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CAO PLAN

(CAO) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
25% 25 / 100% 25% ahead	Town Participation - Nuclear New Build	Capacity funding required to participate in the Impact Assessment and growth readiness for Bruce C.	Progress: Secured pre-development funding to support the Town's community readiness planning for the Bruce C nuclear project.	\$0.01	Council Report
40% 2 / 5 Task(s)	S.O.N. Waase-Yaa Park Installation (2022)	S.O.N. Land Claim Settlement, Saugeen Shores has committed \$50,000 toward park installation.	Progress: Park design approved by the Waase-yaa Park Committee consisting of SON elders, youth, councillors and Town staff.	\$0.01	Installation Complete
50% 3 / 6 Task(s) 3 Task(s) ahead	Advocacy Implementation	Governmental Relations to advance the Town's strategic goals on matters where government cooperation is required. Base Funding \$5K. GR Retainer Funding \$70K.	Progress: Carried out three delegation meetings at ROMA including the Ministries of Health, Energy and Public and Business Services Delivery and Procurement.	\$0.01	10 Meetings Conducted
25% 25 / 100% 25% ahead	Municipal Healthcare Implementation	Continuation of the Healthcare Administration Review through the Foundational Pathway with contract resources and funding of \$110,000 from the existing budget and funding.	Progress: Necessary background work underway to advance Milestone 1 Report - Healthcare Financial and Subsidy Baseline in early Q2.	\$0.01	Actions Implemented
25% 25 / 100% 25% ahead	Customer Service Excellence	Review how Customer Service is delivered to ensure prompt, knowledgeable, and dependable help while strengthening trust and satisfaction.	Progress: Launched FlashVote to establish customer service metrics: 51% satisfied (19% somewhat, 32% very) and 55% positive experience (23% excellent, 32% good). Lead Customer Service Coordinator hired to help drive improvements.	\$0.01	Actions Implemented
33% 2 / 6 Task(s) 2 Task(s) ahead	Legal Services - Department Support	Legal services to Departments with focus on improving documentation, processes and meeting legislative requirements.	Progress: Legal services support is moving forward as anticipated.	\$10k	6 Collaborations

Progress	Capital Highlights	Description	Update	Budget	Outcome
25% 25 / 100% 25% ahead	Legal Services - Real Estate	Annually the Town is involved in several real estate litigation files that require defence utilizing outside expertise. Reserve creation.	Progress: Real Estate expert hired. Matters proceeding.	\$25k	2-3 Files
0% 0 / 100% -	Town Innovation Program (Gulls Nest)	Reallocated MIC Funding to an internal program to support innovation and improvement to Town processes. Base Funding \$31K.	Progress: Launching in Q3	\$0.01	Annual Program Reported
25% 25 / 100% 25% ahead	BASWR Corporate Review	Multiyear project, coordinating with participating municipalities, to support the corporate restructuring of Bruce Area Solid Waste Recycling.	Progress: KPMG LLP hired to move the required steps forward to incorporate BASWR as a Municipal Services Corporation under the Business Corporations Act.	\$0.01	Restructuring Complete (2027)
44% 4 / 9 Task(s) 1 Task(s) behind	Civic Awareness Education Campaign	Developing campaign to educate residents about the significance of civic engagement ahead of 2026 election.	Progress: The Civic Awareness Campaign Phase 1 - Civic Foundations "How local government works" launched.	\$20k	Campaign Launched

5
GOALS

53%
GOAL COMPLETION

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COMMUNITY SERVICES PLAN

(COMM) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
25% 25 / 100% 25% ahead	Pryde A.W.C. Operations and Management	Implementation of the approved AWC Operations and Management Plan.	Progress: The Pryde AWC opened for regular operations on January 26, 2026.	\$0.01	Facility Operating
15% 15 / 100% 15% ahead	Town Hall And Library Master Plan	Retain a consultant to review previous studies, community partner engagement, update conceptual design and construction cost estimates, and complete a feasibility study for Council consideration. Design and consultation to occur in 2026 and 2027, with construction anticipated to occur in 2027 through 2029.	Progress: The focus of 2026 is to retain a consultant to review previous studies, community partner engagement, update conceptual design and construction cost estimates, and complete a feasibility study for Council consideration. The RFP to retain a consultant is underway.	\$200k	Consultation And Design Underway
80% 80 / 100% 80% ahead	Helliwell Park Phase 1 Construction (2025)	Construction of Phase 1 of the approved Master Plan. Finishing details in Spring 2026.	Progress: Majority of work was completed in the fall, including electrical, site grading and irrigation. Remaining work to be complete in the spring includes concrete pads, light standards, finish grade, sod, and site furnishings. Substantial Completion projected for Q2 2026.	\$0.01	Construction Complete
50% 50 / 100% 50% 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: The rejuvenation project will be included in Phase 2 of High Street project, occurring in Q3 2026.	\$250k	Construction Complete
95% 95 / 100% 95% ahead	Pryde Aquatic And Wellness Centre Construction (2024)	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: Facility opened on January 26, 2026. Remaining items to be complete include exterior siteworks and deficiencies. Anticipated completion is spring.	\$50m	Construction Complete



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OPERATIONS PLAN

(OPS) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
90% 90 / 100% 90% ahead	Saugeen First Nation Water Supply Agreement	The 20 year agreement expires on May 30, 2026. An agreement renewal is intended to be negotiated and executed prior to that date.	Progress: The 20 year agreement expires on May 30, 2026. The renegotiated draft agreement came to Council April 13th, in camera, and the final agreement comes to Council April 27th for final approval. The agreement was renegotiated by staff in accordance with the September 8, 2025 mandate report to Council.	\$-0.01	Signed Agreement
25% 25 / 100% 25% ahead	Bruce County Roads Authority Review	The Town is participating in the Bruce County Roads Authority Study. The process will continue into 2026 and be completed in Q3 2026.	Progress: The County-wide Roads Authority Assessment Study Committee meets regularly and is actively working on the initiative. A report to Council is expected in Q1 2027.	\$0.01	Review Complete
45% 45 / 100% 45% ahead	Water Treatment Plant Expansion (2023)	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: The Consultant is compiling and reviewing comments following the first Public Information Centre (PIC) and moving on to a preferred solution. The second PIC will be held in 3rd quarter of 2026.	\$1.3m	Class E.A. Complete
25% 25 / 100% 25% ahead	Southampton Wastewater Treatment Plant Headworks Upgrade And Expansion (2024)	This is a multiyear project. Minimum \$13.6 M change (improvement) from prior Business Plan depending on final HEWSF grant utilization.	Progress: Good progress has been made in spite of the challenging weather this winter. Concrete work is proceeding on the attenuation tank. The SCADA Integrator RFP is awarded, with staff finalizing the contract.	\$-13.66m	Construction Underway
25% 25 / 100 25% ahead	Water Distribution And Storage Upgrades	This is a multiyear project. The Water and Wastewater Master Plan identified water storage as a key need for water demand and fire fighting.	Progress: Staff are looking at alternative ways to deliver the project, and intend to award the Class EA assignment in Q2.	\$150k	Class E.A. Underway

Progress	Capital Highlights	Description	Update	Budget	Outcome
<p>25%</p> <p>25 / 100%</p> <p>25% ahead</p>	Port Elgin Wastewater Treatment Plant Expansion (2024)	This is a multiyear project. Class EA underway. \$10M change to previous Business Plan project phasing and timing to defer a portion of the project to 2034.	Progress: As per the findings of the initial analysis, informed by the growth rates identified in the Master Plan, the project will proceed as a Schedule B Class EA to recommend upgrades to optimize the plant performance within the existing approved capacity, with a view towards ensuring feasibility of a long term upgrade.	\$500k	Class Environmental Assessment Complete
<p>100%</p> <p>100 / 100%</p> <p>-</p>	Landfill Optimization (2024)	This is a multiyear project to support long term growth. \$5.5M change from previous Business Plan due to the addition of the anticipated capital costs. Future EA work will refine estimated cost.	Progress: The official Notice of Commencement for the EA was issued March 10. Planning is underway for the site specific studies that are required as part of the EA. This work will continue through 2026.	\$150k	E.A. Started
<p>25%</p> <p>25 / 100%</p> <p>25% ahead</p>	10,000 Tree Initiative	Plant 1,000 trees every year for 10 years. The program will include planting on private and public lands through tree sales and municipal operations. 2026 amount is funded by NWMO Reserve.	Progress: The Town's annual tree sale takes place in early Q2. Consideration for additional roadside tree planting has also been incorporated into the Ridge Street and Highway 21 (Southampton) Resurfacing Projects. Public Works will further assess appropriate locations along rural roadsides where tree planting could enhance public safety and improve winter control operations.	\$50k	Planting Complete



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CORPORATE SERVICES PLAN

(CORP) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
0% 0 / 100% -	Taxicab/Rideshare Licensing Review (2025)	Review legislative requirements and County-wide approach to licensing regime. Engagement with licencees, current and potential. Work with area Clerks to coordinate.	Progress: The Clerks Division continues to participate in ongoing discussions regarding the licensing regime and coordination efforts with Bruce County and area Clerks.	\$0.01	Adopt By-Law
73% 72.76 / 100 33% ahead	Finance Transformation	Work underway within the Finance team, through the resourcing of additional personnel and projects, to improve the Town's financial reporting and accountability.	Progress: Finance team happy with how this effort is progressing	\$0	Financial Reporting Timelines
0% 0 / 100% -	----> Financial Performance Monitoring	Regularly meet with departments and engage in performance monitoring with the goal of accurate and timely quarterly reporting to Council.	Progress: 2025 Capital and Operating Council reports are on track for April 13th and 27th meetings. Q1 2026 department meetings will be scheduled for late April.	\$0.01	Reports Delivered
41% 41.38 / 100% 41% ahead	Municipal Election	Administration of a Municipal Election in accordance with the Municipal Election Act, every four years. Staff training starting in year before the Election.	Progress: During the first quarter of 2026, staff advanced preparations for the municipal election, focusing on legislative compliance, policy and procedure review, system readiness, and operational planning. The 2026 Municipal Election Accessibility Plan has been completed, and the Candidate Information Package is in development. Staff also collaborated with area Clerks on the Joint Compliance Audit Committee, and a Candidate Information Session.	\$73.4k	Election Complete

Progress	Capital Highlights	Description	Update	Budget	Outcome
0% 0 / 100% -	→ Municipal Candidate Election Readiness	Develop and execute an election year campaign designed to inform prospective municipal candidates about the scope of their responsibilities, the authority they hold, and the commitments and legislative requirements involved in serving as a municipal politician.	Progress: The Elections webpage has been updated with detailed voting, training, and candidate resources, a hybrid Joint Candidate Information Session has been scheduled with area Clerks, and key candidate materials, including the Information Package and Nomination binders are nearing completion.	\$30k	Increased Candidate Readiness
0% 0 / 100% -	→ Council Post-Election Orientation	Provide incoming Council training in November 2026 to ensure they understand roles, responsibilities, and governance framework.	Progress: Planning is underway for November 2026 Council training, with a draft schedule in progress to support understanding of Council roles and governance.	\$0.01	Training Complete
80% 80 / 100% 80% ahead	Compensation Review	The Town evaluates the competitiveness of our compensation program every 4 years. Consultant conducted work in 2025 with the report presented January 2026.	Progress: The Human Resources division engaged the third-party consultant, Gallagher Benefit Services (Canada) Group Inc. ("Gallagher") to conduct a compensation review. It is anticipated an update will be brought to Council in Q2 of 2026.	\$0.01	Review Complete



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DEVELOPMENT SERVICES PLAN

(DS) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
17% 1 / 6 Task(s) 4 Task(s) behind	Natural Heritage Official Plan Update	Consulting fees to develop revised Official Plan policies and maps.	Progress: Deferred with natural heritage policies to be updated as part of the broader Town Official Plan Update Future Division Highlight in 2027.	\$90k	Amendment Adopted
0% 0 / 100% -	F.C.M. Partners For Climate Protection	Corporate Program to inventory, target set and create action plan.	Progress: This work will start in Q2.	\$0.01	Draft Plan
0% 0 / 100% -	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: This work will start in Q2.	\$0.01	Design Approved
25% 25 / 100% 25% ahead	High Street Downtown Southampton Phase 2	Multi year project with phased reconstruction 2025 through 2026. Total Project Funding \$5.6M.	Progress: Progress: High Street Reconstruction – Phase 2 The Contractor has received approval from the Consultant to proceed with ordering materials. Construction activities are anticipated to begin in mid-April, pending delivery timelines and final coordination.	\$2.8m	Phase Complete
25% 25 / 100% 25% ahead	Hwy 21 Resurfacing - Southampton	Funding approved 10% of the estimated resurfacing costs of \$3.3M. Connecting Link Grant \$3M resulting in improvement.	Progress: Progress: Highway 21 Resurfacing Traffic control sign installation is taking place the week of March 30th, with full crew and equipment mobilization to the site scheduled for Wednesday, April 1st. The contractor will begin exploratory work related to the water infrastructure, with water valve replacement work planned to commence on April 7. The pre-construction meeting was held on March 17th.	\$-33.33k	Construction Complete

Progress	Capital Highlights	Description	Update	Budget	Outcome
<p>50%</p> <p>50 / 100%</p> <p>50% ahead</p>	<p>(H.A.F.) Housing Incentives Program</p>	<p>Specific programming developed to incentivize housing which meets the Town\'s needs. \$303K funded by Grant Revenue</p>	<p>Progress: The proposed set of CIP incentives was presented to Council for discussion, Public Meeting to be held in May.</p>	<p>\$225k</p>	<p>Program Developed</p>
<p>33%</p> <p>33.33 / 100%</p> <p>33% ahead</p>	<p>Saugeen Community Tourism Strategy</p>	<p>Joint Tourism Strategy with Saugeen First Nation as recommended in the Destination Development Plan and The Friendship Accord.</p>	<p>Progress: On track to complete project phase 2 by mid April.</p>	<p>\$25k</p>	<p>Strategy Completed</p>



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FIRE SERVICES PLAN

(FS) 1. MAJOR INITIATIVES

Progress	Capital Highlights	Description	Update	Budget	Outcome
73% 73 / 100% 73% ahead	Fire Inspection Cost Recovery	Implemented through fees and charges by-law change. Revenue increase to existing \$5K budget.	Progress: Fees and charges bylaw updated. Guidance given to Fire Prevention Officer on fees to be charged. AMPS bylaw to be delivered to Council April 13, 2026. Awaiting Fire Specific short form wording.	\$-5k	Council Report
15% 15 / 100% 15% ahead	Fire Station - Design & Build	Research and design (2026) a New Fire Station build (2028) to facilitate health & safety, firefighter parking and storage needs.	Progress: Met with Planning & Engineering Departments. Detailed property approved by Council for build site. Project Charter produced by Derek Poorter. General site plan discussion held with CAO at GEMBA. Next steps are RFP for design/ engineering. Clarification of total funding meeting held with Denica Hendrie.	\$150k	Background Research Complete
100% 100 / 100% -	N.F.P.A Training Increase	Increased training requirements to meet Provincial requirements.	Progress: Operational funds approved by Council in 2026 Business planning.	\$60k	Training Complete
100% 100 / 100% -	Volunteer Wage Increase	Every 3 Years review and changes wages by the average	Progress: Operational funds approved by Council in 2026 Business planning.	\$50k	Wages Adjusted