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CAO PLAN

(CAO) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
45% 45 / 100% 45% ahead	A.W.C Engagement Campaign	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
40% 40 / 100% 40% ahead	Town Participation - Nuclear New Build	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: A Municipal Study Funding Proposal was submitted to Bruce Power alongside Bruce County and the Municipality of Kincardine.	\$0	Council Report
35% 35 / 100% 35% ahead	Legal Services - Lease Agreement Standardization	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% -	Community Economic Development Initiative (C.E.D.I.)	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% -	Legal Services - Land Acquisition (North Of River)	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
100% 100 / 100% -	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: Survey results presented to Council on May 12, 2025. No further direction indicated.	\$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: A committee comprised of youth and elders from the SON communities has been convened. The group is working on installation details.	\$50k	Installation Complete
86% 6 / 7 Task(s) 3 Task(s) ahead	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: AMO delegation preparation is underway.	\$0	10 Meetings Conducted
45% 45 / 100% 45% ahead	Universal Closure Policy (NEW)	As a outcome of the severe weather in early 2025, a Universal Closure Procedure is being developed internally to coordinate municipal closures across all departments within our authority.	Progress: Q2 completed a review of all internal policies and procedures related to closures. Draft anticipated Q3.	\$0	Policy Approved
50% 50 / 100% 50% ahead	Public Conduct Policy (NEW)	Outlines expectations for behaviour within municipal facilities, aiming to create a safe and respectful environment for all.	Progress: Anticipated for Q3 2025.	\$0	Policy Approved
0% 0 / 100% -	Workplace Violence and Harassment Policy (NEW)	Establishes a policy framework to prevent and address workplace violence and harassment, ensuring a safe and respectful environment for all employees and visitors.	Progress: Anticipated Q3 2025.	\$0	Policy Approved
25% 25 / 100% 25% ahead	Blue Box Transition – Legal (NEW)	Work to ensure a smooth and legally compliant transition of blue box recycling responsibilities, aligning municipal practices with new regulations.	Progress: Transition to be completed by Q1 2026.	\$0	Compliance Achieved



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COMMUNITY SERVICES PLAN

(COMM) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
<p>90%</p> <p>90 / 100%</p> <p>10% ahead</p>	A.W.C. Activation Plan Implementation (2024)	The approved Activation Plan provided a pathway to develop an operating and management program for the A.W.C.	<p>Progress: The draft AWC Operations and Management Plan was presented to Council on November 11, 2024. Feedback from the draft plan, continued community engagement and industry research contributed to the finalization of the plan. The final AWC Operations and Management Plan is being presented to Council on June 23, along with a proposed amendment to the Fees and Charges By-law to include fees related to the AWC operations.</p>	\$0	Program Developed
<p>50%</p> <p>50 / 100%</p> <p>50% ahead</p>	Aquatic And Wellness Centre Construction	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.	<p>Progress: 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.</p>	0	Construction Complete

Progress	Capital Highlights	Description	Update	Budget	Outcome
80% 80 / 100% 80% ahead	North Shore Park Construction (2023)	Construction of Phase 1 of the approved Master Plan. Phase 1 budget approved at \$1M.	Progress: Lighting, pavilion, and concrete walkways have been installed. Items to be complete in June include finish concrete paving, plantings, prep and continue to place sod, prep gravel surfaces for asphalt paving and remove bollards, install bollards, signs, accessories. The landscape construction portion of the project is on track to be completed by the end of June, and the playground equipment is expected to be completed by the 2nd week of July.	\$0	Construction Complete
30% 30 / 100% 30% ahead	Helliwell Park Phase 1 Construction	Construction of Phase 1 of the approved Master Plan.	Progress: Engineering and design complete. Construction tender closes on June 17. Construction scheduled for Q3 and Q4. Project will include 2 new full sized soccer fields. The addition of lighting for both soccer pitches has been included in the specifications (sponsored by Saugeen Shores United Football Club). Depending on weather, some finishing work may occur in Spring 2026.	\$500k	Construction Complete
40% 40 / 100% 40% ahead	Jubilee Park Phase 1 Construction	Construction of Phase 1 of the approved Master Plan.	Progress: Construction tender awarded and site mobilization has begun. Project to include new pavilion adjacent splashpad, new pavilion behind Chantry Seniors Centre, multi-use court, asphalt pathways, improved landscaping and tree planting. Anticipate completion in Q3.	\$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.	Progress: At the March 19, 2025, meeting, Council approved the recommendations from the Cenotaph as hoc Committee. The recommendation included a proposed memorial wall honouring Southampton and Saugeen First Nation veterans on the curb extension of High and Huron Streets, revitalization and restoration for the existing Carin and Cross, rejuvenate landscaping on the traffic island, relocate the Mosquito Bomber interpretive plaque, duplicate of the Women in Military interpretive plaque installed at Cenotaph and bench installation. The first set of renderings for the memorial wall has been received and under review. A recommendation to Council will be presented for consideration prior to finalization.	\$250k	Construction Complete
55% 55 / 100% 11% behind	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.	Progress: Recruitment continues for AWC staff as outlined in the approved Transition Plan. All full-time Coordinator positions are anticipated to be filled in early Q3. Recruitment for part-time positions is scheduled for in Q3.	\$-496.5k	Staff Hired
15% 15 / 100% 15% ahead	Tourist Camp Strategic Assessment (2024)	Evaluate the overall business case for the operation of the Port Elgin and Southampton Tourist Camps.	Progress: There has been a delay in advancing this project. A schedule will be determined and communicated to Council.	\$35k	Assessment Complete



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OPERATIONS PLAN

(OP) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
30% 30 / 100 30% ahead	1. Major Initiatives (2025)		No value	No value	No value
30% 30 / 100% 30% 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: Currently working with consultant to gather costing and options available for ineligible sources. Once options are developed it will go before council for consideration. <i>06/04/2025</i>	\$0	Transition Implemented
25% 25 / 100% 25% 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: Technical Memorandums #1 and #2 : Capacity Assessment are being revised after staff review. Notice of Commencement was posted on June 3rd. <i>06/04/2025</i>	\$5m	Class EA at end of Phase 2
50% 50 / 100% 50% 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: This project has been awarded. Preconstruction meetings imminent. <i>06/04/2025</i>	\$6.5m	\$4 M Construction by Dec 31
35% 35 / 100% 35% 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: Uncommitted Capacity Memos 1 & 2 have been completed. Water and Sanitary Sewer Computer Models reviewed with staff. PIC planned for July. <i>06/04/2025</i>	\$0.02	Plan Complete

Progress	Capital Highlights	Description	Update	Budget	Outcome
35% 35 / 100% 35% 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: Consultants working on population and growth numbers for capacity calculations, in consultation with the consultants undertaking the Water/Wastewater Master Plan. <i>06/04/2025</i>	\$300k	Class Ea Underway
40% 40 / 100% 40% 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: 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. <i>06/04/2025</i>	\$150k	Ea Started
25% 25 / 100% 25% ahead	→ SON 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.	Progress: 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 frame work of a new draft agreement. A negotiation mandate report will be brought to council in Q3 2025. <i>06/19/2025</i>	\$0	Negotiations Underway
0% 0 / 100% -	→ 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.	Progress: Staff committee membership has been identified, no meetings have yet occurred. <i>06/19/2025</i>	\$0	Discussions Underway



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CORPORATE SERVICES PLAN

(CORP) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
39% 38.89 / 100 39% ahead	1. Major Initiatives (2025)			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
0% 0 / 100% -	Strong Mayor Powers – Implementation (NEW)	Strong Mayor Powers, implemented by the Province on May 1, 2025 requiring implementation and changes to existing processes and documentation.	Progress: Overview report presented to Council on May 20, 2025 with next steps for implementation identified. 06/26/2025	\$0	Decision-making Clarity



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DEVELOPMENT SERVICES PLAN

(DS) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
55% 54.72 / 100 55% ahead	1. Major Initiatives 2025	<i>No value</i>		<i>No value</i>	<i>No value</i>
80% 80 / 100% 47% ahead	→ Cultural Heritage Official Plan (2024)	Apply relevant Cultural Heritage Master Plan recommendations to the Cultural Heritage policies of the Official Plan.	Progress: Now that the Master Plan has been adopted an Official Plan Amendment is being drafted. It is anticipated to be considered in Q3. <i>06/05/2025</i>	\$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 being finalized for release in Q3. <i>03/24/2025</i>	\$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: Phase 1 started and project is on schedule. <i>06/09/2025</i>	\$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 Q3. <i>03/21/2025</i>	\$90k	Amendment Adopted
100% 100 / 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: COMPLETE. <i>06/09/2025</i>	\$75k	Fund Transfer

Progress	Capital Highlights	Description	Update	Budget	Outcome
88% 87.5 / 100% 21% ahead	→ Campaign To Support Downtown Southampton	Work with Southampton BIA to support businesses during High Street reconstruction and post-construction recovery.	Progress: Campaign launched in Q2 and is ongoing. 06/06/2025	\$10k	Campaign Executed
25% 25 / 100% 25% ahead	→ Environmental Ad Hoc Committee Recommendations Follow Up	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.	Progress: Preparing reports to Council with implementation analysis on Committee recommendations. 05/27/2025	\$10k	Recommendations Advanced
50% 50 / 100% 50% ahead	→ Surplus Town Land Assets	Multi-year program of activities including studies, surveys, appraisals, legal reviews, proposal evaluation, negotiations, asset inventory updates and Council reporting.	Progress: Sold property on Sandy Acres Road. Development of Affordable Housing on Concession 10 lands is progressing as expected. Expected awarding of park/affordable housing project on Bluewater lands expected in Q3. 06/05/2025	\$20k	Assets Repurposed
100% 100 / 100 -	→ Cultural Heritage Master Plan (2023)	Long term strategy to identify, protect and where appropriate promote the Town's cultural heritage resources and assets.	Progress: COMPLETE. 06/09/2025	0	Plan Approved.



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FIRE SERVICES PLAN

(FS) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
95% 95 / 100% 95% ahead	Saugeen Shores Nuclear Response Plan (2024)	Revise Saugeen Shores Nuclear Response Plan and present to Emergency Control Group.	Progress: An information report will be supplied to Council on September 22, 2025	\$0	Plan Complete
60% 60 / 100% 60% ahead	Administrative Compliance System (2024)	Use Council approved framework to implement a system for Fire-related compliance issues.	Progress: Draft AMPS program completed using property standards as the test. Staff report for Council's consideration will be presented November 24, 2025.	\$0	Phase 1 Implemented
100% 100 / 100% -	Fire Inspection Cost Recovery	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