

# Staff Report

Presented By: Kara Van Myall, Chief Administrative Officer

Meeting Date: July 7, 2025

Subject: 2025 Major Initiatives, Division and Capital Highlights Quarter 2 Update

Attachment(s): Major Initiatives Quarter 2  
Division Highlights Quarter 2  
Capital Highlights Quarter 2

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## **Recommendation**

That Council receive the 2025 Major Initiatives, Division and Capital Highlights Quarter 2 Update report for information.

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## **Report Summary**

The Major Initiatives, Division and Capital Highlights from the annual Business Plan are reported every quarter to update Council and the public on the progress of the annual activities related to the Saugeen Shores Strategic Plan. This report includes the updates for Quarter 2, 2025 and details the 44 Major Initiatives as well as 90 Division Highlights and 42 Capital Highlights. The progress completion is also included as a live feed on the Town website. There are no significant issues being flagged with completing the work program as outlined.

## **Background/Analysis**

This report includes the reporting for Quarter 2 (Q2) of 2025 and outlines the details of the 44 Major Initiatives as well as 90 Division Highlights and 42 Capital Highlights. Links are included on the Town [website](#) for the public to see in real time what the Town is doing and where the work is trending on each component of the [2025 Business Plan](#). Overall, the Major Initiatives are trending at 49% completion, which is on schedule for the end of Quarter 2. Division Highlights are tracking at 48%, which is on schedule, and Capital Highlights are at 57% completion, again on schedule for Q2.

### Live Feed links:

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

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

In 2025, there have been eleven additions added to the Business Plan. Staff have identified these additions below and added them to the respective section of the Business Plan in order to update Council and create transparency on the initiatives underway.

1. Office of the CAO - Universal Closure Policy (*New*)
2. Office of the CAO - Strong Mayor Powers; Letter to the Ministry (*New*) - *Complete*
3. Office of the CAO - Public Conduct Policy (*New*)
4. Office of the CAO - Workplace Violence & Harassment Policy (*New*)
5. Office of the CAO - Blue Box Transition - Legal (*New*)
6. Operations - Saugeen First Nation Water Supply Agreement Renewal (*New*)
7. Operations - Bruce County Roads Authority Review (2025-2026)
8. Community Services - Splash City Fun Park (*New*) - *Complete*
9. Corporate Services - Strong Mayor Powers - Implementation (*New*)
10. Corporate Services - CRA Audit (*New*)
11. Corporate Services - Cenotaph Ad Hoc Committee Recommendation (*New*) – *Complete*

### **CAO Office**

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| Major Initiatives Completion Rate Q2   | 55% |
| Division Highlights Completion Rate Q2 | 30% |
| Capital Highlights Completion Rate Q2  | 50% |

### **Engage Saugeen Shores**

The Engage Saugeen Shores platform continues to gain traction and is becoming the place residents come to for information on key Town projects. As of June 3, the YTD numbers are 11,714 total visits, 242 contributions. There are 885 members, which has increased 115 since the Q1 report.

### **Municipal Healthcare Administration Review (MHAR)**

The MHAR, led by Optimus SBR, has completed Phase 1 – Current State Documentation. This phase included a look into the Town's involvement in physician recruitment, maintenance of three condominiums and two medical buildings, and participation in the partnership funded by Bruce Power with the Municipality of Kincardine. Best practices were reviewed, and interviews with key informants were conducted. A draft report of the current state will follow, partially informing next steps and lead into Phase 2 - Operational Evaluation – Medical Facilities and Condominiums Administration, Maintenance, and Operation.

### **IUOE Collective Agreement**

The Collective Agreement between the Corporation of the Town of Saugeen Shores and the International Union of Operating Engineers Local 793 ("the Union") expired on December 31, 2024. A new agreement was successfully negotiated, ratified, and approved in May 2025. Human Resources and the Union have been collaborating to effectively communicate and implement the changes.

### Seasonal Recruitment

During the second quarter, 48 seasonal staff members were recruited to support spring and summer operations. Of these new recruits, 38 are students. On May 5, 2025, Human Resources and Community Services conducted an orientation for the new hires. The session included an introduction to the Town, an overview of key policies and initiatives, as well as fire extinguisher training.

### Staff Ambassador Group

The Staff Ambassador Group has relaunched in the second quarter. The Staff Ambassadors are employees from various departments, both union and non-union, committed to fostering a respectful, effective, and engaged workplace. As part of this initiative, the group is introducing a new bi-monthly newsletter called SCORE. Each issue of SCORE will highlight employees who demonstrate one or more of TEAM Saugeen's core beliefs.

### Community Services

|                                   |     |
|-----------------------------------|-----|
| Major Initiatives Completion Q2   | 49% |
| Division Highlights Completion Q2 | 49% |
| Capital Highlights Completion Q2  | 60% |

### Aquatic and Wellness Centre

Construction of the AWC is continuing on schedule and all indications suggest that the project will be completed on budget. Crews are actively working on HVAC equipment installation, electrical rough-ins, drywall installation and taping, window installation, interior painting, spray foam insulation, siding, and glass installation. The 8-lane Lap Pool and Leisure Pool has been formed and poured and will have a water test completed within the next few weeks to ensure there are no leaks prior to the pool being tiled. The contract for the fitness equipment has been awarded. Staff are currently working with the successful proponent to advance the finalization of the order and logistics. The equipment will be delivered and installed prior to the opening of the AWC.

### AWC Staffing Transition and Activation Plan Update

Recruitment and hiring continues for the AWC team as outlined in the approved Transition Plan. The development of the supervisory team, followed by the hiring of the coordinator positions continues to bring the AWC vision to reality. Behind the scenes staff are configuring membership software and integrations, understanding operating systems, researching equipment, developing programming, and building the staff team that brings the planning to life. The AWC Operations and Management Plan was approved by Council on June 23, 2025.

### Lamont Sports Park

Phase 1 diamonds and accessible playground continue to be busy 7 days/nights a week. As patrons enjoy the existing amenities of the park, work to advance further elements are well underway. The minor ball storage shed and batting cages are complete, the contract to construct the pavilion has been awarded, the contract administration for design and construction for the washroom building has been awarded, WiFi installation and related equipment is nearing completion, and it is anticipated that play on the Phase 2 diamonds will occur this season.

### Kids Bike Night

The Recreation Division hosted Kids Bike Night from 5:00 p.m. – 7:00 p.m. at Nodwell Park on June 17<sup>th</sup>, in Port Elgin. Over 100 kids and their families participated in bike-themed activity stations, and bike races throughout the evening. The Saugeen Shores Rotary Club hosted the food for the event, and Rad Adventures provided mountain bike ramps for young riders to try. Thanks to Reese Ellsworth, this year's student Cycling Coordinator/Trails Specialist for leading the event coordination.

### Southampton Coliseum Facility Updates

There have been several updates to the Southampton Coliseum including general painting, accessible upgrades to the family washroom, new dressing room and facility doors, dressing room and washroom signage to improve wayfinding, cedar benches in the spectator area and an ATM to support events year-round, particularly during the off-season.

### Life Jacket Loaner Program and Beach Accessible Wheelchair Program

The Life Jacket Loaner Program has resumed as of the May long weekend at the Port Elgin Main Beach. Life jackets are available to the public at no charge to borrow and use while they are out on the water. Adult and child life jackets are available for use. An ongoing inspection program is in place with the Aquatic Staff.

The second year of the Beach Accessible Wheelchair Program has begun. One wheelchair is located at the Port Elgin Main Beach and one at the Long Dock in Southampton. There is no cost to the user and can be booked through an online app.

### Operations

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| Major Initiatives Completion Q2   | 30% |
| Division Highlights Completion Q2 | 47% |
| Capital Highlights Completion Q2  | 41% |

Major Initiatives are currently tracking low for a number of reasons; the following is a general summary:

The two Waste Management Major Initiatives are the Blue Box Transition and the Landfill Optimization. In the case of the Blue Box Transition, the fate of ineligible sources requires BASWR and Consulting Engineer input to finalize options for Council's consideration, and there are also considerations related to the BASWR foundational agreement. In the case of the Landfill Optimization study, the Ministry of Environment, Conservation and Parks (MECP) has provided an extension of 60 days to the review period to Saugeen Ojibway Nation, to review the Terms of Reference and to provide comments.

The Water and Wastewater Master Plan, and the Water Treatment Plant and Port Elgin Wastewater Treatment Plant Upgrade projects are being coordinated between two different consulting engineering firms. There has been substantial time spent on back-and-forth discussions to establish a consensus on accurate forecasting of the community growth rates, and forecasted water and wastewater Equivalent Household Unit flow rates. Additionally, OCWA's recent fire flow testing has been incorporated into the model, to update it. The primary downside risk of poor forecasting would be an outcome where the Town is building

infrastructure with limited capacity, and/or building it too late in the multi-year plan to accommodate future development.

### Water/Wastewater Master Plan

The intent is to determine the best long-term state of the water and wastewater systems (Water Treatment/Distribution and Storage, and Wastewater Treatment/Collection). It is important to accommodate the growth that is expected in future decades. The consultant has completed the assessment of treatment capacity for water and wastewater, and this information has been shared with the consulting engineer who is performing the Southampton WWTP Upgrades, the Port Elgin WWTP Upgrade EA, and the Water Treatment Upgrade EA. A Public Information Centre (PIC) is planned for July.

### Water Treatment Plant Expansion Class Environmental Assessment

The Southampton Water Treatment Plant is the Town's only source of drinking water. The capacity of the plant must be increased to plan for future municipal growth. The consultant has completed Technical Memorandums regarding the plant Capacity Assessment which are being revised after staff review. Notice of Commencement was posted on June 3rd. The Environmental Assessment (EA) process is well underway and is being coordinated with the Water/Wastewater Master Plan.

### Southampton Wastewater Treatment Plant Upgrade

This plant upgrade will improve the headworks pretreatment, provide flow equalization, and will result in a capacity increase of approximately 20%. This work is necessary to accommodate medium-term growth in the Southampton Urban Area. The Town has applied for funding under the Canadian Housing Infrastructure Fund. No information regarding grant success has yet been received.

### Port Elgin Wastewater Treatment Plant Expansion EA

Similarly to the Water Treatment Plant expansion project, but at an earlier stage, the Master Plan study will inform this project, due to the importance of proper growth forecasting, and proper estimation of required future capacity.

### Blue Box Transition

Staff are currently working with the consultant to gather costing and options available for ineligible sources. Once options are developed it will go before Council for consideration. Staff are continuing to coordinate with the County's Waste Management Sub-Committee.

### Landfill Optimization

This project is a necessary part of Saugeen Shores' future plans for waste management. Staff continue to work on diversion improvement to extend current landfill life. A 60-day extension was given to Saugeen Ojibway Nation (SON) by the Ministry of Environment, Conservation, and Parks (MECP) for the Terms Of Reference (TOR) review.

### Port Elgin WWTP Capital Highlights Summary

The Port Elgin Stepscreen Replacement project, and the Blower Upgrade project, are both complete, and the Odour Control project tender has closed. A kickoff construction meeting was held on June 18.

### SFN Water Supply Agreement (NEW)

The SFN Water Supply Agreement was originally executed in May 2006 for 20 years and expires on May 30, 2026. A renewed agreement is intended to be negotiated and executed prior to that date. Recognizing that time frames may be long for negotiations and approvals, staff have begun to discuss the agreement with SFN staff and have begun to work on the framework of a new draft agreement. A negotiation mandate report will be brought to Council in Q3 2025.

### Bruce County Roads Authority Review (NEW)

The Town is participating in the Bruce County Roads Authority Assessment Study. The process will continue into 2026 and be completed in Q3 2026. Staff committee membership has been identified but no meetings have occurred.

### **Corporate Services**

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| Major Initiatives Completion Rate Q2   | 29% |
| Division Highlights Completion Rate Q2 | 48% |
| Capital Highlights Completion Rate Q2  | 40% |

### Lamont Sports Park Wi-Fi

Wi-Fi was live at the phase 1 diamonds ahead of the June 14 tournament.

### M365 Enterprise

Licensing has been activated for staff with new features being reviewed with the vendor in late June for rollout in July and August.

### Hardware Lifecycle-Server

RFQ released for the hardware purchase in June with subsequent purchase and deployment in Q3 as planned.

### E-Billing and Pre-Authorized Payment Campaign

Promotional material has been included in the last mailing and staff are reviewing response rates.

### Development Charges Background Study

The study has been kicked off with a workplan developed to have the study approved by the second quarter of 2026.

### 2026-2034 Business Plan

Staff actively engaged in developing the new business plan. Finance and Clerks divisions reviewed the impacts of Strong Mayor Powers and developed a plan to progress the business plan on a timeline comparable to past years.

### Future Infrastructure Special Levy Reporting

A draft insert developed for review with Council. The final version of the insert will be included in the July tax mailing.

### Strong Mayor Powers

The unexpected introduction of Strong Mayor Powers on May 1, 2025 resulted in shifting priorities for the Clerk's Division, with support from the Mayor, Office of the CAO, and Corporate Services Department. Implementation of this new legislation resulted in creating new processes, the development of public facing documents, and contemplation of impacts and amendments to existing governance documents such as the Procedural By-law and Delegation of Authority Policy, among others.

### New Hires

The Clerk's Division welcomed their first Heritage Summer Student who will focus on updates and improvements to the heritage tours, and heritage property research and templates. This position is helping to advance the workplan of the Municipal Heritage Committee and improve heritage tourism for Saugeen Shores. The recruitment of the Legislative and Council Coordinator is well underway and nearly complete.

### **Development Services**

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| Major Initiatives Completion Rate Q2   | 55% |
| Division Highlights Completion Rate Q2 | 49% |
| Capital Highlights Completion Rate Q2  | 69% |

### Building Activity

As of the end of May, 86 permits have been issued, including permits for 51 residential units. The team is supporting the building sector in the transition to new building code requirements with updated forms and guidance.

### Enforcement Activity

Recruitment of the Student By-law Enforcement positions is nearly complete.

### Land Asset Management Activity

In Q2, highlights included that: one encroachment agreement was approved; one residential lot was sold; and a limited services agreement for access was established. There were two new inquiries from adjacent landowners about purchasing Town land and one new encroachment inquiry.

### Grant Awards

The Town was awarded a total of \$4.35M of MTO Connecting Links funding, consisting of \$3M for Asphalt Resurfacing of Highway 21 from South Street to Craig Street and \$1.35M for Intersection Improvements at Highway 21 and Turner Street.

## **Fire Services**

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| Major Initiatives Completion Rate Q2   | 85% |
| Division Highlights Completion Rate Q2 | 97% |
| Capital Highlights Completion Rate Q2  | 72% |

### **Nuclear Emergency Response Plan**

The Business Plan of 2024 and 2025 included the update of the Saugeen Shores Nuclear Emergency response plan based on an update to the Provincial Nuclear Emergency Response Plan (PNERP). As the PNERP has yet to be released, an update will be created and presented to Council for information and the Emergency Control Group for training integration. The report is scheduled for presentation to Council in Q3 2025.

### **Administrative Compliance System**

A meeting with Bylaw enforcement to a pilot focus area for the Administrative Compliance System kickoff has occurred. A draft policy framework has been created, and discussions have occurred to define the process. A staff report to Council for consideration and direction has been scheduled for Q3 2025 prior to presenting the program on for final consideration.

### **Fire Record Management System**

Numerous cloud-based Fire Specific Record Management Systems (RMS) have been researched. The procurement process has begun using the collaborative procurement service (Canoe) and are awaiting the costs in a formal presentation. A report for Council's consideration is scheduled for Q3 2025 where savings realized through the awarding of the new dispatch agreement will be used to offset the costs related to the new RMS.

### **Public Education Division Expansion**

The 2025 Business Plan saw Council's approval to expand the public education division by approximately 8 members equalling an increase of \$30,000 in operational funding. The recruitment and selection process has been completed with conditional offers and training to be completed by July 1, 2025. This new group will assist the current division members in Fire and Life Safety and Emergency Planning initiatives.

### **SCBA Replacement**

A committee of Firefighters and Officers received technical presentations from the 3 major SCBA providers on June 14 and 15 followed by physical assessments on June 16 to make recommendations on the preferred SCBA to be purchased. The procurement process will then be advanced using the collaborative procurement service (Canoe) to supply a quotation. This will be assessed against the budgeted amount for fiscal responsibility.

### **"Zodiac" – Rescue Boat Replacement**

A committee of firefighters has made recommendations on technical specifications for a replacement inflatable, rigid hulled boat. These technical specifications have been inserted in a request for quote which was issued June 16 and closed on July 2. It is expected that the fire department will receive the new vessel no later than September 1 with training commencing shortly after. The boat is expected to be safer in both design and capacity over what is presently in service.



### Replacement of Equipment – Pumper 6-2 and Tanker 6-5

A pumper was sourced at the Ontario Association of Fire Chiefs Conference and Convention in May 2024. The truck is due to be delivered July 2025. The equipment required for the truck has been sourced. The Port Elgin Station has been training on the aerial in anticipation of its relocation to Port Elgin from Southampton. This process has allowed for the aerial replacement to be pushed out 5 years and is now scheduled for replacement in 25 years.

## Police Services

### Recruitment and Training

Recruitment and training has been the largest focus over this past quarter. The Saugeen Shores Police Service has been actively recruiting for cadets that will support the mission, vision, and values of the police service. The police service must adequately staff for the rising calls for service, and to account for absences through various supported leaves.

### Acknowledgement

The police service is proud to report that Constable Stacy Gordon was the winner of the OACP Catherine Martin Award of Excellence in Media Relations and will be formally recognized during an OACP awards ceremony on June 24th, 2025. The award recognizes the dedication and commitment of individuals within Ontario police services who have significantly enhanced the relationship between police and the media. The award is presented to a sworn or civilian member who has demonstrated consistent professionalism and innovation in using media and social media to educate the public, showcase policing, and support public safety.

Congratulations Stacey!

### Grant Funding

The Saugeen Shores Police Service received funding through a competitive grant process under 2024-2025 Victim Support Grant. The \$90,000 in funding will support victims and survivors of crime, including those affected by intimate partner violence and human trafficking. The grant is part of the province's overall strategy to reduce violence and improve support for those who have experienced harm.

## Major Initiatives

1. Increased Authorized Strength – Hiring of a Cadet recruit to support 27 frontline officers. To fulfill the requirement for 27 officers, we will hire a cadet who will attend the Ontario Police College.
  - **Complete.** This position was filled internally through the promotion of Special Constable Matthew Drost. Matthew Drost began his training on June 12<sup>th</sup> 2025.
2. Recruitment and Retention Initiative - Convert both contract Special Constable positions from 40-hour contracts to permanent fulltime positions.
  - **Complete** - Both full time Special Constable positions have been converted to fulltime positions effective March 10<sup>th</sup>, 2025.
3. Recruitment and Retention Initiative - Convert the fulltime contract support services II member position to a full-time position

- **Complete** – This position has been converted to a fulltime position effective March 10<sup>th</sup>, 2025.
4. Detective Sergeant – Promote a current Sergeant to the Detective Sergeant role. The detective Sergeant will oversee Criminal Investigation and Drug Investigations.
    - **In Progress** – This is anticipated to be addressed in Q3.
  5. Deputy Chief Position - The Community Safety and Policing Act which came into force on April 1<sup>st</sup>, 2024, has major emphasis on Senior Supervision, qualified Senior Investigators, and duty officers. The changes to the legislation and regulations require us to bolster the senior ranks, which will be achieved
    - **Complete** – Inspector Jeremy Mighton was promoted to the rank of Deputy Chief.
  6. Enhanced Mental Health and Medical Supports for members. Through Kindsight, members have been enrolled in a non-denominational chaplaincy model of mental health supports to build resiliency and options for members. In addition, members will be enrolled in a 1-year trial medical support system to enhance existing access to medical services.
    - **Complete** – This service began in January 2025 and will continue throughout the year. This is already proving to be a very successful initiative.

## **Linkages**

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

## **Financial Impacts/Source of Funding**

Budget implications and funding sources as outlined in the 2025 Business Plan.

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