

2023 Business Plan
TOWN OF SAUGEEN SHORES

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 2

Contents

Message from the Mayor 3

Message from the CAO 4

Strategic Plan 5

Office of the CAO 9

Strategic Initiatives 12

Human Resources 15

Community Services and Operations 20

Community Services 24

Operations 28

Public Works 32

Development Services 38

Engineering Services 42

Planning and Development 45

Building Services and By-law Enforcement 48

Corporate Services 52

Information Technology 56

Clerks 58

Finance 60

Fire Services 65

Fire Rescue 68

Emergency Preparedness 70

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 3

MESSAGE FROM THE MAYOR

The 2023 Business Plan is the manifestation of Council's vision for this year as well as the blueprint for Saugeen Shores' future.

This document shows how Council and staff are implementing major projects to leverage the impressive growth in our community while improving the quality of life for our residents, businesses and organizations. As an organization, the Town is committed to providing residents with access to better services and more resources while providing value for their hard-earned tax dollars. The fact that we have kept our tax rates competitive is proof of this commitment.

Council has reviewed and approved this Business Plan and Budget for 2023. On behalf of my fellow council members, I want to thank staff for their work putting together a fiscally responsible and thorough plan for the upcoming year.

Luke Charbonneau

Mayor, Town of Saugeen Shores

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 4

Like many communities, the Town of Saugeen Shores used 2022 to emerge from the difficulties of the last two years and work towards a “new normal”. For our Town, that meant managing the substantial growth in both the number of new residents and our economy.

MESSAGE FROM THE CAO

The 2021 Census confirmed what we implicitly knew: Saugeen Shores had grown substantially. In fact, our population had expanded by 16% over the last five years, which put us in the top 10% of the fastest growing municipalities in Ontario.

That growth means we now have both opportunities and challenges we've not had to face before.

We need a new approach to how the municipality is administering the Town's business. It means modernizing the processes behind the scenes, while learning to think bigger about what the Town can accomplish. We need to be Future Ready.

Under Council's guidance, Town staff have created a comprehensive set of Major Initiatives and Division Highlights for the year that align with the Town's Strategic Plan and that we can compare with past results, with built-in benchmarks and accountabilities for implementing those plans.

What you are now reading is the end result: a blueprint for the way we intend to manage future growth, support existing infrastructure and become a hub for innovation in the region.

The 2023 Business Plan features 34 Major Initiatives and 66 Division Highlights that are both ambitious and attainable. Major Initiatives are significant projects that move the municipality forward, while Division Highlights focus on the Town's key business units to improve and enhance services. Together these components will push Saugeen Shores closer to that goal of Future Ready.

In addition to the everyday “business as usual” activities, we are excited to move forward with some major projects, including opening the first phase of the Lamont Sports Park while constructing the second phase. We also plan to break ground on the new Aquatic & Wellness Centre, a highly anticipated project that will reap benefits for generations.

The backbone of our work comes from our desire to serve our residents. Many of our Major

Initiatives derive from extensive consultations with our citizens, and the Business Plan acts as a road map to show what we are working on, to make that work transparent and visible, and to respond to the needs of the people who live here.

The Town of Saugeen Shores staff are proud to serve Council and the residents of this community as many are residents themselves.

They are your friends and neighbours who care about the future of their community. It is that emotional investment, along with the vision and careful planning presented in this document, that will help us achieve the future we all want for Saugeen Shores.

Sincerely,
Kara Van Myall
Chief Administrative Officer
Town of Saugeen Shores

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 5

STRATEGIC PLAN

In 2023, the new Council will embark on a refresh and update to the Corporate Strategic Plan.

The Plan will guide the priorities set by Council for the next five years. The Town governs with the following principles, mission and vision.

Mission Statement

To provide residents with a safe and healthy community; to guide the Town's future growth and development while providing municipal services and protecting our natural resources and assets in a sustainable manner.

Vision

Saugeen Shores is recognized as an active, healthy community that protects its natural beauty, that is a desired destination and a driver of municipal innovation.

Foster Collaboration and Creativity
We are a municipality that breaks down silos and works together to find innovative solutions to challenges.

Citizen-Focused and Service Oriented
We are a municipality that is reasonable and caring to make life easier for all our residents.

Value and Respect Citizen Input
We are a municipality that communicates with the community in a timely and effective manner and advances opportunities for people to participate in civic life.

Transparency

We are a municipality that strives for openness in everything we do to maintain public trust. **Environmental Sustainability**

We are a municipality that is conscious of our natural assets and resources in our care, and we are responsible stewards and trustees in their protection.

Guiding Principles

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 6

Overarching Themes:

- Managing future growth by putting resources in place to maintain service levels.
- Streamlining capacity and improving processes to increase efficiencies.
- Using benchmarks (known as Key Performance Indicators, or KPIs) to make work clear and transparent on Council-led Major Initiatives, as well as Division Highlights and Capital Highlights.
- The 2023 Business Plan and Budget does not affect funding for recent major Recreational Projects, such as the Aquatic & Wellness Centre and Phase 2 of the Lamont Sports Park. Those projects will draw funding from the Legacy Fund, as well as from Development Charges. The Town is also exploring available grants from the federal and provincial governments.

Highlights of the 2023 Business Plan:

- Affordable Housing: Contribution to the County's Municipal Housing Allowance program to prioritize supports for families in need while advancing a Community.
- Planning Permit System to develop more housing options.
- Healthcare Supports: This includes ongoing contributions to the Southampton Hospital CT Scanner, healthcare professional recruitment and funding of two medical centres.
- Environmental Priorities: This year's budget includes priorities around the creation of an Urban Tree Canopy Plan, increased funding to the Town's Annual Tree Sale and participation in a pilot programme with Food Cybler to divert organic waste from our landfill.
- Infrastructure Investment: The draft budget includes almost \$2.2 million in capital funding for important projects like the Southampton Water Treatment Control Plant, the reconstruction of a number of roads and installation of new sidewalks.
- Community Projects: Further investment in Summerside Park, a proposed Cricket Pitch and plans for Jubilee Park, Helliwell Park and the reimagining of Northshore Park; these will all improve our valued community spaces.

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 7

Organizational Structure

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 8

2023 Operating Budget

	(Revenue) / Expense	2022 Budget	2022 Forecasted	Actual 2022	Forecasted 2023	Business Plan %
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YOY Change

Office of the CAO \$1,065,061 \$939,693 \$125,369 \$2,282,373 114.3%

Community Services and Operations \$1,620,414 \$127,198 \$1,493,216 \$470,651 -71.0%

Fire Services \$995,276 \$854,311 \$140,965 \$1,113,891 11.9%

Development Services \$670,023 \$497,350 \$172,673 \$1,464,229 118.5%

Corporate Services (\$17,748,306)(\$18,229,440)\$481,134 (\$18,465,043)4.0%

Police Services \$4,505,132 \$4,295,493 \$209,640 \$4,847,067 7.6%

Growth Impact on Levy (2.9%)(\$585,486)

Levy Increase (6.0%)(\$1,154,730)

Total (\$8,892,399)(\$11,515,396)\$2,622,997 (\$10,027,049)

2023 Capital Expense By Department

	Capital Expense 2022	Approved Budget	New Funding Request	% YOY Change
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Office of the CAO \$44,396 —

Community Services and Operations \$7,096,925 \$25,065,550 253.2%

Fire Services \$40,000 \$296,000 640.0%

Development Services \$12,041,664 \$7,220,100 -40.0%

Corporate Services \$163,429 \$195,000 19.3%

Police Services \$94,129 \$48,500 -48.5%

Total \$19,480,543 \$32,825,150 68.5%

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 9

OFFICE OF THE CAO

OFFICE OF THE CAO

Leadership and Governance

- Advance Council and community strategic initiatives

- Engage in ongoing advocacy and relationship-building with other orders of government to support Council and community priorities

Organizational Effectiveness

- Support staff development and growth
- Prioritize the health and safety of all

Town employees

- Be an Employer of Choice and ensure a positive employee culture

Economic Development

- Promote business growth and investment
- Build an entrepreneurial culture
- Extend the tourism season
- Develop experiential tourism opportunities

Communications and Engagement

- Support enhanced communications with staff, Council, and the community

Priority Areas and Objectives

The Office of the CAO implements Council-directed policies and programs of the municipality.

The office also advises and informs Council on the operation and affairs of the municipality as well as being accountable for performance enterprise wide.

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 10

OFFICE OF THE CAO OFFICE OF THE CAO

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 10

The TeamCore Customers

- Council
- Residents
- Visitors
- Staff
- Volunteers
- Businesses/Organizations
- Developers
- Investors
- Stakeholders
- Surrounding Municipalities
- Provincial and Federal

Governments

Core Stakeholders

- Council
- Residents
- Committees of Council
- Business Community
- Development Industry
- Business Improvement Areas
- Chamber of Commerce
- Nuclear Innovation Institute
- Municipal Innovation

Council

- Area Municipalities

Divisions

Strategic Initiatives

Human Resources

Department Overview

2023

Permanent Full Time 11

Permanent Part Time 0

Temporary / Seasonal 4

Total Employees 15

Staffing

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 11

OFFICE OF THE CAO

Major Initiatives for 2023

Major Initiatives Description Budget Program Area – Budget Type Outcome

Refreshed Strategic Plan (2023-2027) To build a new strategic plan for 2023-2027 with community engagement. \$50k Strategic Initiatives – Operational

New Strategic Plan

Reimagined People Plan / Internal Culture Branding

This work connects the internal organization's focus with the new Corporate Strategic Plan. The work will build from the 2021 People Plan by refreshing it and adding to it so that it is still relevant and continues to build an internal culture that grows and develops people.

\$25k CAO – Operational New People Plan

Advocacy Planning Well constructed advocacy planning will ensure that the Town's interests, concerns and issues are raised and addressed at the appropriate levels of government and/or with applicable organizations or groups.

\$5k Strategic Initiatives – Staff Resources

2023 Advocacy Plan Complete

Welcoming Community Action Plan

As the Town grows in population we grow in diversity. An action plan to ensure people from a wide range of backgrounds, cultures, race and sexual orientation are considered will ensure that the Town has the right ingredients to truly make this community their home.

\$2k Economic Development – Staff Resources

Welcoming Community Action Plan

Staff Development and Growth The Town is committed to developing staff to reach their highest potential. By investing in people and offering opportunities for staff to develop their knowledge and skill we will create a more engaged, productive and satisfied workforce.

\$0 Human Resources – Operational

Annual Employee Engagement Survey

Dashboard – Making Town Priorities Visible

Investigating the development of a dashboard through the Cascade software that can be published on the Town's website to update Council and the community of the status of Town Major Initiatives, Division Highlights and Capital Projects.

\$15k CAO – Operational Dashboard Complete

Coaching for Performance The Coaching for Performance program will replace the current annual Performance Management program to ensure timely and regular communication and feedback is maintained between employees and their direct manager.

\$2.5k Human Resources – Staff Resources

New Performance Management Process

SON Land Claim Park Development 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.

\$0 Strategic Initiatives – Operational

Installation Complete

Municipal Service Delivery Review Implementation

Implementation of the Service Delivery Review that was approved by Council in 2021. 2023 will see the addition of three new positions.

\$397.71k Human Resources – Operational

Three Recruitments Complete

25 Year Amalgamation Recognition (2024)

In 2024, Mayor and Council would like to recognize the amalgamation of the municipality 25 years ago and the incorporation of the Town of Saugeen Shores.

\$0 CAO – Operational Celebration Complete

Shared Services Agreement The development of a shared services agreement between the Town Council and the Police Services Board.\$0 CAO –Operational MoU Adopted

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 12

OFFICE OF THE CAO

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 12

OFFICE OF THE CAO

Strategic Initiatives

This group oversees the strategic priorities set by Council and the Administration. They also provide strategic communication planning and implementation for internal and external stakeholders, including coordinating public engagement and developing messaging for the Mayor, members of Council, and CAO.

Services Managed

- Strategic initiatives assigned by management and/or as approved by Council
- Social media strategy implementation
- Communication strategy development and implementation
- Message development and media relations support for the Mayor and CAO
- Tourism planning and operations
- Media relations support
- Public engagement and consultation
- Support subject matter experts with communications plan development
- Economic development initiatives
- Healthcare – support physician recruitment and retention

What Governs This Work

- Corporate Strategic Plan
- Economic Development

Strategic Plan

- Saugeen Shores Strong Economic Recovery Plan
- Saugeen Shores People Plan
- Saugeen Shores Visual Identity Guide
- Economic Development Community

Improvement Plan

- Saugeen Shores Tourism Strategy
- Bruce County Economic Impact of Tourism Report
- Corporate Communications Strategy
- Engagement Strategy
- Social Media Policy
- Accessibility Standards WCAG 2.0
- Community Emergency

Management Plan

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 13

OFFICE OF THE CAO

Emerging Trends — Strengths, Opportunities, Aspirations and Results

1 Labour Market Challenges continue on a national, provincial, and regional level in which makes recruiting employees in all sectors challenging.

2 Changes to workplaces including remote working, impacts on local office spaces, the need for high-speed internet, and increasing the availability of local Wi-Fi hotspots.

3 The future availability of commercial and industrial land in Saugeen Shores is a priority to ensure opportunities for managed and strategic growth. In 2023, the Strategic Initiatives group will see focus on selling lots in the Innovation Park. This will start to address the need for employment lands; however, it is important not to lose sight that this is only the beginning.

4 Visitors are increasingly looking for experiences. People that visit Saugeen Shores are looking for more activities. Focusing on product development in partnership with economic development to identify gaps and recruit new businesses is a priority area.

5 The way visitors look for information continues to evolve. Fewer and fewer visitors to Saugeen Shores seek information from the traditional visitor centres. Instead, we see a significant number using technology for trip planning and instant access to information.

6 Four Season Destination Development is a key focus to ensure visitor to the area see Saugeen Shores as a premier place to visit, no matter what time of year.

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 14

OFFICE OF THE CAO

Strategic Initiatives Highlights for 2023

Division Highlights Description Budget Program Area – Budget Type Outcome

Healthcare Portfolio / Physician Recruitment and Retention

As Saugeen Shores continues to grow, the recruitment and retention of physicians is critical. A greater understanding of physician needs in alignment with community needs now and into the future will advance a quality healthcare program for the Town.

\$0 Operational Continued Recruitment

Municipal Innovation Council (MIC) Program Advancement

A collaborative centre for municipal innovation and a unique, leading edge platform for municipalities across Bruce County to come together and build smarter, stronger and more resilient communities.

\$0 Operational Report to Council

Nuclear Innovation Institute (NII) Facility Agreement

The NII has a current 5 year lease with the Town expiring in 2025. NII has requested a revised and updated agreement that would see a 10 year commitment to Saugeen Shores.

\$0 Staff Resources Agreement Approved

Corporate Wide Annual Report The Annual Report will highlight the progress made on the year's business plan highlighting for both Council and the public progress on initiatives year over year.

\$3k Operational Annual Report

Citizen Satisfaction Survey A Citizen Survey will be used as a data source to measure a number of key performance indicators (KPI) across the organization. This data will be used year over year as a way of understanding key service delivery performance.

\$2k Operational Citizen Satisfaction Results

Innovation Park Marketing and Sales Actively marketing the Innovation Park with a goal to sell land lots for development. \$20k Operational Lots Sold

Destination Development Develop Saugeen Shores into a destination of choice that is esthetically aligned, vibrant and prosperous with a multitude of coordinated activities and amenities.

\$0 Staff Resources Action Plan

Downtown Development Downtown vibrancy and prosperity.\$0 Staff Resources Action Plan

Municipal Accommodation Fee (MAF) / Short Term Rental Licensing Program

In coordination with Clerks and Development Services, investigate the requirements to implement a Municipal Accommodation Tax and Short Term Rental Licensing.

\$0 Staff Resources Report to Council

Develop Saugeen Shores Communications Plan

To effectively communicate the right message to the right audience. This work builds on the existing visual identity guide and creates a full brand narrative and guide.

\$20k Operational Communications Plan

Community Economic Development Initiative (CEDI)

Partnership to advance economic development initiatives with Saugeen First Nation.\$0 Staff Resources Steps towards Indigenous Reconciliation

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 15

OFFICE OF THE CAO

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 15

OFFICE OF THE CAO

Human Resources

This group is responsible for providing core human resources services, including employee recruitment, compensation and benefits, payroll, HRIS, HR policy development and compliance, corporate training, organizational effectiveness, and coordinating the Town's health and safety policies and programs.

Services Managed

- Compensation and benefits
- Recruitment and selection
- Onboarding and off boarding
- Performance management
- Corporate training and development
- HR Policy development
- Payroll administration
- Labour relations
- HRIS Administration
- Employee relations
- Disability claims management
- Health, safety and wellness
- Organizational effectiveness

including Staff Ambassador Group, staff engagement survey, and annual corporate action planning

What Governs This Work

- Saugeen Shores People Plan
- Town Policies and Procedures
- Employment-related Legislation (i.e. Employment Standards Act, Labour Relations Act, Police Services Act, Municipal Act, Fire Prevention and Protection Act, Ontario Human Rights Code, Pay Equity Act, Income Tax Act, OMERS Act, Workplace Safety and Insurance Act, Occupational Health and Safety Act)

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 16

OFFICE OF THE CAO

Emerging Trends — Strengths, Opportunities, Aspirations and Results

1 Employee wellness continues to be significant, including improving work-life balance through flexible working solutions, benefits that support health and wellness, and business planning that aligns reasonable workloads with available human capital.

2 Cultivating a healthy organizational culture that prioritizes psychological workplace safety, respect, and inclusivity where diverse people can be their fully authentic selves at work. This supports our goal to be an Employer of Choice.

3 Employee Recognition is a Top Priority. We recognize the need to show appreciation, provide recognition for a job well done and acknowledge employee achievements and contributions to ensure we achieve our organizational goals.

4 Maintain high levels of employee engagement through regular communications, including employee surveys (i.e. annual WorkWell survey and pulse surveys) and active employee participation in the Staff Ambassador Group.

5 Continue to establish the Town as an Employer of Choice. Recruitment in a highly competitive labour market reinforces the need for the Town to offer competitive compensation and benefits and to capitalize on a positive work culture to retain current staff and attract new hires.

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 17

OFFICE OF THE CAO

Human Resources Highlights for 2023

Division Highlights Description Budget Program Area – Budget Type Outcome

HRIS Employee Data Review Review employee data in the system to ensure accuracy to improve validity of system reporting capabilities. \$0 Human Resources – Staff Resources

Accurate Employee Data in HRIS

Reimagine Staff Ambassador Group The Staff Ambassador Group provides an important opportunity for employees to discuss workplace improvements, contribute ideas and provide feedback to management on a wide range of employee initiatives designed to make the Town of Saugeen Shores an Employer of Choice.

\$1.2k Human Resources – Staff Resources

Improve Employee Engagement

HR Policy Updates Human Resources conducts a scheduled review of all policies on a recurring basis to continuously improve the relevance and compliance of our policies to meet legislated requirements and support employee engagement.

\$0 Human Resources – Staff Resources

Updated HR Policies

New Continuing Education Policy Create a new HR policy based on leading municipal practices to support employee development through continuing education that adds expertise to improve our effectiveness.

\$25k Human Resources – Staff Resources

New Continuing Education Policy

Supervisory Training Develop and deliver Employee and Labour Relations Training for all supervisory staff to cover employment legislation (including Labour Relations Act, Employment Standards Act, Ontario Human Rights Code, etc.) and HR leading practices.

\$3k Human Resources – Operational

Training Delivered

Internal Equity, Diversity and Inclusion Action Plan

To ensure the Municipality is equitable, diverse, and inclusive of all regardless of race, background, gender or sexual orientation.

\$3k Human Resources – Operational

Equity Action Plan

Renew Employee Benefits with Enhanced Mental Health Provisions

Enhance mental health coverage within the existing benefit plan to ensure staff can access the support necessary to support positive mental health.

\$13k Human Resources – Operational

Benefits Changed

Employee Engagement Survey The annual Employee Engagement Survey provides an important opportunity for employees to provide feedback to management on well-being, engagement, culture and work performance.

\$1.2k Human Resources – Staff Resources

Survey Completed

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 18

OFFICE OF THE CAO

2023 Operating Budget

	(Revenue) / Expense	2022 Budget	2022 Forecasted	Actual	2022 Variance	2023 Proposed	Budget %	YOY
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Change

CAO

CAO Office —\$621,643 —

Strategic Initiatives

Strategic Initiatives \$503,807 \$480,419 \$23,387 \$556,829 10.5%

Tourism \$216,440 \$177,978 \$38,462 \$236,815 9.4%

Human Resources

Human Resources —\$591,123 —

Health and Safety \$86,105 \$38,629 \$47,475 \$28,758 -66.6%

Healthcare

Medical Building Southampton \$58,608 \$38,822 \$19,785 \$48,282 -17.6%

Medical Building Port Elgin \$63,102 \$63,085 \$17 \$55,417 -12.2%

Physician Recruitment \$137,000 \$140,758 (\$3,758)\$143,508 4.8%

Total \$1,065,061 \$939,693 \$125,369 \$2,282,373 114.3%

NOTE: Reallocation from Corporate Services and Fire Services to CAOs Office.

Salaries: \$787,605

Expenses: \$164,000

2023 Capital Budget Summary

Capital Expense 2022 Approved Budget New Funding Request YOY Change

Strategic Initiatives \$44,396 -(\$44,396)

Strategic Initiatives \$44,396 -(\$44,396)

Healthcare —

Medical Building Port Elgin —

Total \$44,396 -(\$44,396)

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 19

OFFICE OF THE CAO

Key Performance Indicators

Priority Area Objective Performance Measure(s)2023

Leadership and Governance Advance Council and community strategic initiatives Quarterly reports to assess project progress against the business plan

of outreach activities to physicians

Engage in ongoing advocacy and relationship-building with other orders of government to support Council and community priorities

of meetings with senior government officials (including delegations at AMO and ROMA)

Departmental Organizational Effectiveness

Support staff development and growth % of staff acquire lean certificate

Prioritize the health and safety of all Town employees % of completed workplace inspections (YoY)

Be an Employer of Choice and ensure a positive employee culture # of full-time staff retention / turnover rates (YoY)

Economic Development Promote business growth and investment # of developed land lots sold (e.g., Innovation Park)

Build an entrepreneurial culture # of business engagement activities (visits, communications, meetings / forums)

Extend the tourism season Volume of offseason events (YoY)

Develop experiential tourism opportunities % of growth in overnight stays (YoY)

Departmental Communications and Engagement

Support enhanced communications with staff, Council and the community

Progress made per engagement measures in Citizen Engagement Survey

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 20

COMMUNITY SERVICES AND OPERATIONS

COMMUNITY SERVICES AND OPERATIONS

Community Services and Operations is responsible for almost all municipal services that residents interact with directly. Those services include water, wastewater, landfill, cemeteries, infrastructure maintenance, recreation facilities and programming, parks, trails, tourist camps, aquatics, beaches and waterfront, harbours and airport.

The Department develops and promotes the programs, facilities and spaces for recreation and community activities throughout the Town. The Department is responsible for the care and custody of the municipality's recreational facilities (including recreational, libraries, medical buildings, and condos), parks, open spaces, trails, harbours, campgrounds, airport and waterfront.

The Department helps to keep Saugeen Shores residents healthy, active and connected with partners, stakeholders and community groups.

Priority Areas and Objectives

Service Demand Management

- Manage demand for municipal recreational facilities and parks, beaches, and trails
- Maintain efficient and effective operations and management of the tourist camps and harbours
- Ensure beautification and cleanliness of public assets and spaces, including downtown and waterfront

Sustainable Development and Planning

- Reduce energy consumption for facilities
- Support long-term water and wastewater sustainability by ensuring appropriate water usage across the Town
- Support waste reduction and diversion in the Town

Infrastructure Asset Management

- Ensure ongoing maintenance of municipal roads and sidewalks
- Manage active transportation needs
- Address State of Good Repair projects
- Manage and maintain Town-owned facilities

OFFICE OF THE CAO COMMUNITY SERVICES AND OPERATIONS

Core Customers

- Residents
- Visitors
- Businesses
- Service Clubs
- Council and Staff

2023

Permanent Full Time 48

Permanent Part Time 12

Temporary / Seasonal 76

Total Employees 136

Department Overview

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 21 TOWN OF SAUGEEN SHORES – 2023

BUSINESS PLAN 21

Core Stakeholders

Minor sports groups, sports leagues, service groups, interest groups, BIAs, Chamber of Commerce, Festival and Special Event Providers, Older Adult Groups, tenants within the facilities and developers.

Service provider for drinking water supply and distribution, wastewater treatment and collection, garbage and recycling collection, utility companies, winter maintenance and related materials, suppliers for roads and sidewalk material.

Divisions

Community Services

Operations

Public Works

Staffing

OFFICE OF THE CAO COMMUNITY SERVICES AND OPERATIONS

The Team

Department Overview

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 22

TOWN OF SAUGEEN SHORES – 2023
BUSINESS PLAN 22

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 23

COMMUNITY SERVICES AND OPERATIONS

Major Initiatives for 2023

Major Initiatives Description Budget Program Area – Budget Type Outcome

CARRIED OVER FROM 2022 –Aquatic Complex: Prime Consultant andConstruction Drawings

Completed construction drawings will position the municipality to proceed with construction in 2023. \$0 Capital Drawings Complete

Aquatic and Wellness Centre Construction The new Aquatic and Wellness Centre will replace the aging indoor pool and add recreation, fitness and wellness needs of the community.

\$49.9m Capital – Funded – Legacy Fund, Development Charges, Debt

ConstructionComplete

Lamont Sports Park Phase 2 Construction Phase 2 construction underway will include two youth ball diamonds, parking, washrooms and septic tanks, batting cages, accessible playground, signage, trail connections and workshop.

\$4.2m Capital – Funded – Legacy Fund

ConstructionComplete

CARRIED OVER FROM 2022 –Summerside Park Development: Phase 2

Community engagement that was part of Phase 1 of the park development in 2021 included feedback to inform future phases. Phase 2 includes parking, multipurposecourt, landscaping, trails and furniture.

\$0 Parks – Capital Phase 2Complete

CARRIED OVER FROM 2022 –Northshore Park Reimagined / Steam Train

Background work to design and make recommendations to Council to reimagine the Northshore Park including the historic Steam Train.

\$0 Parks – Operational Park PlanDelivered

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 24

COMMUNITY SERVICES AND OPERATIONS

Community Services

This group provides recreational facilities and programs, arena maintenance, as well as operating and maintaining seasonal amenities such as the harbour and tourist camps. They also provide the strategic long-term and new capital development of parks.

- Recreation facilities booking
- Manage community service

third-party contracts

- Aquatics operation

- Seasonal harbour operations

- Tourist camps operation

and maintenance

- Sponsored programs

(concerts and tree programs)

- Bicycle Friendly initiatives

- Manage facility lease agreements

- Arena operations

- Airport

- Management of downtown

core beautification

- Horticulture and watering

- Seasonal programs

(e.g., trails, waterfront)

- Long-term and new capital development
of parks

- Community programming

(own designed and delivered)

- Sponsorships (through bench program
and rink board ads)

- Other facilities (library, medical buildings)

- Playgrounds

- Special events and community initiatives

- Trees/arboricultural programming

- Parks operations and maintenance

(active and passive)

- Washroom facilities and cleaning

- Inspection and grooming of trails

- Beach maintenance across the Town

(in partnership with Operations)

- Public garbage

Services Managed

What Governs This Work

- Accessibility for Ontarians with

Disabilities Act

- Ontario Building Code

- Ontario Fire Code

- Technical Standards and Safety Authority

- Ontario Health & Safety Act
- Canadian Standards Association
- Ministries (MOE, MOH, MOT, MOL, MNR)
- Applicable provincial and federal regulations
- Applicable municipal plans, master plans, policies and By-laws
- Environmental Protection Act

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 25

COMMUNITY SERVICES AND OPERATIONS

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 25

COMMUNITY SERVICES AND OPERATIONS

Emerging Trends — Strengths, Opportunities, Aspirations and Results

1 There is increased pressure and demand from user groups to access our recreation facilities during prime time. Because our community is growing quickly, we are looking at our future recreational needs to remain a vibrant, attractive community with the recreational activities residents expect.

2 Maintaining and/or replacing components in aging facilities continues to apply capital budget pressures for facilities. That, combined with our population growth, means continued pressure on our existing assets AND highlights the need to develop new facilities to meet the community's needs.

3 Align lease agreements to the actual cost of operating facilities. Some of the facility leases the Town currently has

in place warrant a review to ensure they meet the current market conditions. Tracking, updating, and managing these agreements is an area of focus.

4 There is an increased demand for waterfront maintenance that needs to be balanced with waterfront sustainability.

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 26

COMMUNITY SERVICES AND OPERATIONS

Community Services Highlights for 2023

Division Highlights Description Budget Program Area – Budget Type Outcome

CARRIED OVER FROM 2022 –Exterior DoorReplacement atChamber ofCommerce Building

Installation of a new back door.\$0 Town Facilities – Capital

DoorReplaced

CARRIED OVER FROM 2022 –Lamont Sports Park:Operations Plan andMaintenance Manual

Create a maintenance and operations program for Lamont Sports Park.\$0 Parks – Operational ManualComplete

CARRIED OVER FROM 2022 –South Street BeachAccess Enhancements

Improve beach entrance.\$0 Waterfront – Capital Enhance-mentsComplete

Jubilee Park andHelliwell Park Master Plan

Develop a master plan for Jubilee Park and Helliwell Park and bring forward recommendations through the 2024 budget deliberations. Anticipate the master plan recommendation would be implemented in multiple years.

\$0 Parks – Capital Conceptual DesignComplete

Geese ManagementProgram Investigate and implement best practices for geese manage-ment along the waterfront.\$20k Waterfront – Operational Action Plan Developed

Tankard and ScottyTournament of HeartsSponsorship

During the August 8, 2022 delegation, Council indicated sup-porting the platinum sponsorship of \$10,000 for the event.\$10k Complex – Operational ProvideSponsorship of Event

Bike FriendlyCommitteeRecommendations

Annual operating funds to support the new and ongoing recommendations from the Bicycle Friendly Community Ad Hoc Committee.

\$17.5k Recreation – Operational Recommen-dationsImplemented

Active Transportation Way FindingSignage Strategy

Complete an active transportation wayfinding signage strategy (\$45K grant funded) and develop an implementa-tion plan for 2024.

\$0 Recreation – Capital StrategyCompleted

Surplus Parkland Identification and inventory of Parkland that may be deemed as surplus.\$0 Recreation – Operational Inventory Completed

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 27

COMMUNITY SERVICES AND OPERATIONS

Community Services Capital Highlights for 2023

Capital Highlights Description Budget Program Area - Budget Type Outcome

Cricket Pitch New Park Enhancement There is a need for a cricket pitch in Saugeen Shores. There is a group of residents that have played at Nodwell Park for a few years, but the space is inadequate for the sport.

\$20k Funded – Future Capital Reserves and Donation

Parks Cricket PitchInstalled

McKinnon to Shipley to Bluewater Trail Connection Design

The existing trail link (McKinnon Trail) to Shipley Ave is located on private property and it a critical access point from the new Bluewater subdivision and Shipley Trail, leading to Gobles Grove.

\$25k Funded – Future Capital Reserves

Parks Design Complete /Budget Estimate Provided

Gobles Grove Beach Access Points and Walkway

Saugeen Beach Road reconstruction is occurring the fall of 2023. Part of the design to protect the road from future high water activities is armor stone on the west side of the road. These funds will support the installation of posts and rope, access points for pedestrians, and dune grass planting to minimize sand erosion.

\$50k Funded Future Capital Reserves

Waterfront ImprovementsInstalled

Waterfront Mobi Mats The Mobi Mat portable walkways are designed to accommodate a wide range of users to gain accessible access to the waterfront.

\$10k Funded Future Capital Reserves

Waterfront Mobi MatsInstalled

Port Elgin Tourist Camp – Washroom Renovation Renovate an existing washroom in the north west section of the Port Elgin Tourist Camp.**\$30k Funded Future Capital Reserves and Carry Forward**

Tourist Camps RenovationComplete

Centennial Pool Filter Replacement Installation of a commercial filter system is required to ensure the existing pool filtration system last until the new pool is constructed.

\$45k Funded Future Capital Reserves

Pool FiltersInstalled

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 28

COMMUNITY SERVICES AND OPERATIONS

Operations

This group provides water, wastewater, landfill, garbage, and recycling services as well as long-term waste management planning. They also oversee cemetery operations and maintenance, electrical, plumbing, and locator services.

Services Managed

- Drinking water supply and distribution
- Wastewater treatment and collection
- Landfill operation and long-term waste management planning
- Locates
- Electrical and plumbing services
- Cemetery operations and maintenance
- Streetlights and traffic control

What Governs This Work

- Clean Water Act
- Safe Drinking Water Act
- Waste Management Act
- Cemeteries Act
- Environmental Protection Act
- Accessibility for Ontarians with Disabilities Act

Disabilities Act

- Ontario Building Code
- Ontario Fire Code
- Electrical Safety Authority
- Technical Standards and Safety Authority

Authority

- Ontario Health & Safety Act
- Canadian Standards Association
- Ministries (MOE, MOH, MOT, MOL, MOE, MNR)
- Applicable provincial and federal regulations
- Applicable municipal plans, master plans, policies and By-laws

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 29

COMMUNITY SERVICES AND OPERATIONS

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 29

COMMUNITY SERVICES AND OPERATIONS

Emerging Trends — Strengths, Opportunities, Aspirations and Results

1 Growth in Saugeen Shores has meant more subdivisions, which means more infrastructure. However, this also presents an opportunity to enhance the public realm, urban design, place-making and transportation options and expand the commercial/industrial land development.

2 Changes to provincial legislation continue to impact services such as downloading environmental approvals, Blue-Box collection, and recycling (e-waste, tires, etc.). A public desire for enhanced levels of services (i.e., green bin organics collection) means this area is continually evolving and is an opportunity for lasting positive effects.

3 Aging facilities and increased costs will continue to apply budget pressures and the need to renew aging equipment.

At the same time our growth rate requires infrastructure expansion before we need it.

4 Service provision remains linked to relationships with service providers (i.e., Ontario Clean Water Agency, Bruce Area Solid Waste Recycling). The need and desire for increased and improved services is complex in a service delivery model and is one that is not solely influenced by the Town.

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 30

COMMUNITY SERVICES AND OPERATIONS

Operations Highlights for 2023

Division Highlights Description Budget Program Area – Budget Type Outcome

Light Industrial WaterRate Study Research and study will be completed to explore options of a light industrial rate, By-law update and impact on water andsewer revenue reduction.

\$0 Water and Wastewater – Staff Resources

Report to Council

Pioneer Cemetery – Slope Erosion Study Continue to work with regulatory agencies to complete the slope erosion study at Pioneer Cemetery in Southampton.

\$50k Cemetery – Capital Funded – Future Capital Reserves

Pioneer Cemetery – Slope Erosion Study

Operations Capital Highlights for 2023

Capital Highlights Description Budget Program Area – Budget Type Outcome

Water Treatment Plant Expansion Filter Expansion to supply more potable water to support growth; 2023 will focus on the Environmental Assessment work with a Request for Proposals and holding a Public Information Session.

\$7m Funded – Water Reserve

Water Public Information Centre Held

Water Pollution Control Plant Upgrades – Southampton

Upgrades to increase the capacity of the plant in order to accommodate growth.

\$16.02m Funded – Wastewater Reserves

Wastewater Upgrades Installed and Working

Southampton Cemetery – Columbarium Installation

Installation of a 64 niche Columbarium. Work includes site prep, interlocking brick and installation of Columbarium.

\$40k Funded – Future Capital Reserve

Cemetery Columbarium Installed

Southampton Cemetery – Gate Column Repairs

Repairs and rehabilitation of the stone gate column at the Southampton Cemetery.

\$30k Funded – Future Capital Reserve

Cemetery Repairs Complete

Street Light Replacement Program Replace aging street lights and/or poles when required.

\$10k Funded – Future Capital Reserve

Street Lights Installation Complete

Water Plant – High Lift Pump Replacement Replace a high lift pump in zone 2 (Port Elgin) for water distribution.

\$150k Funded – Future Capital Reserve

Water Pump Installed

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 31

COMMUNITY SERVICES AND OPERATIONS

Capital Highlights Description Budget Program Area – Budget Type Outcome

Water Distribution – Zenon Membranes Replacement

Replace zenon membranes for water distribution. The lead time for membranes is one year. This proactive approach will secure membranes that are required for replacement in late 2023.

\$160k Funded – Future Capital Reserve

Water Membranes Installed

Water Pollution Control PlantCapital – Port Elgin (Annual Program)

Complete capital upgrades to the Port Elgin WPCP. This is an annual budgeted program. The items to be complete in 2023 will be discussed with OCWA and staff.

\$383.5k Funded – Wastewater Reserve

Wastewater ImprovementsComplete

Water Pollution Control PlantCapital – Southampton (Annual Program)

Complete capital upgrades to the Southampton WPCP. This is an annual budgeted program. The items to be complete in 2023 will be discussed with OCWA and staff.

\$118k Funded – Wastewater Reserve

Wastewater ImprovementsComplete

Landfill Entrance Construction Phase 2 Construction of new landfill entrance to improve capacity and

flow.\$790kFunded – Future Capital Reserves

Landfill Construction Complete

Water Treatment Plant SCADA Upgrades – Port Elgin

This project is a continuation of 2022 upgrades. Update the Supervisory Control and Data Acquisition (SCADA) system for water treatment.

\$350k Funded – Water Reserve

Water EquipmentInstalled

Water Pollution Control Plant Stepscreen Replacement – Port Elgin

Replace the stepscreen at the Port Elgin WPCP. The stepscreen separates the foreign objects from the incoming waste stream that will be treated. Note: OCWA to confirm budget.

\$500k Funded – Wastewater Reserve

Wastewater Replacement Complete

Water Treatment Plant Capital (Annual Program)

Complete capital upgrades to the Water Treatment Plant. This is an annual budgeted program. The items to be complete in 2023 will be discussed with OCWA and staff.

\$447k Funded – Water Reserve

Water ImprovementsComplete

Water Treatment Reservoir Generator and Electrical Upgrades

Replace the generator, motor control centre panel and transformer.\$500k Funded – Water Reserve

Water Upgrades are Installed andWorking

Southampton Sewage Pumping Station #1 Upgrades

Upgrade Electrical Panel, pumps, and piping to receive increased volume from growth.\$3m Funded – Future Capital Reserve

Wastewater Facility UpgradesComplete

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 32

COMMUNITY SERVICES AND OPERATIONS

Public Works

This group leads the effective and efficient service delivery for existing infrastructure, including roads, watermains, stormwater management, sanitary wastewater collection. The Division provides for the safety of the community through winter control and through the support of community assets like trails, parks and the waterfront.

Services Managed

- Road maintenance (incl. closures)
- Winter control
- Driveway permits
- Crossing guards
- Fleet and mechanics
- Sandpoint, lawn watering, pool filling, road occupancy, and oversized load permits

What Governs This Work

- Accessibility for Ontarians with Disabilities Act

Ontario Building Code

- Ontario Fire Code
- Electrical Safety Authority
- Technical Standards and Safety Authority

Ontario Health & Safety Act

- Canadian Standards Association
- Environmental Protection Act
- Ontario Highway Traffic Act
- Minimum Maintenance Standards

Regulations

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 33

COMMUNITY SERVICES AND OPERATIONS

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 33

COMMUNITY SERVICES AND OPERATIONS

Emerging Trends — Strengths, Opportunities, Aspirations and Results

1 An increased need to perform critical infrastructure maintenance; the increasing cost of materials; minimum maintenance standards for roads and sidewalks and increased demand for higher level of services is increasing in pressure.

2 Climate change and extreme weather events in the form of waves, wind, flooding, and intense rain are increasing the need for materials while deteriorating roads and assets at a higher rate.

3 The Town continues to face challenges with the availability of contractors, as well as labour and material shortages. Combine

this with an increased volume of work and delays in materials means challenges to complete tasks on time and within budget.

4 There is an increased demand for waterfront maintenance that needs to be balanced with waterfront sustainability.

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 34

COMMUNITY SERVICES AND OPERATIONS

Public Works Highlights for 2023

Division Highlights Description Budget Program Area – Budget Type Outcome

AVL Implementation Automatic Vehicle Location (AVL) provides live Global Positioning System (GPS) for fleet.
\$50k Fleet – Capital AVL Installed

Roads Contract – Loose Top Maintenance Increase operating budget line to reflect increase in cost of material and second application of calcium on required gravel roads.

\$55k Roads – Operational Complete Loose Top Maintenance

Roads Contract – Hard Top Maintenance Increase operating budget to reflect increase in cost of contract

services and additional hours for street sweeping.
\$60k Roads – Operational Complete Hard Top Maintenance

New Crossing Guard – Joseph St. & Bruce St. The traffic count numbers support a crossing guard at this intersection near Northport Elementary School. Crossing Guard would be in place before and after school, each day during the school year.

\$15k Traffic Control – Operational

New Crossing Guard

Road Closure Options South of Port Elgin Explore options to relocate the Hwy 21 closure to the 4th Conc., South of Port Elgin.
\$0 Roads – Operations Decision and Identify Impacts

Public Works Capital Highlights for 2023

Capital Highlights Description Budget Program Area – Budget Type Outcome

Asphalt Pad Installation – Conc. 6 Shop (Year 2 of 3 Year Program)

Install and replace aging asphalt at the Conc 6 Shop. Asphalt surface in the material loading areas is required to ensure any spillage can be effectively retrieved and not absorbed in loose ground surfacing.

\$40k Funded – Future Capital Reserve

Roads Asphalt Installed

Asphalt Pad Installation – Peel St Shop (Year 3 of 3 Year Program)

Install and replace aging asphalt at the Peel St Shop. Asphalt surface in the material loading areas is required to ensure any spillage can be effectively retrieved and not absorbed in loose ground surfacing.

\$40k Funded – Future Capital Reserve

Roads Asphalt Installed

Sidewalk Rehabilitation / Replacement (Annual Program)

Annual program to install new or repair sidewalks that are in poor condition.
\$75k Funded – Future Capital Reserve

Roads Sidewalks Installed

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 35

COMMUNITY SERVICES AND OPERATIONS

2023 Operating Budget

(Revenue) / Expense 2022 Budget 2022 Forecasted Actual 2022 Variance 2023 Proposed Budget % YOY

Change

Community Services

Community Services and

Operations Administration \$868,828 \$786,377 \$82,451 \$461,703 -46.9%

Parks

Airport \$25,480 \$26,643 (\$1,163)\$26,500 4.0%

Parks \$873,958 \$867,568 \$6,390 \$1,622,295 85.6%

Harbour (\$174,537)(\$286,723)\$112,187 (\$229,240)31.3%

Waterfront - Beach Maintenance \$111,245 \$38,634 \$72,611 \$144,829 30.2%

Tourist Camps (\$789,578)(\$844,240)\$54,662 (\$839,293)6.3%

Recreation

Town Facilities \$62,132 \$46,328 \$15,804 \$91,723 47.6%

Community Services and

Operations Programs (\$1,792)(\$18,510)\$16,718 \$16,227 -1005.5%

Coliseum \$233,695 \$168,455 \$65,240 \$281,260 20.4%

Complex \$354,454 \$324,929 \$29,524 \$280,524 -20.9%

Pool \$343,149 \$289,964 \$53,185 \$401,956 17.1%

Libraries \$15,086 \$4,134 \$10,952 \$12,445 -17.5%

Operations

Wastewater (\$2,295,547)(\$2,782,537)\$486,991 (\$3,261,152)42.1%

Water (\$1,860,775)(\$2,242,995)\$382,220 (\$2,537,775)36.4%

Garbage Collection (\$122,052)(\$155,000)\$32,947 (\$128,022)4.9%

Landfill (\$697,197)(\$883,337)\$186,140 (\$688,214)-1.3%

Garbage Recycling \$319,689 \$314,922 \$4,767 \$334,874 4.7%

Cemetery \$124,067 \$107,183 \$16,884 \$93,809 -24.4%

Public Works

Roads Administration \$736,129 \$735,597 \$532 \$889,141 20.8%

Roads Maintenance \$1,666,213 \$1,581,984 \$84,229 \$1,669,423 0.2%

Roads Winter Control \$570,620 \$650,990 (\$80,369)\$376,646 -34.0%

Fleet \$662,408 \$853,688 (\$191,280)\$798,663 20.6%

Traffic Control \$138,772 \$110,644 \$28,128 \$158,202 14.0%

Street Lights \$357,411 \$342,274 \$15,137 \$347,993 -2.6%

Storm Sewer \$98,555 \$90,226 \$8,329 \$146,134 48.3%

Total \$1,620,414 \$127,198 \$1,493,216 \$470,651 -71.0%

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 36

COMMUNITY SERVICES AND OPERATIONS

2023 Capital Budget Summary

Capital Expense 2022 Approved Budget New Funding Request YOY Change

Parks \$900,000 \$5,038,777 \$4,138,777

 Parks \$620,000 \$4,278,777 \$3,658,777

 Harbour \$225,000 \$550,000 \$325,000

 Waterfront Maintenance \$30,000 \$180,000 \$150,000

 Tourist Camps \$25,000 \$30,000 \$5,000

Recreation \$1,699,500 \$15,089,550 \$13,390,050

 Town Facilities \$127,500 \$60,000 (\$67,500)

 Coliseum \$17,000 –(\$17,000)

 Complex \$55,000 –(\$55,00)

 Pool \$1,500,000 \$15,029,550 \$13,529,550

Operations \$4,126,925 \$4,425,750 \$298,825

 Wastewater \$1,261,175 \$2,036,500 \$775,325

 Water \$1,645,750 \$1,479,250 (\$166,500)

 Landfill \$1,195,000 \$790,000 (\$405,000)

 Cemetery \$25,000 \$120,000 \$95,000

Public Works \$370,500 \$511,473 \$140,973

 Roads Administration \$120,500 \$215,000 \$94,500

 Traffic Control \$240,000 \$286,473 \$46,473

 Street Lights \$10,000 \$10,000 –

Total \$7,096,925 \$25,065,550 \$17,968,625

Significant investment in Aquatics & Wellness Centre, Lamont Sports Park Phase 2 and Water Treatment

Expansion projects funded by reserves.

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 37

COMMUNITY SERVICES AND OPERATIONS

Key Performance Indicators

Priority Area Objective Performance Measure(s)2023

Service Demand Management Manage demand for municipal recreational facilities and parks, beaches, and trails

Utilization rates during prime and non-prime hours for recreational arena facilities (YoY)

Maintain efficient and effective operations and management of the tourist camps and harbours

Rate of cost recovery (YoY)

Ensure beautification and cleanli-ness of public assets and spaces, incl. downtown and waterfront

Citizen satisfaction with Town's beautification activities (YoY)

Sustainable Development and Planning

Reduce energy consumption for facilities Energy consumption rates per facility (YoY)

Support long-term water sustain-ability by ensuring appropriate water usage across the Town

Lower # of water ban days (YoY)

Support waste reduction and diversion in the Town Annual diversion rate relative to provincial waste diversion target

Infrastructure Asset Maintenance

Ensure ongoing maintenance of municipal roads and sidewalks % of sidewalk KMs rated in good / very good condition

Manage active transportation needs User satisfaction with active transportation infrastructure (YoY)

Address State of Good Repair backlog projects Completion of backlog of capital projects (YoY)

Manage and maintain Town-owned facilities % of up-to-date lease agreements (YoY)

DEVELOPMENT SERVICES

DEVELOPMENT SERVICES

Development Services manages Development Engineering, Building Permits, Planning Projects, Asset Management, and By-law Enforcement in the Town of Saugeen Shores. This department creates and develops work plans to ensure wise and sustainable investment in infrastructure and development for the Town. They also manage a wide range of construction projects including roads, bridges, sidewalks, water, and wastewater systems, and provide project management for major community asset builds.

Infrastructure Planning and Development

- Ensure sufficient infrastructure is in place to service future growth

Growth Management

- Facilitate appropriate growth through the development approvals review process
- Support diversity of housing to meet community needs
- Manage and track the Town's growth

Compliance

- Administer and enforce the Town By-laws

Asset Planning and Forecasting

- Implement the Town's Asset

Management Plan

Priority Areas and Objectives

BUSINESS PLAN 39

Core Customers

Customers are predominately property owners and visitors within Saugeen Shores.

Developers and businesses are another set of external customers. Development

Services provides services to other departments.

Core Stakeholders

- Residents
- Business owners
- Development industry

Department Overview

DEVELOPMENT SERVICES

Divisions

Engineering Services

Planning and Development

Building Services and By-law Enforcement

The Team

2023

Permanent Full Time 19

Permanent Part Time 0

Temporary / Seasonal 4

Total Employees 23

Staffing

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 40

DEVELOPMENT SERVICES

Major Initiatives for 2023

Major Initiatives Description Budget Program Area – Budget Type Outcome

Landfill Expansion Class Environmental Assessment

Waste Class Environmental Assessment to determine appropriate expansion for existing landfill. Studies to include environmental, social, archaeological (etc.).

\$250k Landfill – Capital EA Complete

CARRIED OVER FROM 2022 –Roundabout – McNabb/Hwy 21 Pre-Engineering

Recommendation from the Transportation Master Plan to consider a roundabout for the intersection with the highway. MTO requires an intersection control evaluation to be completed.

\$0 Roads – Capital Council Report

Municipal Housing Allowance / Subsidy Supplement County-administered municipal housing allowance program to increase the amount that a household would receive or increase the number of households assisted. The intent is to increase this over time to \$225k per year.

\$75k Planning – Operational Funds Flowing to County Program

Cultural Heritage Master Plan Long term strategy to identify, protect and where appropriate promote the Town's cultural heritage resources and cultural assets.

\$40k Planning – Operational Plan Endorsed by Council

Port Elgin Waterfront Detail Design (Landscape and Engineering)

Build on existing Waterfront Master Plan Conceptual design to develop a detailed landscape design for the Port Elgin waterfront encompassing the main beach, the Cedar Crescent development, and the Harbour.

\$120k Waterfront – Waterfront Capital

Final DesignEndorsed by Council

Cedar Crescent Village Staff support to the proponent to advance construction in accordance with approved Plans.\$0 Planning, Building, Engineering – Operational

CCV Construction

Support Ad Hoc Environmental Committee

Establish governance and administrative support for Committee to implement environmental stewardship report recommended actions.

\$10k Planning – Operational Committee Established and Working

Advance Environmental Stewardship Committee Recommended Actions

Staff will advance ESAC Recommendations to: investigate an Urban Tree Canopy Plan; provide Council with information about opportunities to pilot municipal programs for waste diversion; and apply relevant ESAC recommendations to the review of Environmental and Natural Heritage policies in the Town Official Plan.

\$0 StaffResources Recom-mended Actions 6, 7 and 8

Food Waste Diversion Pilot Program Develop and implement a food waste diversion pilot program through Food Cycle Science.\$25k Operations – Operational Food CylersDeployed

Develop and Implement an Urban Tree Canopy Plan

Tree protection By-laws to be created applicable to public and private property within the urban area.\$20k

Planning – StaffResources

Approved Urban TreeCanopy Plan

Official Plan Environ-mental and Natural Heritage Policy Review

Apply relevant ESAC Recommendations to the review of Environmental and Natural Heritage policies in the TownOfficial Plan.

\$0 Planning – StaffResources

Report toCouncil

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 41

DEVELOPMENT SERVICES

Capital Highlights for 2023

Capital Highlights Description Budget Program Area – Budget Type Outcome

Fleet Replacement Upgrade the Town's equipment and vehicles to meet replacement and growth needs.\$2.13m

Asset Management Equipment,VehiclesPurchased

Louis Street - Goderich to Wellington Road reconstruction with replacement of watermain, sewer and new storm sewer with sidewalk, curb and gutter.

\$1.44m Roads ConstructionComplete

Ivings Drive - Goderich Street Intersection Phase 2 Reconfigure parking lots to direct access to the signalized intersection.\$370k Roads ConstructionComplete

Drainage Pits Install two new pits at locations with drainage issues to be determined in consultation with Operations staff.

\$40k Roads Pit Installedand Working

Shoreline Protection and Trail Repair Annual reconstruction/relocation of the trail to repair damaged sections.\$300k Roads ConstructionComplete

Annual Asphalt Road Resurfacing Annual resurfacing programme targeted to a particular road segment to be determined in consultation with Operations staff.

\$100k Roads Road Resurfaced

Eastwood Drive - Mill to River Forcemain, Watermain and Road Reconstruction

Westlinks development requires new forcemain on this road segment to provide sanitary sewer capacity. The project also provides the opportunity to complete planned watermain upgrades and the road will be reconstructed.

\$1.68m Roads ConstructionComplete

Mill Street - Eastwood to Lehnen Westlinks development requires new forcemain on this road segment to provide sanitary sewer capacity.\$530k Roads ConstructionComplete

Lehnen Street - Mill to Green Westlinks development requires new forcemain on this road segment to provide sanitary sewer capacity.\$815k Roads ConstructionComplete

Annual Sidewalk Construction Build sidewalks to improve pedestrian connectivity in accordance with the Transportation Master Plan.\$40k Roads ConstructionComplete

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 42

DEVELOPMENT SERVICES

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 42

DEVELOPMENT SERVICES

Engineering Services

Engineering Services is responsible for the design and construction of capital road design work, and development services on permits, applications and processes. They manage existing and new assets to deliver services to residents, manage projects for major community facility construction projects, and property management.

Services Managed

- Project Management, Design and Construction – capital projects

- Drainage superintendent

- Lot grading certificates

- Municipal consent application (granting permission to install or move locates)

- Engineering review for development

- plans and studies, infrastructure

- designs and plans, site plans, and

- other technical requirements such as clearing conditions on subdivisions

- Develop, update, and lead

- implementation the Town's Asset Management Plan

- Leads Asset Management Advisory Committee

- Project Management, Design and Construction

- GIS, including CityWorks

- Airport

- Fleet and facilities

- Property management

- Respond to inquiries from Council, staff, lawyers, residents related to encroachment and road allowances

What Governs This Work

- Environmental Protection Act

- Environmental Assessment Act

- Planning Act

- Municipal Act

- Zoning By-law

- Transportation Master Plan

- Official Plan

- Water and Wastewater Master Plan

- Drainage Act and Common Law

Drainage

- Drainage Master Plan

- Clean Water Act
- Safe Drinking Water Act
- Various By-laws
- Provincial Regulation
- Asset Management Plan
- Capital Plan
- Various Town Master Plans
- Ontario Building Code

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 43

DEVELOPMENT SERVICES

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 43

DEVELOPMENT SERVICES

Emerging Trends — Strengths, Opportunities, Aspirations and Results

1 Saugeen Shores is forecasted to grow by 5,800 persons and 2,000 jobs over the 25-year period from 2021 to 2046. Being Future Ready means coordinating infrastructure, land use, and financial planning now.

2 The fast pace of development activity leads to high workload volumes with demand for quick turnaround.

Examples

of services that experience this pressure are lot grading and drainage reviews and certifications to support the building sector.

3 Aging infrastructure, higher inflation and the impacts of climate change will continue to create challenges to maintaining

critical infrastructure and high demand for projects that upgrade or replace infrastructure.

4 Asset management is increasingly recognized as a key component of good government and a necessary source of information for long range decision-making about infrastructure investment.

5 Saugeen Shores is ahead of the provincially-mandated schedule for asset management planning for core infrastructure.

The next challenge is to update the Asset Management Plan for the Town's extensive portfolio of buildings and facilities.

6 Aligning the capital plan with the asset management plan and funding strategy is an opportunity to properly plan for maintenance and replacement of existing assets with balanced investment in new infrastructure.

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 44

DEVELOPMENT SERVICES

Engineering Services Highlights for 2023

Division Highlights Description Budget Program Area – Budget Type Outcome

Asset Management Software Upgrade and Training

Add CityWorks premium package for asset management which will enable use on mobile devices for front line staff to improve updating and flow of information between departments.

\$30k Asset Management – Operational

Software is Installed, Users are Trained

Municipal Facility Condition Assessment Document the condition of the Town's Facilities for the Asset Management Plan and system.

\$90k Asset Management – Operational

Detailed Inventory Integrated with the Asset Management System

Downtown Parking Strategies for Port Elgin and Southampton

Per Transportation Master Plan Recommendation No. 21, purpose would be to improve efficiency of existing and future parking supply.

\$60k Engineering – Operational Council Endorsed Strategy

Sell Surplus Town Lands for Housing Sell Town-owned parcels that have been shortlisted as being candidates to be declared surplus and appropriate for housing development.

\$20k Asset Management – Operational

Surplus Lands are Sold

Zgaa-biig-ni-gan Bridge Investigation Detailed investigation of bridge deck to confirm condition and accurately forecast future repairs.

\$75k Engineering – Capital Report Received

Project Management Support Services Engineering Services provides support to various departments on capital project advancement.

\$0 Engineering – Staff Resources

Projects Complete

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 45

DEVELOPMENT SERVICES

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 45

DEVELOPMENT SERVICES

Planning and Development

This group is responsible for the research, development, and implementation of long-term planning policies in land use planning, economic development, and housing diversity, while administering the Town's components of the development application review and implementation processes.

Services Managed

- Municipal support for County delivery of Planning Act application services
- Site Plan Control
- Create and implement Subdivision, Condominium, and Site Plan

Development Agreements

- Policy research to inform issues related to housing, the environment, and cultural heritage

What Governs This Work

• Planning Act (other planning

relation Acts and Regulations)

• Ontario Building Code

• Council Initiatives

• Market Demands

• Zoning By-law

• Official Plan

• Site Plan By-law

• Development Charges Act

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 46

DEVELOPMENT SERVICES

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 46

DEVELOPMENT SERVICES

Emerging Trends — Strengths, Opportunities, Aspirations and Results

1 Saugeen Shores is forecast to grow by 3,240 households over the 25-year period from 2021 to 2046. There is consensus that the existing and future housing supply is not affordable or attainable, and that this represents a crisis in our community.

2 Current and long-range growth presents both an economic opportunity and a source of concern about how future

development will change the community, particularly in terms of affordability, as well as the environment, and cultural heritage.

3 Saugeen Shores has a highly engaged and well-informed community of citizens, volunteer organizations and business

owners, with a keen interest in all aspects of development.

4 A recently completed review of the Town's planning processes identified improvements that the team will work on implementing.

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 47

DEVELOPMENT SERVICES

Planning and Development Highlights for 2023

Division Highlights Description Budget Program Area – Budget Type Outcome

Residential Intensification Guidelines

Provide clarity to applicants and the public about what the Town sees as good intensification design so support increased supply of housing that meets the Town's needs.

\$20k Planning – Operational GuidelinesApproved

Cottage Streets Development Standards Update

Update development standards to include an alternative road profile to use for cottage streets, along with a map showing what existing streets are considered cottage streets.

\$20k Planning – Operational UpdatedStandards

Zoning By-law Housekeeping Improvements

Town staff Identify provisions that are creating process headaches and are relatively straightforward to fix, and then work with County Planners to advance a Zoning By-law Housekeeping Amendment.

\$0 Planning – StaffResources

By-lawAmendment Adopted

Advance KPMG Planning Process Recommended Actions

To execute the implementation plan set out in the KPMG report that are applicable to the Planning Division'sprocesses and systems.

\$0 Planning – StaffResources

ImprovementsImplemented and Docu-mented

Update Local Planning Service MoU with County

To advance the December 2019 Draft MoU for Local Planning Service Delivery to County and Town Councils for approval.

\$10k Planning – StaffResources

MoU is Signed

Establish Internal Application Review Timelines and Circulation Limits

Implement clear and standardized internal review time limits based on the application type and development services resourcing, and time limits for consultants doing application reviews for the Town.

\$0 Planning – StaffResources

Timelines are Documented, Communi-cated and Implemented

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 48

DEVELOPMENT SERVICES

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 48

DEVELOPMENT SERVICES

Building Services and By-law Enforcement

This group ensures compliance with, and enforcement of, the Ontario Building Code and all By-laws within the Town and provides Building Permit services.

Services Managed

- Building permit issuance
- Building inspection
- Demolitions
- Zoning administration
- Building compliance reports
- By-law enforcement

What Governs This Work

- Ontario Building Code
- Municipal Act
- Planning Act
- Zoning By-law
- Sign By-law
- Property Standards By-law
- Animal Control By-law

Emerging Trends — Strengths, Opportunities, Aspirations and Results

1 2022 saw a lower volume of residential activity, after record building permits issued in 2021. However, these numbers are still historically high, and the levels of commercial and institutional construction activity were higher in 2022 than in 2021.

2 While rising inflation and interest rates may lead to a tapering of residential permit demand in 2022, Saugeen Shores

is a dynamic community with a diversity of economic sectors — including agriculture — that will continue to require high levels of service from the building division team.

3 A recently completed review of the Town's building permit processes identified improvements that the team will be working to implement.

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 49

DEVELOPMENT SERVICES

Building Services and By-law Enforcement Highlights for 2023

Division Highlights Description Budget Program Area – Budget Type Outcome

Advance KPMG Building Process Actions To execute the implementation plan set out in the KPMG report that are applicable to the Building Division's processes and systems.

\$0 Building – StaffResources

Improvements Implemented and Documented

Development Fees Review and Update Review fees for Town processing of development applications to ensure they are appropriate for cost recovery.

\$40k Building – Operational By-law Adopted

Upload Old Building Permit Data from Keystone to CloudPermit

The current data is stored in Cloud Permit with older permits stored in Keystone. To maintain a single authoritative source of data, this process will import Keystone data to Cloud Permit.

\$10k Building – Operational All Digital Data Stored in Cloud Permit

Sign By-law Update Work within development services to update the Town Sign By-law to make it clearer, easier to administer and reflects Town character.

\$0 By-law – StaffResources

New By-law Passed, Public Info Posted

Property Standards By-law Update Review By-law provisions dealing with standards for lawn maintenance to clarify alternatives that may promote environmental objectives such as reduced water use and/or enhanced habitat.

\$0 By-law – StaffResources

Updated By-law Passed

Animal Control By-law Update Review and revise where appropriate the provisions dealing with dogs on the beach and livestock herd protection dogs.

\$0 By-law – Staff Resources

Updated By-law Passed

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 50

DEVELOPMENT SERVICES

2023 Operating Budget

	(Revenue) / Expense	2022 Budget	2022 Forecasted	Actual	2022 Variance	2023 Proposed	Budget %	YOY Change
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Engineering Services

Asset Management	—	\$446,492	—					
Engineering	\$606,999	\$425,492	\$181,508	\$421,374	-30.6%			

Planning and Development

Planning	\$210,404	\$214,846	(\$4,443)	\$585,320	178.2%			
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Building Services

Building	(\$258,678)	(\$247,737)	(\$10,941)	(104,212)	-59.7%			
By-law Enforcement	\$111,298	\$104,748	\$6,550	\$115,255	3.6%			

Total \$670,023 \$497,350 \$172,673 \$1,464,229 118.5%

2023 Capital Budget Summary

Capital Expense	2022 Approved Budget	New Funding Request	YOY Change
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Engineering Services	\$228,000	\$75,000	(\$153,000)
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Engineering	\$228,000	\$75,000	(\$153,000)
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Planning and Development	\$3,955,604	—	(\$3,955,604)
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Planning	\$3,955,604	—	(\$3,955,604)
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Building Services —

Building	—		
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Public Works	\$7,858,060	\$7,145,100	(\$712,960)
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Roads	\$5,862,060	\$5,015,000	(\$847,060)
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Fleet	\$1,996,000	\$2,130,100	\$134,100
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Total	\$12,041,664	\$7,220,100	(\$4,821,564)
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TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 51

DEVELOPMENT SERVICES

Key Performance Indicators

Priority Area Objective Performance Measure(s)2023

Infrastructure Planning and Development

Ensure sufficient infrastructure is in place to service future growth % of developments able to proceed due to sufficient infrastructure

Growth Management Facilitate appropriate growth through the development approvals review process

% of the Town's site plan control segment timelines that meet or exceed Town requirements

Support diversity of housing to meet community needs Overall housing supply growth by housing type• total units• single residential• townhouses / row houses • apartment / condominium

Manage and track the Town's growth # of building permits issued (YoY)

Compliance Administer and enforce the Town By-laws # and types of complaints

Asset Planning and Forecasting Implement the Town's Asset Management Plan (AMP)% of asset replacement (per year)

\$ value of asset replacement (per year)

% of asset class in good repair (currently core infrastructure and all assets once AMP is completed in July 2024)

CORPORATE SERVICES

CORPORATE SERVICES

Corporate Services is the hub and core of the Town's administration. They provide professional services and advice to support how the municipality functions while helping the operational departments deliver their services. This department supports the overall administration of the organization, including the Finance, Clerk, and Information Technology divisions. All these functions provide the systems, information and human capital needed to operate effectively and efficiently.

Operational Effectiveness

- Advance cybersecurity and training initiatives to protect the Town's digital ecosystem
- Invest in technology to support operational effectiveness

Service Excellence

- Advance digitization and process improvement initiatives

Financial Sustainability

- Enhance customer service
- Manage budget and business planning processes
- Monitor and maintain the financial performance of the municipality

Priority Areas and Objectives

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 53

OFFICE OF THE CAOCORPORATE SERVICES

2023

Permanent Full Time 13

Permanent Part Time 0

Temporary / Seasonal 1

Total Employees 14

The Team

Core Customers

- Residents
- Council and Staff

Core Stakeholders

- Residents
- Neighbouring municipalities
- Regulatory agencies

Department Overview

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 53

Staffing

Divisions

Information Technology

Clerks

Finance

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 54

CORPORATE SERVICES

Major Initiatives for 2023

Major Initiatives Description Budget Program Area – Budget Type Outcome

Online Payment To increase the number of services/transactions available online, thereby reducing staff labour/interaction requirements and increasing end user/resident satisfaction.

\$15k IT – Operational 25% IncreaseOnline Payment

Review all Non-Tax Revenue Budgets for Opportunities to Decrease Pressure on Taxation Through Improved Forecasting

Revenue budgets have been adjusted in the past for inflation but not growth. Ensure the 2023 business plan takes this into account in developing an accurate forecast.

\$0 Finance – Staff Resources

Accurate 10 Year Forecast of Revenue

Implementation and Enhancement of Questica Budget Software

Continued staff training on use of software. Investigate use of OpenBook module to enhance communication with Council and residents. Investigate HR Sync to automatically update data in Personnel module.

\$15k Finance – Operational Questica Reporting Tools

Review and update of Finance By-laws, Policies and Procedures

Update Reserve, Water and Investment Policies and By-laws.

\$0 Finance – Staff Resources

Three Policy Updates

TOMRMS Digitization – Modernization Fund Intake 3

Complete digitization of records.

\$0 Clerks – Operational Records Digitized

Develop a Business Plan/Long Term Financial Plan leading into the Annual Budget Process

Continue to develop a ten-year business plan (2024 budget).

\$15k Finance – Operational 2024 Business Plan

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 55

CORPORATE SERVICES

Capital Highlights for 2023

Capital Highlights Description Budget Program Area – Budget Type Outcome

Computer Renewal Program To maintain operational effectiveness and support levels by continuing to manage hardware lifecycle of workstations based on a five-year lifespan.

\$36k IT Workstation Renewed

Security Hardware Refresh To maintain operational effectiveness and support levels by continuing to manage hardware lifecycle security hardware based on three-year rotation. Improved efficiency/decreased wait time due to increased firewall performance/flexibility.

\$15k IT Security Hardware Update

Aggregation of Licensing Costs to IT From Other Departments

IT Budget increases however there are matching decreases corresponding line items for other departments as software licensing is brought to one department for better transparency and efficiencies.

\$0 IT Centralized Licensing

Microsoft 365 Phone System Contract services for M365 including Teams/Sharepoint reviewing security and improving items such as multi-factor authentication.

\$25k IT InstallationComplete

Annual Hardware Purchase Increase Workstation budget increase due to service delivery review specifying seven additional positions such as supervisors asset management, supervisor engineering, fire admin, building admin, fire prevention officer, operations manager and second GIS coordinator in addition to existing staff lifecycle purchases.

\$4k IT Rollout of LifecycleReplacement

CORPORATE SERVICES

Information Technology

The Information Technology division is responsible for ensuring the Town's IT systems effectively meet the needs of all Town departments to deliver services, including troubleshooting and resolving IT issues as well as providing related training.

Services Managed

- Troubleshooting IT issues across the organization including Police

Services

- Designing, implementing and operating the IT infrastructure
- Managing the Town's hardware and software including procurement, implementation, and refurb/destruction
- Vendor management/issue resolution

What Governs This Work

- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)
- Canada's Anti-Spam Legislation
- Personal Information Protection and Electronic Documents Act
- Federal/Provincial Police IT Guidelines including NPSNet Connection Authorization

Change/Request

Emerging Trends — Strengths, Opportunities, Aspirations and Results

1 Security requirements for all users including remote/work from home continue to evolve.

This group continues to ensure all staff and Council members are protected from emerging threats and vulnerabilities. Understanding how the changes impact our users and conducting training or upgrades is an important area.

2 IT Asset Management. We can continue to work with other divisions to monitor and improve tracking of all assets from purchase through the entire lifecycle to retirement/disposal. This starts with verifying all assets in IT match financial asset records.

3 Optimizing how we use technology. Ensuring technology is used to maximize the efficient and accurate delivery of service to residents while making sure the appropriate systems are used to support the Town's business.

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 57

CORPORATE SERVICES

Information Technology Highlights for 2023

Division Highlights Description Budget Program Area – Budget Type Outcome

Health and Safety Platform To maintain operational effectiveness and support levels by continuing to improve our health and safety incident, training and inspection tracking. Improve data visualization. First year of ongoing opex based on 2022 project/budget approval.

\$15k IT – Operational Platform Launched

DigSmart-First Year of Full Usage To automate and improve efficiency of locate requests and delegation, freeing up staff to focus on value add work.\$6.2k IT – Operational Software Implemented

Consulting Services Increase consulting budget to ensure growing use of technology by the Town is fully supported.\$10k IT – Operational Response Times Maintained

RFP Rural Broadband Issue RFP to improve rural broadband using existing Town infrastructure – Port Elgin and Southampton water towers.\$0 IT – Operational Improved Rural Connectivity

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 58

CORPORATE SERVICES

Clerks

This group supports Council and administers committee and Council meetings, while serving as a liaison between Council and the public. They are also responsible for corporate records management (paper and digital) and licensing in accordance with by-laws and provincial legislation/regulations.

Services Managed

- Council meeting management
- Recording all Committee/Council proceedings and issuing meeting minutes
- Preparing agendas, meeting minutes, resolutions, by-laws, agreements, correspondence
- Ensuring public access to public records and information
- MFIPPA requests
- Licensing, prepare, review and register documents
- Signing officer for the Corporation
- Responding to inquiries from Council, staff, lawyers, residents related to Corporate inquiries and

By-laws

- Election coordination
- Records management (digital and paper)

What Governs This Work

- All By-law and some policies of the Corporation
- Accessibility for Ontarians with Disabilities Act
- Development Charges Act
- Dog Owners Liability Act
- Municipal Act
- Planning Act
- Line Fences Act
- Animal Control By-law
- Municipal Elections Act
- Municipal case law
- Ontario Heritage Act
- Protection of Livestock and Poultry from Dogs Act and Wildlife Damage regulations Act
- Tile Drainage Act
- Records Retention By-law
- Highway Traffic Act

- Municipal Freedom of Information and Protection of Privacy Act
- Municipal Conflict of Interest Act

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 59

CORPORATE SERVICES

Emerging Trends — Strengths, Opportunities, Aspirations and Results

1 Continued support for corporate information stewardship and openness ensuring that Council, the CAO and Senior

Leadership Team have the necessary support on procedures, legislated and delegated requirements.

2 The rapid growth in Saugeen Shores means implementing an electronic filing system and an improved records management system so the Town can quickly respond to council, ratepayers and staff inquiries.

3 Continued focus on ensuring legislative compliance with all applicable Acts and to foster public trust and confidence in local government.

Clerks Highlights for 2023

Division Highlights Description Budget Program Area – Budget Type Outcome

Update Surplus LandProcess/Policy Clarifying the process/policy to better deal with Town owned land.\$0 Clerks – Staff Resources Policy Updated

Code of Conduct Update /Committees Under the Municipal Act, 2001, all municipalities are required to establish a code of conduct for councillors and certain local boards.

\$0 Clerks – Staff Resources Update Approved

Review Council Remuneration Ensure that Council Remuneration is competitive with other comparable municipalities.\$10k Clerks – Operational CompensationReviewed

Business Licensing By-law Review Review Business Licensing By-law to ensure it meets current needs and is up-to-date with current standardsestablished by municipalities of a similar size as Saugeen Shores.

\$0 Clerks – Staff Resources By-law Reviewed

Community Donation Policy Enhanced policy that better meets community needs through effective allocation of grants.\$0 Clerks – Staff Resources PolicyDeveloped

CORPORATE SERVICES

Finance

Finance controls, manages, and efficiently and effectively administers the Corporation's financial accounting and data processing functions in planning and budgeting, accounting, investment and fund management, asset management, tax and water revenue, risk management, payroll and purchasing.

Services Managed

- Property Tax Administration
- Water billing and collection
- Accounts Receivable
- Accounts Payable
- Purchasing and Procurement
- Business planning (inc. budgeting)
- Investment and fund management
- Financial performance monitoring
- Statutory and contractual compliance reporting
- Provides external customer support to all customers and ratepayers

What Governs This Work

A range of federal, provincial and municipal legislation governs the work of Finance. Some of the most relevant federal and provincial legislation is:

- Public Sector Accounting Standards
- Municipal Act
- Assessment Act
- Development Charges Act
- Employment Standards Act
- Electricity Act
- O. Reg 588/17 Asset Management

Planning

- Federal and Provincial funding agreements and grant agreements
- MFIPPA

The Town By-laws and policies that governs our work:

- Water and Sewer Billing By-law
- Purchasing and Procurement By-law
- Development Charges By-law
- Reserve Policy
- Long Range Financial Plan
- Investment Policy
- Tangible Capital Asset Policy
- Debt Management Policy

CORPORATE SERVICES

Emerging Trends — Strengths, Opportunities, Aspirations and Results

1 Accounting standards continue to evolve and are becoming more uniform globally for public sector standards.

Understanding how the changes impact us and implementing them effectively within prescribed timeframes can pose a challenge.

2 There is an increase in legislative requirements, including asset management regulation deadlines, energy reporting requirement changes, and increasing audit standards around IT infrastructure.

3 The growth rate in Saugeen Shores impacts how the Town delivers its Financial Services and increases the importance of standardizing and centralizing functions that are effective for all areas of the organization (such as purchasing and payroll). As well, growing financial resources increases the importance of investment policies, decisions, and results such as debt policies and debt management.

4 Funding levels from other levels of government continue to be uncertain and can fluctuate largely from year to year based on available grant programs and our success in gaining those grants for specific projects.

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 62

CORPORATE SERVICES

Finance Highlights for 2023

Division Highlights Description Budget Program Area – Budget Type Outcome

Improved Financial Reporting Monthly reporting for management starting with the February close and quarterly reporting to Council.\$0 Finance – StaffResources

Improved CostManagement and Transparency

Special Levy – MultipleProperty/Special ArealImplications

Ensure taxation fairness, transparency and alignment with legislation.\$0 Finance – StaffResources

Recommen-dations to Council

Insurance Request for Proposal (RFP)Select an insurance provider through a competitive RFP process.\$0

Finance – StaffResources

Contract Awarded

Investigate Citizen Engaged Business Plan 2024

Ensure ten-year business plan service levels and taxation levels are consistent with resident expectations.\$0

Finance – Staff Resources

Process Improved

Facility/Administration Budget Consolidation/Realignment

Ensure that budgets are aligned to the responsible managers. Simplify the account structure. Ensure costs are allocated fairly to service areas.

\$0 Finance – StaffResources

BudgetRealignment Complete

MPAC Reassessment Cycle The Ontario government has postponed the 2020 Assessment Update. They have indicated that property assessments for the 2022 and 2023 property tax years will continue to be based on the fully phased-in January 1, 2016 current values.

\$50k Operational UpdatedAssessment Values 2024 Taxation Year

Review Fees and Charges By-law Fees set at rates below the service levels being provided results in higher taxation. Identify opportunities to increase fees to appropriate levels for consideration byCouncil. Conduct study to compare to neighbouring municipalities.

\$40k Operational ReviewComplete

Pursue 3rd Party Invoice Delivery Investigate potential options for outsourcing or remodeling how we deliver paper bills to customers. The current process is very time consuming and manual, and relies on equipment under tight timelines.

\$30k Operational ContractAwarded

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 63

CORPORATE SERVICES

2023 Operating Budget

(Revenue) / Expense 2022 Budget 2022 Forecasted Actual 2022 Variance 2023 Proposed Budget % YOY

Change

Information Technology

Information Technology \$572,367 \$568,489 3,879 \$705,312 23.2%

Clerks

Council \$293,832 \$277,690 \$16,142 \$323,275 10.0%

Clerks —\$373,663 —

Election \$63,141 \$51,635 \$11,506 —100.0%

Animal Control \$5,673 (\$4,749)\$10,422 \$5,942 4.8%

Municipal Heritage —(\$147)\$147 —

Finance

Taxation (\$19,645,445)(\$19,779,415)\$133,970 (\$19,643,020)0.0%

Corporate (\$1,998,030)(\$2,209,853)\$211,823 (\$2,038,636)2.0%

Administration - Corp. Services \$2,438,850 \$2,354,483 \$84,367 \$31,437 -98.7%

Finance —\$1,201,824 —

Saugeen Valley Conservation

Authority \$395,464 \$392,276 \$3,188 \$440,186 11.3%

Transit \$125,842 \$120,150 \$5,692 \$134,973 7.3%

Total (\$17,748,306)(\$18,229,440)\$481,134 (\$18,465,043)4.0%

* Reallocation from Corporate Services to CAOs Office / Centralization of IT Expenses from Departments

2023 Capital Budget Summary

Capital Expense 2022 Approved Budget New Funding Request YOY Change

Information Technology \$152,429 \$175,000 \$22,571

Information Technology \$152,429 \$175,000 \$22,571

Finance \$11,000 \$20,000 \$9,000

Administration - Corp. Services \$11,000 \$20,000 \$9,000

Total \$163,429 \$195,000 \$31,571

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 64

CORPORATE SERVICES

Key Performance Indicators

Priority Area Objective Performance Measure(s)2023

OperationalEffectiveness Advance digitization and process improvement initiatives # of Clerk license applications available online

Advance cybersecurity and training initiatives to protect the Town's digital ecosystem

of total cyber attacks and targets

% of attacks blocked

ToSS vulnerability risk index to municipal benchmark average

% of staff who have completed training / refresher training sessions

Invest in technology to support operational effectiveness % completion of scheduled replacements within budget (Annual)

Service Excellence Enhance customer service % of calls that go to 0 out (decrease over time)

of total zero queue calls answered (increase over time and reduce calls going to voicemail)

Financial Sustainability Manage budget and business planning processes Budget completed by December 31st (non-election year)

Monitor and maintain the financial performance of the municipality Time to deliver monthly reports

FIRE SERVICES

Priority Areas and Objectives

FIRE SERVICES

Saugeen Shores Fire Services is responsible for protecting the people and property of the community by implementing the Ontario Fire Marshall's three pillars of fire prevention: public education, fire prevention and emergency response efforts.

Service Excellence

- Ensure alignment of service levels to community needs
- Administer and enforce inspection and compliance initiatives

Operational Effectiveness

- Maintain efficient and effective operations
- Ensure firefighter health and safety

Communication and Engagement

- Manage requests, complaints, and resolutions
- Increase public outreach to promote fire education initiatives and Community

Emergency Planning Information

- Engage in ongoing relationship-building with partners to support Council and community priorities

1 Fire Services educates the public on fire prevention and emergency planning by delivering in-person and virtual education to schools, nursing homes, community groups and residents.

2 Fire Prevention staff ensure fire safety compliance to the Ontario Fire Code through education, inspections, and enforcement.

3 Fire and rescue services include attending to fire incidents, auto extrications, medical assistance, rescue and public hazard incidents within Saugeen Shores as well as with the service's mutual aid partners.

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 66

OFFICE OF THE CAOFIRE SERVICES

2023

Permanent Full Time 4

Permanent Part Time 0

Temporary / Volunteer 51

Total Department Size 55

The TeamCore Customers

- Residents
- Staff
- Businesses
- Volunteers
- Surrounding Municipalities
- Province

Core Stakeholders

- Residents
- Staff
- Council
- Business Community
- Development Industry
- Emergency Management

Committee

- Business Improvement Areas

Divisions

Fire Rescue

Emergency Preparedness

Department Overview

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 66

Staffing

FIRE SERVICES

Major Initiatives for 2023

Major Initiatives Description Budget Program Area – Budget Type Outcome

Community Comprehensive RiskAssessment Model

Determine a path forward for the completion of the community risk assessment model in an expedient manner to assist with the completion of a regulatory by-law and Fire Services Master plan.

\$0 Fire – Operational CompletedCommunity Risk Assessment

Update Fire Department Regulatory By-law The Ontario Fire Marshals office has mandated that all Fire Department members be certified in the services or actions they provide. Council must define these services to allow for clear direction on the required training and possible expenditures.

\$0 Fire – Staff Resources

New FireDepartmentRegulatoryBy-law

Review Community Water Rescue Services

Conduct a review of community water rescue services including fire department, auxiliary coast guard and private entities.

\$0 Fire – Operational Include WaterRescue Service

Investigate Increased Training Frequency for Firefighters

To investigate firefighter efficiencies and competencies by evaluating the impact of increasing firefighter training nights by one per month.

\$12k Fire – Staff Resources

IncreasedFirefighterCompetency

National Fire Prevention Association(NFPA) Training

Prepare for mandatory certification and supplying qualified trainers and officers department-wide.\$10k Fire – Staff Resources

QualifiedResponders,Educators and Trainers

Capital Highlights for 2023

Capital Highlights Description Budget Program Area – Budget Type Outcome

Bunker Gear Extractors Acquire bunker gear washing machines to decontaminate gear and eliminated the need to send gear out for cleaning.\$26k Fire New ExtractorsAcquired

Fire Training Centre – Planning and Engineering

To create a small class A & B fire training building to develop and maintain Firefighter competency and skills while maintaining response capabilities during training.

\$50k Fire Live Fire Burning Facility is Designed

Fire Station Exhaust Extractors To acquire and install exhaust extraction systems in each Fire station to prevent the inhalation of diesel exhaust fumes and the contamination of bunker gear and equipment.

\$90k Fire Fume Extraction SystemInstalled

Bunker Gear Replacement Program

Supply structural firefighting gear to firefighters at a manageable rate to equalize the replacement rate over ten years and slowly supply each firefighter with two sets of gear.

\$30k Fire ManageableReplacement Program

FIRE SERVICES

Fire Rescue

Fire rescue provides services from two fire stations. The team responds to fire, auto extrication, medical assistance, rescue, and public hazard incidents within Saugeen Shores, as well as through mutual aid agreements with several neighbouring communities. The team develops fire prevention through training and education to the public by visiting schools, nursing homes and community groups. The Division also supports the ongoing training of all volunteer firefighters to the National Fire Protection Association (NFPA).

Services Managed

- Fire public education
- Fire prevention
- Fire and emergency response
- Firefighter training

What Governs This Work

- Ontario Fire Prevention & Protection Act 1997

- Ontario Fire Code 213/07
- Saugeen Shores Fire Department

Regulatory By-law # 53 - 2005

- Ontario Health & Safety Act, Section 21 Guidance Notes
- National Fire Protection Association

FIRE SERVICES

Emerging Trends — Strengths, Opportunities, Aspirations and Results

1 An increase in the Town's population is increasing the need for first response to medical emergencies and fire.

There is also

an increase in lower priority incidents, especially nuisance smoke and carbon monoxide alarm activations.

2 An increase in provincial legislative requirements means an increased focus on community risk assessments, Next-generation 911 emergency communications implementation, firefighter health & safety respiratory protection programs, and community emergency planning.

3 An increase in water-related rescue calls means we need to evaluate our capabilities to determine an efficient rescue model for our residents and visitors.

Fire Rescue Highlights for 2023

Division Highlights Description Budget Program Area – Budget Type Outcome

Public Education Program To create a Volunteer Fire Public Education Team to implement the Smoke / CO alarm program and various events where Emergency Planning and Fire Prevention messaging can be conducted.

\$20k Fire – StaffResources

New Public Educators Team

Firefighters Awards Night A gala event held every five years for Firefighters and their partners to recognize their service to our municipality.

\$10k Fire – Operational Awards NightApproved

Alternate EmergencyOperations Centre To locate an alternate EOC that meets the needs of the Emergency Control group, including purchase of a new generator.

\$100k Emergency Operations Planning – Capital

Alternate EOCLocation Enabled

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 70

FIRE SERVICES

Emergency Preparedness

The Emergency Management team oversees the development, implementation, and maintenance of the Community Emergency Management Plan for Saugeen Shores. This plan is facilitated by the Community Emergency Management Coordinator (Director of Fire Services and Fire Chief) as per provincial regulations. The Plan guides Town staff and leadership on how to help residents in the event of an emergency. The Town coordinates an annual community emergency management drill with members of the emergency team.

Services Managed

- Emergency response and preparation planning
- Emergency plan training and implementation
- Emergency response communication

What Governs This Work

- Ontario Emergency Management & Civil Protection Act 1990
- Provincial Nuclear Emergency Response Plan

Emerging Trends — Strengths, Opportunities, Aspirations and Results

1 Climate change and increased extreme weather events and conditions continue to impact the community, including private property and critical municipal infrastructure.

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 71

FIRE SERVICES

2023 Operating Budget

	(Revenue)	Expense	2022 Budget	2022 Forecasted	Actual	2022 Variance	2023 Proposed	Budget %	YOY Change
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Fire

Fire Rescue \$997,935 \$844,320 \$153,616 \$1,114,890 11.7%

Emergency Preparedness (\$2,659)\$9,992 (\$12,651)(\$999)-62.4%

Total \$995,276 \$854,311 \$140,965 \$1,113,891 11.9%

* Reallocation from Fire Services to CAOs Office

2023 Capital Budget Summary

Capital Expense	2022 Approved Budget	New Funding Request	YOY Change
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Fire \$40,000 \$196,000 \$156,000

Fire Rescue \$40,000 \$196,000 \$156,000

Emergency Preparedness -\$100,000 \$100,000

Total \$40,000 \$296,000 \$256,000

TOWN OF SAUGEEN SHORES – 2023 BUSINESS PLAN 72

FIRE SERVICES

Key Performance Indicators

Priority Area Objective Performance Measure(s)2023

Service Excellence Ensure alignment of service levels to community needs Update Community Risk Assessment (bi-annually)

Review and update Annual Report: • Annual review of Emergency Management Plan • Annual review of regulatory By-law

Administer and enforce inspection and compliance initiatives % of compliance achieved on initiatives

Communications and Engagement Manage requests, complaints, and resolutions # of calls (complaint, request, resolution) and by type

Increase public outreach to promote fire education initiatives and CEP

of events and by type (e.g., education, community outreach, Community Engagement Plan (CEP) engagements, etc.)

Engage in ongoing relationship-building with partners to support Council and community priorities

of requests made by partner and by type

of responses by municipalities per year and by type

Operational Effectiveness Maintain efficient and effective operations % repair/downtime of equipment (annual vs one-off items)

Ensure firefighter health and safety # of H&S operational guidelines created or revised

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