)
	Address State of Good Repair projects	Completion of backlog of capital projects (YoY)	50%	58%
	Integration of technology for inspections, work orders, tracking and reporting	Percentage of sidewalks in fair to excellent rating through inspection (YoY)	88%	91% (Spring '24)



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