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CAO PLAN

(CAO) 1. MAJOR INITIATIVES

| Progress | Capital Highlights | Description | Update | Budget | Outcome |
|----------------------------------|---|--|---|--------|---------------------|
| 75% 75 / 100% 75% 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: Council Report Sept launched "Drive for 5" - last \$500K by December 31st. | \$0 | Campaign Complete |
| 75% 75 / 100% 75% 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: Presentation to Council of October 2025. RFP for Workforce Projections Peer Review issued. | \$0 | Council Report |
| 71% 71.43 / 100% 4% behind | Legal Services - Lease Agreement Standardization | The development of standard Municipal Lease Agreement and staff training to implement. This will improve the Town's execution of leases for all Departments. | Progress: Standard Lease Template has been drafted. Report to Council with Standard is scheduled for October 2025. | \$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 four 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 |

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| 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 |
| 50% 3 / 6 Task(s) 1 Task(s) behind | 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: The park design is underway and progressing well. | \$50k | Installation Complete |
| 100% 7 / 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: Delegations for 2025 are complete. | \$0 | 10 Meetings Conducted |
| 75% 75 / 100% 75% 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 Q4. | \$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 Q1 2026 | \$0 | Policy Approved |
| 50% 50 / 100% 50% ahead | 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 Q1 2026 | \$0 | Policy Approved |
| 50% 50 / 100% 50% 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 new Producer Pay Model in January 2026. Anticipated Legal Structure update in 2026 / 2027. | \$0 | Compliance Achieved |



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COMMUNITY SERVICES PLAN

(COMM) 1. MAJOR INITIATIVES

| Progress | Capital Highlights | Description | Update | Budget | Outcome |
|-------------------------------|---|---|--|--------|-----------------------|
| 100% 100 / 100% | 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. | Progress: COMPLETE. The Pryde AWC Operations and Management Plan and accompanying fees and charges were approved by Council on June 23. | \$0 | Program Developed |
| 75% 75 / 100% 75% ahead | 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. | Progress: Construction of the Pryde AWC is continuing on schedule and all indications suggest that the project will be completed on budget. The lap pool and leisure pool tile is now complete with grouting in the final stages. The tile installers have been working on the pool deck, pools area walls and lobby and corridor flooring. Flooring has been installed in the 2 program rooms and the fitness studio and the crew is currently installing the rubber flooring in the fitness area. Retractable basketball nets have been installed in the gymnasium. Landscape work and paver stone installation is ongoing at various areas. Foundation walls for the entrance feature have been installed at the 2 corners at Hwy 21 and Tomlinson Drive. Glass is now being installed in various interior areas of the facility. | 0 | Construction Complete |
| 100% 100 / 100% | North Shore Park Construction (2023) | Construction of Phase 1 of the approved Master Plan. Phase 1 budget approved at \$1M. | Progress: COMPLETE. Phase 1 of the Master Plan included parking improvements, new asphalt walking paths, central activity area including pavilion, gardens, and accessible space, re-naturalize the previous harbour entrance and playground area, new parking lot entrance, and tree planting and landscaping. | \$0 | Construction Complete |

| Progress | Capital Highlights | Description | Update | Budget | Outcome |
|--------------------------------------|---|--|---|-----------|-----------------------|
| 45% 45 / 100% 45% ahead | Helliwell Park Phase 1 Construction | Construction of Phase 1 of the approved Master Plan. | Progress: Construction contract awarded in Q2, with construction scheduled to begin in early October. The project is expected to be complete in Q4 or Q2 2026, weather depending. Play is expected to resume on the fields in June 2026. | \$500k | Construction Complete |
| 100% 100 / 100% - | Jubilee Park Phase 1 Construction | Construction of Phase 1 of the approved Master Plan. | Progress: COMPLETE. Phase 1 of the Master Plan included asphalt pathways, landscaping and improved greenspace including planting of 26 trees, a multi-use court and construction of 2 pavilions. | \$500k | Construction Complete |
| 100% 100 / 100% - | 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: COMPLETE. At the August 11 meeting, Council did not approved the recommended design for the Southampton Cenotaph. At this time, there is no direction to advance further design options within the 2025 Business Plan or future Business Plans. | \$250k | Construction Complete |
| 85% 85 / 100% 3% 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. | Progress: Recruitment for full-time, permanent staff positions is complete. Recruitment for part-time positions is ongoing with all Pryde AWC positions and will be onboarded prior to opening in mid-November. | \$-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 in 2025. A project plan is being developed and the Strategic Plan will be complete in 2026. | \$35k | Assessment Complete |



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OPERATIONS PLAN

(OP) 1. MAJOR INITIATIVES

| Progress | Capital Highlights | Description | Update | Budget | Outcome |
|-------------------------------|---|--|--|--------|------------------------------|
| 75% 75 / 100% 75% 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: A report will be coming before Council at its October 14th meeting with options to consider for ineligible collection services. | \$0 | Transition Implemented |
| 40% 40 / 100% 40% 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: Consultants have begun working on materials for the first Public Information Center, to be held in Q4. | \$5m | Class EA at end of Phase 2 |
| 75% 75 / 100% 75% 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: Site earthworks are currently underway, and considerable concrete work is planned for September and October. | \$6.5m | \$4 M Construction by Dec 31 |
| 90% 90 / 100% 90% 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: Council received a project update on the study findings on September 8, 2025. The final Master Plan report will come to council in Q4. The Financial Plan component is completed and was presented to council on September 22. | \$0.02 | Plan Complete |
| 50% 50 / 100% 50% 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: Following the completion of the Master Plan, Staff are meeting with the consultant early in October to review the scope, process, and EA requirements. | \$300k | Class Ea Underway |
| 75% 75 / 100% 75% 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: The Terms of Reference have been submitted to the Ministry of the Environment, conservation, and Parks with a response anticipated by the end of October. The Terms of Reference must be approved before the EA can begin. | \$150k | Ea Started |

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|--|---|--|---|------------|------------------------------|
| <p>70% 70 / 100% 70% ahead</p> | <p>SFN Water Supply Agreement (NEW)</p> | <p>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.</p> | <p>Progress: A negotiation mandate report was brought to council in September 2025. Negotiations are ongoing to work on the frame work of a new draft agreement.</p> | <p>\$0</p> | <p>Negotiations Underway</p> |
| <p>75% 75 / 100% 75% ahead</p> | <p>Bruce County Roads Authority Review (NEW)</p> | <p>The Town is participating in the Bruce County Roads Authority Assessment Study. The process will continue into 2026 and be completed in Q3 2026.</p> | <p>Progress: The kick-off meeting for this initiative was held in Saugeen Shores on September 11th, with the lower tier municipal representatives and the County representatives in attendance.</p> | <p>\$0</p> | <p>Discussions Underway</p> |



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CORPORATE SERVICES PLAN

(CORP) 1. MAJOR INITIATIVES

| Progress | Capital Highlights | Description | Update | Budget | Outcome |
|----------------------------------|---|---|--|--------|-------------------------------|
| 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. | \$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 | \$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: Public Engagement launched. Report by end of Q4. | \$3k | Council Direction Implemented |
| 57% 57.14 / 100% 57% ahead | 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: Mayoral Directives and Decisions on website, incorporated into Procedural By-law, and processes developed. | \$0 | Decision-making Clarity |



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DEVELOPMENT SERVICES PLAN

(DS) 1. MAJOR INITIATIVES

| Progress | Capital Highlights | Description | Update | Budget | Outcome |
|---|--|---|---|----------|-------------------|
| 76% 76.44 / 100 76% ahead | 1. Major Initiatives 2025 | | No value | No value | No value |
| 100% 100 / 100% - | → Cultural Heritage Official Plan (2024) | Apply relevant Cultural Heritage Master Plan recommendations to the Cultural Heritage policies of the Official Plan. | Progress: COMPLETE. | \$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 Q4. | \$0 | Conceptual Design |
| 80% 80 / 100% 80% 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 Genotaph revitalization. | Progress: Construction to be complete in October. | \$2.8m | Phase Complete |
| 33% 1.98 / 6 Task(s) 2 Task(s) behind | → Natural Heritage Official Plan Update | Consulting fees to develop revised Official Plan policies and maps. | Progress: Will advance Natural Heritage Official Plan Amendment in Q4. | \$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. | \$75k | Fund Transfer |
| 100% 100 / 100% - | → Campaign To Support Downtown Southampton | Work with Southampton BIA to support businesses during High Street reconstruction and post-construction recovery. | Progress: Ongoing support through radio, signage and communications with the Southampton BIA. | \$10k | Campaign Executed |

| Progress | Capital Highlights | Description | Update | Budget | Outcome |
|-------------------------------|---|--|---|--------|--------------------------|
| 75% 75 / 100% 75% 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: Prepared Tree By-laws for Town-owned lands as well as private lands. Will be presented to Council in Q4. | \$10k | Recommendations Advanced |
| 75% 75 / 100% 75% 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: Habitat for Humanity project received zoning approval. Selection of proponent for Bluewater affordable housing project in Q4. | \$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. | 0 | Plan Approved. |



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FIRE SERVICES PLAN

(FS) 1. MAJOR INITIATIVES

| Progress | Capital Highlights | Description | Update | Budget | Outcome |
|-------------------------------|--|---|--|--------|---------------------|
| 100% 100 / 100% | Saugeen Shores Nuclear Response Plan (2024) | Revise Saugeen Shores Nuclear Response Plan and present to Emergency Control Group. | Progress: Update received by Council on September 22, 2025. Has been added to Town Of Saugeen Shores Emergency Management Plan as an appendix. | \$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: Report presented to Council for consideration on August 11, 2025. Council agreed to proceed with AMPS program presentation for consideration on November 24, 2025. | \$0 | Phase 1 Implemented |
| 100% 100 / 100% | Fire Inspection Cost Recovery | Cost recovery for multiple visits for fire inspectiions. 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 |