



● Draft 
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## CAO PLAN

### (CAO) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
0% 0 / 100% -	<b>A.W.C Engagement Campaign</b>	Year 2 - The Aquatic and Wellness Centre (AWC) Community Engagement Campaign is aimed at securing funding of \$3 M to support the construction costs of the new facility.	Progress: Final stages advancing with a target to close out in Q3.	\$0	Campaign Complete
25% 25 / 100% 25% ahead	<b>Town Participation - Nuclear New Build</b>	Capacity funding required to participate in the Impact Assessment for a new nuclear build. Municipal Socio-Economic Impact Review includes Workforce / Population Projections; Infrastructure / Service Review; and Integration into IA process.	Progress: Position filled January 6th to support municipal capacity. Funded by Bruce Power. Update Report to Council March 24th, 2025.	\$0	Council Report
35% 35 / 100% 35% ahead	<b>Legal Services - Lease Agreement Standardization</b>	The development of standard Municipal Lease Agreements and staff training to implement. This will improve the Town's execution of leases for all Departments.	Progress: Preliminary research near completion. The draft standard with a checklist is underway.	\$0	Council Report
100% 100 / 100% -	<b>Community Economic Development Initiative (C.E.D.I.)</b>	Continued work with SFN to advance relationship building and drive economic development. 2025 will see the implementation of joint Economic Development actions. Funding will support a shared resource to advance this work.	Progress: CEDI Initiative complete as of January 31, 2025 with the signing of the Friendship Accord between TOSS and SFN. Next steps is to move to implementation of the three priority areas for collaboration.	\$35k	Actions Implemented
100% 100 / 100% -	<b>Legal Services - Land Acquisition (North Of River)</b>	Initiated in 2024, this work is focused on identifying land for acquisition to expand parkland and other opportunities north of the Saugeen River.	Progress: A report was taken to Council at the end of 2024 to close this out.	\$3k	Council Report

Progress	Capital Highlights	Description	Update	Budget	Outcome
25% 25 / 100% 25% ahead	Council Governance	Ahead of the 2026 election, working with Council to frame Governance approaches that provide clarity, promote functionality and lead to confident decision making.	Progress: Report delivered to Council February 10, 2025 to start the process and discussion.	\$0	Council Report
33% 2 / 6 Task(s) 2 Task(s) ahead	SON Land Claim Park Development (2022)	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: Amending agreement coming to Council April 2025.	\$50k	Installation Complete
43% 3 / 7 Task(s) -	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: Attendance at ROMA saw 3 delegations including the Ministries of Infrastructure, and Sport.	\$0	10 Meetings Conducted



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## COMMUNITY SERVICES PLAN

### (COMM) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
75% 75 / 100% 75% ahead	<b>A.W.C. Activation Plan Implementation (2024)</b>	The approved Activation Plan provided a pathway to develop an operating and management program for the A.W.C.	Progress: Public community engagement completed in Q1 with partner engagement continuing in Q2. Outcomes from engagement will inform the program schedule and final Operating and Management Plan that will be presented to Council.	\$0	Program Developed
25% 25 / 100% 25% ahead	<b>Aquatic And Wellness Centre Construction</b>	This is a multi-year \$49.9M project that will be complete in 2025. Funded by \$42M in debt with the residual funded from the Legacy Reserve.	Progress: Staff and Council moved back into the newly renovated office and Council Chamber early 2025. Many positive comments have been received regarding the new layout and appearance of this component of construction. Work is currently progressing well at the AWC site with no expected project delays at this point. With all disciplines of construction being tendered, all indications are that the project will be completed on budget.	0	Construction Complete
75% 75 / 100% 5% behind	<b>North Shore Park Construction (2023)</b>	Construction of Phase 1 of the approved Master Plan. Phase 1 budget approved at \$1M.	Progress: Phase 1 construction is soon to be underway and is scheduled for completion by the end of Q2. The playground installation has been awarded as a separate contract and will be installed as the final step of the overall project. Updates are being provided on Engage Saugeen Shores as project progress continues. The harbour entrance relocation is complete, with asphalt paving set to be finalized in early May.	\$0	Construction Complete

Progress	Capital Highlights	Description	Update	Budget	Outcome
25% 25 / 100% -	Helliwell Park Phase 1 Construction	Construction of Phase 1 of the approved Master Plan.	<b>Progress:</b> Detailed design contract has been awarded, construction tender to be issued in Q2, with construction scheduled for Q3 and Q4. Project will include 2 new full sized soccer fields.	\$500k	Construction Complete
30% 30 / 100% 30% ahead	Jubilee Park Phase 1 Construction	Construction of Phase 1 of the approved Master Plan.	<b>Progress:</b> Phase 1 design is 90% complete, tender to be issued early Q2 for completion in Q3. Project to include new pavilion adjacent splashpad, new pavilion behind Chantry Seniors Centre, multi-use court, asphalt pathways, improved landscaping and tree planting.	\$500k	Construction Complete
35% 35 / 100% 35% ahead	Southampton Cenotaph Rejuvenation (2024)	Upgrades and repairs to the Cairn and Cross will occur. If a unified recommendation is agreed upon prior to June 2025, the rejuvenation project may advance as part of High Street reconstruction.	<b>Progress:</b> The recommendations from the Cenotaph ad hoc Committee will be presented to Council for consideration on April 14.	\$250k	Construction Complete
50% 50 / 100% 50% ahead	Aquatic And Wellness Centre Transition Plan (2024)	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.	<b>Progress:</b> Recruitment continues for AWC staff as outlined in the approved Transition Plan. All full-time Coordinator positions are anticipated to be filled in Q2. Recruitment for part-time positions is scheduled for in Q3.	\$-496.5k	staff Hired
20% 20 / 100% 20% ahead	Tourist Camp Strategic Assessment (2024)	Evaluate the overall business case for the operation of the Port Elgin and Southampton Tourist Camps.	<b>Progress:</b> The Request for Proposal is being prepared and will be issued in early Q2.	\$35k	Assessment Complete



**6**  
GOALS

**10%**  
GOAL COMPLETION

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## OPERATIONS PLAN

### (OP) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
0% 0 / 100 -	1. Major Initiatives (2025)		No value	No value	No value
10% 10 / 100% 10% ahead	→ Blue Box Transition (2024)	Subject to BASWRA being successful in their contract bid with Circular Materials Ontario. Ineligible sources is a key issue to be resolved.	Progress: Town staff are supporting BASWRA to complete the non-eligible list of customers for the Town. BASWRA is planning to bring a delegation to Council May 12. 03/13/2025	\$0	Transition Implemented
5% 5 / 100% 5% ahead	→ Water Treatment Plant Expansion	This is a multiyear project. Expansion of Water Treatment Plant to accommodate growth. Preliminary budget numbers will be quantified once Class EA is complete.	Progress: Consultant technical review of the existing treatment plant is underway. 03/13/2025	\$5m	Class EA at end of Phase 2
5% 5 / 100% 5% ahead	→ Southampton Wastewater Treatment Plant Headworks Upgrade And Expansion	This is a multiyear project. Southampton Wastewater Treatment Plant, Headworks Upgrade / Expansion. Cost increase of \$2M vs 2024 budget.	Progress: The pre-selection process for a General Contractor (GC) is currently underway with a good number of potential candidates. 03/13/2025	\$6.5m	\$4 M Construction by Dec 31
25% 25 / 100% 25% ahead	→ Water And Wastewater Master Plan (2024)	The Master Plan will be updated to reflect recent growth projections. This will include an update of the Financial Plan and Rate Study. Will be updated every three years.	Progress: Notice of Commencement was issued on March 4, 2025. 03/13/2025	\$0.02	Plan Complete
5% 5 / 100% 5% ahead	→ Port Elgin Wastewater Treatment Plant Expansion	This is a multiyear project. A Class EA is required to plan the WWTP expansion based on growth. Preliminary budget numbers will be quantified once Class EA is complete.	Progress: Notice of Commencement has been posted on March 7 by the consulting engineer. 03/13/2025	\$300k	Class Ea Underway

Progress	Capital Highlights	Description	Update	Budget	Outcome
10% 10 / 100% 10% ahead	↳ Landfill Optimization	This is a multiyear project. The expansion is required to support the growth of the community. Future EA work will determine actual construction cost.	Progress: Council approved the Terms of Reference (TOR) at its March 10th meeting. The notice of submission for the Landfill EA will be made public on April 1st, with the official start date as April 4th. <i>03/13/2025</i>	\$150k	Ea Started

**3**  
GOALS

**39%**  
GOAL COMPLETION

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## CORPORATE SERVICES PLAN

### (CORP) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
0% 0 / 100 -	1. Major Initiatives (2025)		No value	No value	No value
50% 50 / 100% 50% ahead	→ Taxicab / Rideshare Licensing Review	Review legislative requirements and County wide approach to licensing regime. Engagement with licencees, current and potential. Work with area Clerks to coordinate.	Progress: Staff connecting with local municipalities. 03/26/2025	\$0	Adopt By-Law
0% 0 / 100% -	→ Financial Platform - Capital	Preliminary 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. Will also impact operating budget by \$100K annually starting in 2026.	Progress: On hold while staff recover from the impact of the backlog from staffing shortages 04/09/2025	\$0	RFP Completed
67% 66.67 / 100% 67% ahead	→ Implementation Ward Boundary/Council Composition Direction	Following 2024 direction from Council implement a Ward Boundary and Council Composition review. Funds added for minimal communications and engagement support.	Progress: Report on the Public Engagement by end of Q2. 03/25/2025	\$3k	Council Direction Implemented



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## DEVELOPMENT SERVICES PLAN

### (DS) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
31% 30.83 / 100 31% ahead	1. Major Initiatives 2025	No value		No value	No value
60% 60 / 100% 60% ahead	→ Cultural Heritage Official Plan (2024)	Apply relevant Cultural Heritage Master Plan recommendations to the Cultural Heritage policies of the Official Plan.	Progress: A draft amendment has been prepared and will be advanced should the Cultural Heritage Master Plan be adopted. 03/20/2025	\$0	Amendment Adopted
25% 25 / 100% 25% ahead	→ Port Elgin Waterfront Detailed Landscape And Engineering Design (2023)	Build on existing Waterfront Master Plan Conceptual Design to develop a detailed design for the Port Elgin waterfront.	Progress: The Request for Proposals is under internal review to be released in Q2. 03/24/2025	\$0	Conceptual Design
25% 25 / 100% 25% ahead	→ High Street Downtown Southampton (2024)	Multi year project with phased reconstruction 2025 through 2026. Phase 1 in 2025 from Victoria St to Grosvenor Street. Phase 2 in 2026 from Grosvenor Street to Flag including Cenotaph revitalization.	Progress: The engineering design was completed on time last year. The contract for sanitary lining has been awarded, and tender bids for construction were received on March 25, 2025. 03/24/2025	\$2.8m	Phase Complete
0% 0 / 100% -	→ Natural Heritage Official Plan Update	Consulting fees to develop revised Official Plan policies and maps.	Progress: Awaiting adoption of the new County Official Plan, anticipated in Q2. 03/21/2025	\$90k	Amendment Adopted
0% 0 / 100% -	→ Municipal Housing Allowance Subsidy	Subsidy in 2024 was \$150,000 and was tax-supported. A \$225,000 subsidy is proposed in 2025 and will remain at \$225,000 going forward.	Progress: Plan is to prepare and finalize an updated agreement in Q2. 03/17/2025	\$75k	Fund Transfer



Progress	Capital Highlights	Description	Update	Budget	Outcome
<b>63%</b> <b>62.5 / 100%</b> 29% ahead	→ <b>Campaign To Support Downtown Southampton</b>	Work with Southampton BIA to support businesses during High Street reconstruction and post-construction recovery.	<b>Progress:</b> Campaign prepared in coordination with BIA and launching in Q2 at least 4 weeks in advance of construction commencing. <i>03/20/2025</i>	\$10k	Campaign Executed
<b>0%</b> <b>0 / 100%</b> -	→ <b>Environmental Ad Hoc Committee Recommendations Follow Up</b>	Pending Council approval of recommendations, analyze resource needs and prepare implementation workplan, including potential for establishing a standing Environmental Committee and Climate Change partnership opportunities.	<b>Progress:</b> Plan is to start this work in Q2. <i>03/17/2025</i>	\$10k	Recommendations Advanced
<b>25%</b> <b>25 / 100%</b> 25% ahead	→ <b>Surplus Town Land Assets</b>	Multi-year program of activities including studies, surveys, appraisals, legal reviews, proposal evaluation, negotiations, asset inventory updates and Council reporting.	<b>Progress:</b> Completed the MoU with Habitat for Humanity and Wilson Developments for townhouse project. Two parcels continue to be up for sale on MLS. RFP process for Bluewater lands will start in Q2. <i>03/24/2025</i>	\$20k	Assets Repurposed
<b>80%</b> <b>80 / 100</b> 6% behind	→ <b>Cultural Heritage Master Plan (2023)</b>	Long term strategy to identify, protect and where appropriate promote the Town's cultural heritage resources and assets.	<b>Progress:</b> Final Draft is being reviewed following input from Council. Present to Council in Q2 <i>03/20/2025</i>	0	Plan Approved.

3  
GOALS

85%  
GOAL COMPLETION

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## FIRE SERVICES PLAN

### (FS) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
95% 95 / 100% 95% ahead	<b>Saugeen Shores Nuclear Response Plan (2024)</b>	Revise Saugeen Shores Nuclear Response Plan and present to Emergency Control Group.	Progress: Draft Nuclear response received from Province. Very little change to the present plan. Awaiting official version for final review and implementation.	\$0	Plan Complete
60% 60 / 100% 60% ahead	<b>Administrative Compliance System (2024)</b>	Use Council approved framework to implement a system for Fire-related compliance issues.	Progress: The solicitor general has delayed Fire-specific AMPS legislation. We will introduce a trial process after consulting Municipal staff and use the Municipal Act to drive a process for Council's consideration why building on work completed in the 2024 business plan.	\$0	Phase 1 Implemented
100% 100 / 100% -	<b>Fire Inspection Cost Recovery</b>	Cost recovery for multiple visits for fire inspections. Implemented through fees and charges bylaw change. Increase to existing \$5K budget.	Progress: Fees and charges bylaw complete with changes specific to fire-related charges.	\$-5k	Council Report