Town of Saugeen Shores

2025 Annual Report

SaugeenShores

Acknowledgements

We acknowledge the Town of Saugeen Shores is located on the traditional lands and treaty territory of the Saugeen Ojibway Nation, which consists of the Chippewas of Saugeen and the Chippewas of Nawash Unceded First Nation.

The Town understands this land holds immense significance to the people of Saugeen Ojibway Nation. We appreciate those who live and work alongside us today and who continue the traditions of their ancestors as stewards of the land we are privileged to inhabit. We thank them for the contributions they have made in both caring for the land and in shaping this community.

The Town is committed to truth and reconciliation. To acknowledging the truth about what happened to Indigenous peoples because of colonization, and to reconciliation—which begins with each and every one of us.

As a local government and public organization, we are dedicated to learning about Indigenous culture, to fostering a better relationship with First Nations and their people, and we commit ourselves to actions that move us forward on a path to healing along with the Saugeen Ojibway Nation.

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Message from the CAO

2025 was a year about turning plans into visible progress—meeting the needs of a growing community while protecting the character that makes Saugeen Shores unique. In 2025, we expanded our business planning by including Council's first ten year operating and personnel plans alongside our capital plan, helping us make balanced, long-term decisions with fiscal responsibility.

Public participation continued to guide our work. Through Engage Saugeen Shores and our community panel, residents had more opportunities than ever to share their perspectives, helping shape municipal priorities and build trust through transparency.

Together, we advanced key community priorities. Early in the year, we signed the Friendship Accord with Saugeen First Nation, formalizing a partnership rooted in respect and collaboration. We launched Ready-to-Build Housing Designs, celebrated affordable housing partnerships, and continued initiatives to make housing more accessible for residents. At the same time, we watched the Pryde Aquatic and Wellness Centre take shape, a hub for recreation and wellness. Infrastructure improvements also moved forward, including High Street reconstruction in Southampton and Goderich Street resurfacing in Port Elgin.

Inside the organization, we focused on the people and tools that deliver service every day. The 2025 Business Plan emphasized staff well-being, work-life balance, and stronger internal communication. These improvements aren't just about supporting our team—they translate into better service for residents. A healthy, connected workforce is more responsive, innovative, and equipped to deliver programs and projects efficiently, ensuring the community experiences timely, high-quality service.

This report highlights how departments worked to advance Council and community priorities while modernizing infrastructure, improving services, and planning thoughtfully for growth. None of this happens without the leadership of Council, the dedication of staff and the engaged participation of our residents and partners. Thank you for your continued support.

Looking ahead, we will build on this momentum through the 2026 Business Plan, with a continued focus on people, service, and future-ready investments. Please follow our progress on the Town website and through Engage Saugeen Shores and keep sharing your voice, as together we shape a thriving, resilient Saugeen Shores.

Kara Van Myall
Chief Administrative Officer,
Town of Saugeen Shores

Strategic Plan

Vision

Saugeen Shores is a naturally beautiful, active, healthy, and culturally vibrant place to live and grow.

Mission

The Town provides high-quality municipal services that allow the community to thrive today and in the future.

Values

People-Centred

We put respect for people at the centre of everything we do and how we do it.

Transparent

We are open and accountable to maintain public trust.

Service

We work together to get the job done and are always seeking opportunities to generate, share, and innovate how we deliver services.

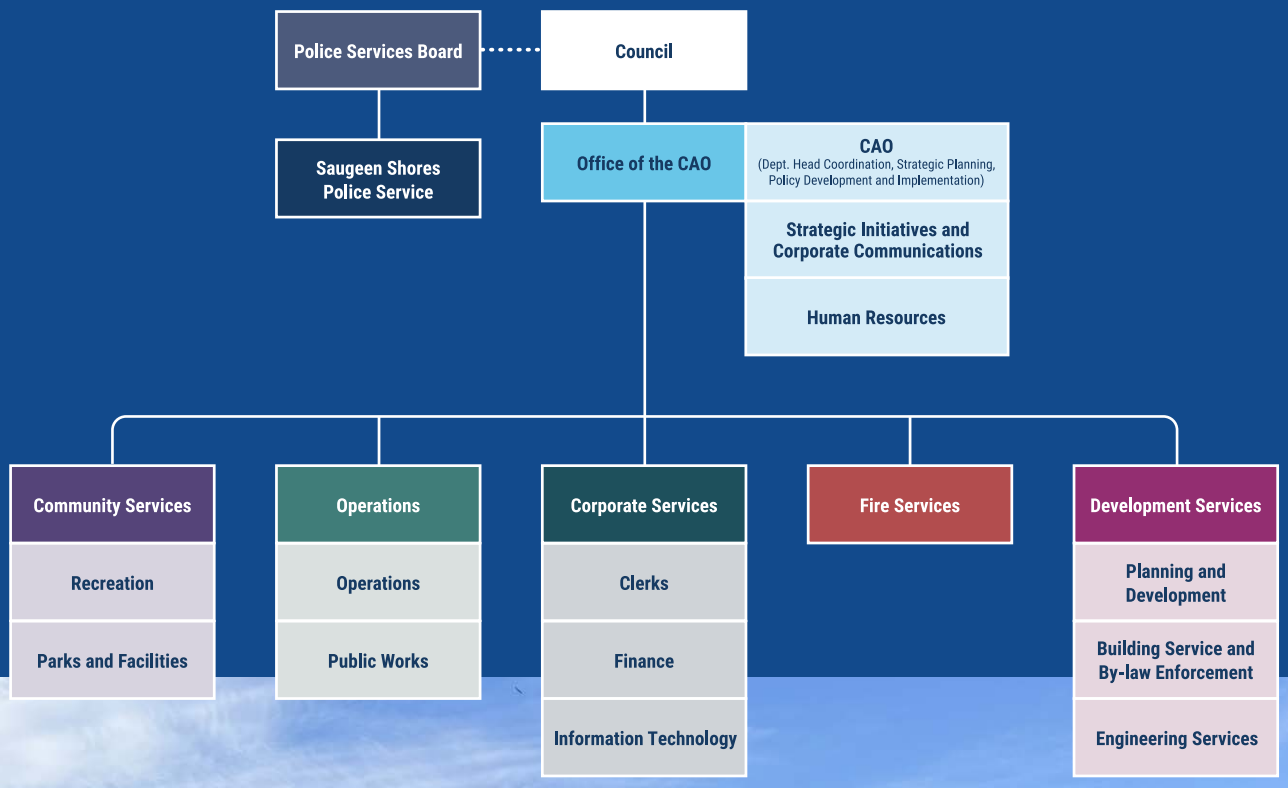
Inclusive

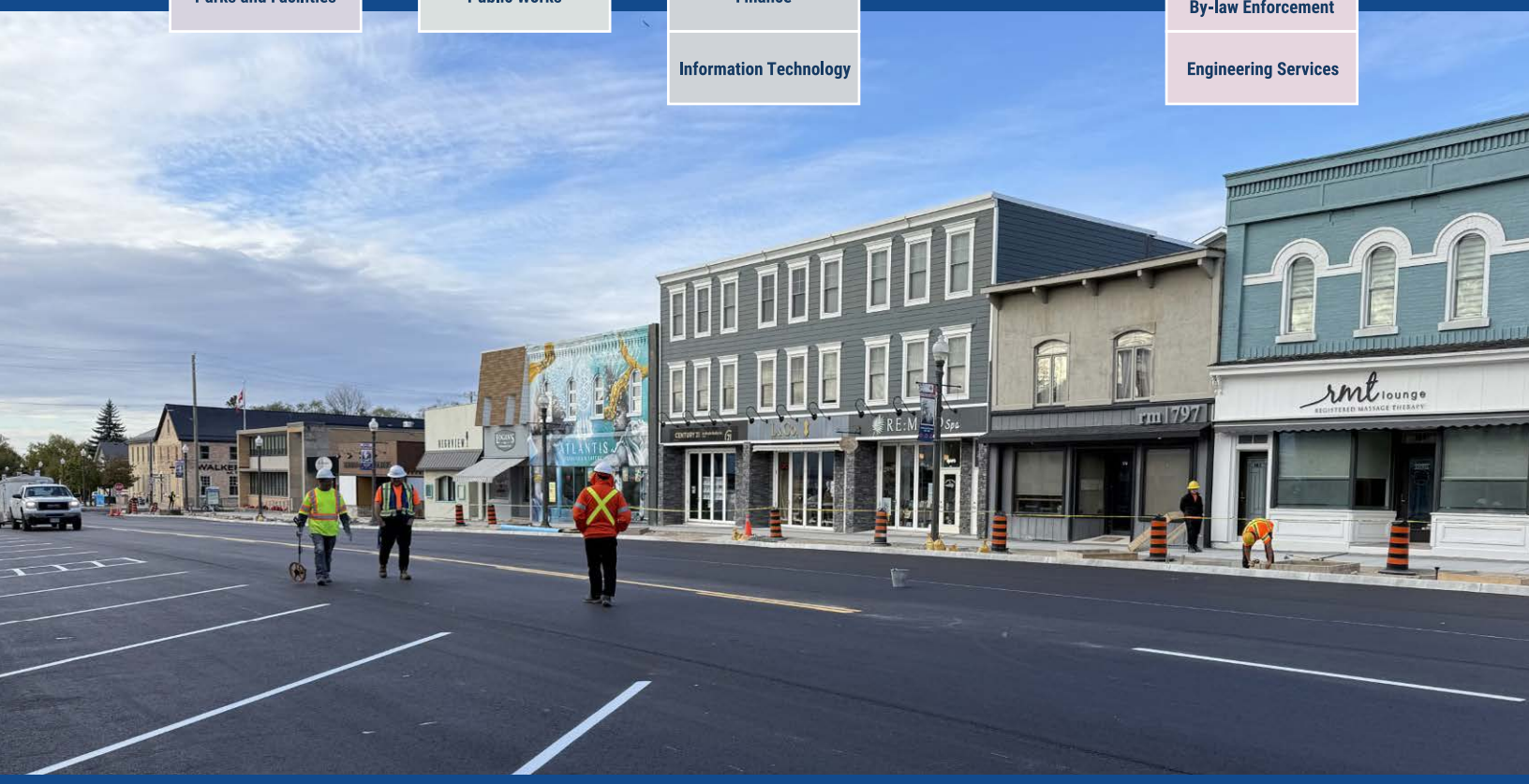
We believe that diversity, inclusion, equity, and accessibility are critical to building a community where all are welcomed, respected, and empowered.

Stewards

We are responsible for our natural environment and heritage today and for future generations.

Organizational Structure*

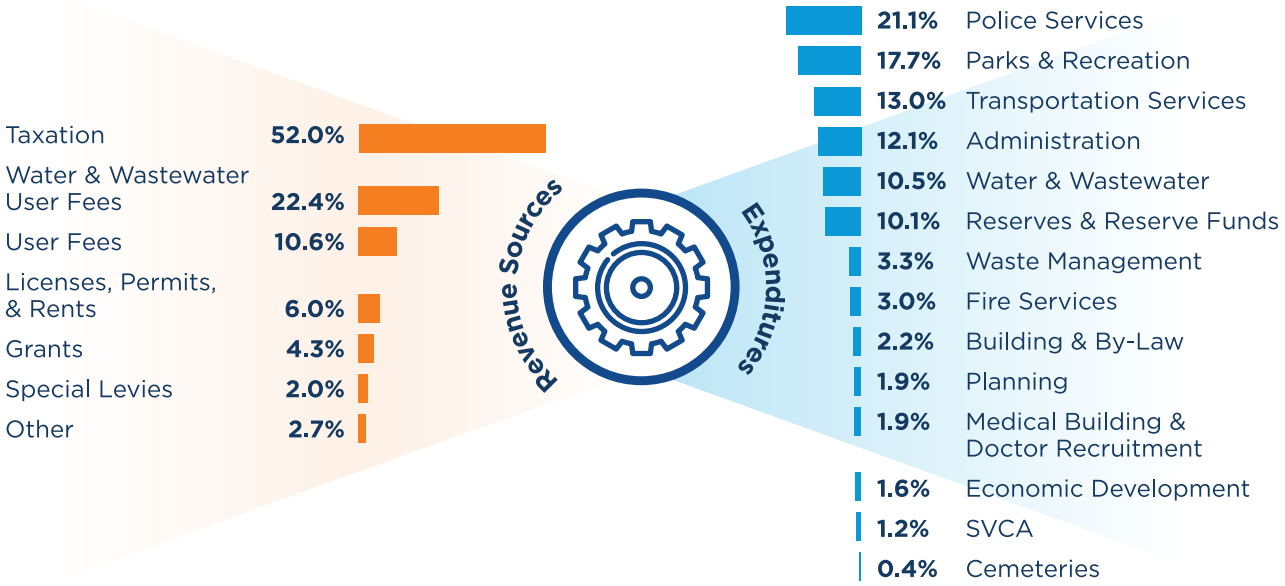




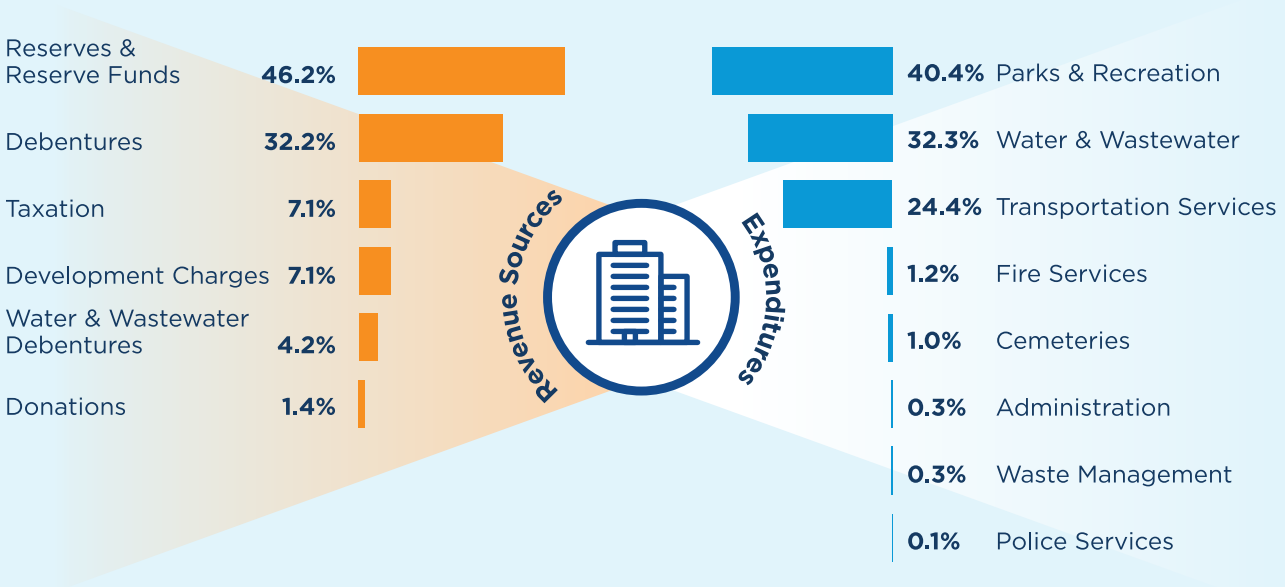
*This chart reflects the organizational structure in 2025.

2025 Financial Information

Operating Budget



Capital Budget



Office of the CAO

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.

Major Initiatives

What We Accomplished (100% Completed)

A.W.C. Engagement Campaign
Mobilized community engagement to drive $3M in construction funding for the new Pryde Aquatic and Wellness Centre.

Town Participation - Nuclear New Build
Secured capacity funding to enable participation in the Impact Assessment for a new nuclear build, incorporating a comprehensive Municipal Socio-Economic Review of workforce, infrastructure, and integration requirements.

Legal Services - Lease Agreement Standardization
Created a standard lease agreement and trained staff, streamlining lease management and improving execution for every Town department.

Community Economic Development Initiative (C.E.D.I.)
On January 31, 2025, the Town and Saugeen First Nation signed a Friendship Accord. This historic agreement establishes a foundation for future collaboration built on four pillars: Increasing Connections, Tourism, Building Complete Communities, and Business Development.

Legal Services - Land Acquisition (North of River)
Launched efforts to secure land north of the Saugeen River, paving the way for new parks and enhanced recreational opportunities.

Council Governance
Established a clear governance framework that enhanced functionality and strengthened Council's confidence in decision-making ahead of the 2026 election.

Advocacy Implementation
Facilitated inter-governmental collaboration to align strategic priorities, ensuring coordinated efforts that delivered measurable benefits for residents and businesses.

Universal Closure Policy*
Developed a Universal Closure Procedure to coordinate municipal shutdowns across all departments, ensuring consistent response to severe weather events.

*Project added after 2025 Business Plan was published.

Major Initiatives

Carried Over

SON Land Claim Park Development
50% Completed
A joint committee with SON members was convened. The park design plan is underway and implementation will begin in 2026.

Public Conduct Policy*
50% Completed
In 2026, a policy framework will be introduced to prevent and address workplace violence and harassment, ensuring a safe and respectful environment for employees and visitors.

Workplace Violence and Harassment Policy*
50% Completed
In 2026, guidelines will be established to prevent and address workplace violence and harassment, ensuring a safe and respectful environment for all employees and visitors.

Blue Box Transition – Legal*
50% Completed
Transition to new Producer Pay Model in January 2026. Anticipated Legal Structure update in 2026 / 2027.

*Project added after 2025 Business Plan was published.

Growing People

What We Accomplished (100% Completed)

Team Saugeen Year 2
Spring Business Camp and Gull's Nest pitches completed. "The Hub" intranet launched in August, and updated Playbook in September. Staff ambassador group revitalized, bi-monthly SCORE newsletter introduced, Gull Gear online store launched, and TEAM Saugeen recruitment video produced.

Positive Workplace Culture
Survey completed in October of 2025. Results distributed to Management and staff in November and December. Each Department developed action items for implementation in 2026. 2026 Survey scheduled for October.

Aligning Workforce Skills to Job Responsibilities
Conducted supervisor/manager feedback survey to identify training needs and opportunities for improvement. Survey to be used to build out a supervisory training plan. Developed and launched a 2026 training schedule for supervisors /managers.

Staff Development and Growth
Growth Opportunities implemented with Loyalist and LEAP Training. Lean development program established to start in Q4 2025 and run through 2026.

Balance Capacity / Workload
Expanded the internal planning tool, Cascades to develop workplans across the organization.

Work-Life Balance / Mental Health
This year, the Wellness Committee has held 11 events for Town staff, such as an Owen Sound Attack hockey game, lawn bowling, a golf scramble, supporting Wellness Wednesdays, and handing out healthy snacks.

Standardize Digital Work Environment
Training survey to be reviewed at September 16th meeting before delivery to staff inboxes. Survey will assist I.T. in identifying where training is sufficient or succeeding, gaps and delivery methods/ timing for future training into 2026.

Carried Over

Business Continuity (Succession Planning)
20% Completed
Retitled to Business Continuity. Spring Business Camp highlighted organizational priorities for 2026. Project Charter is in development to ensure a clear approach and timeline.

Flexible Work Schedule Review
0% Completed
Noted as a Future Highlight in 2027.

Key Performance Indicators

Leadership and Governance

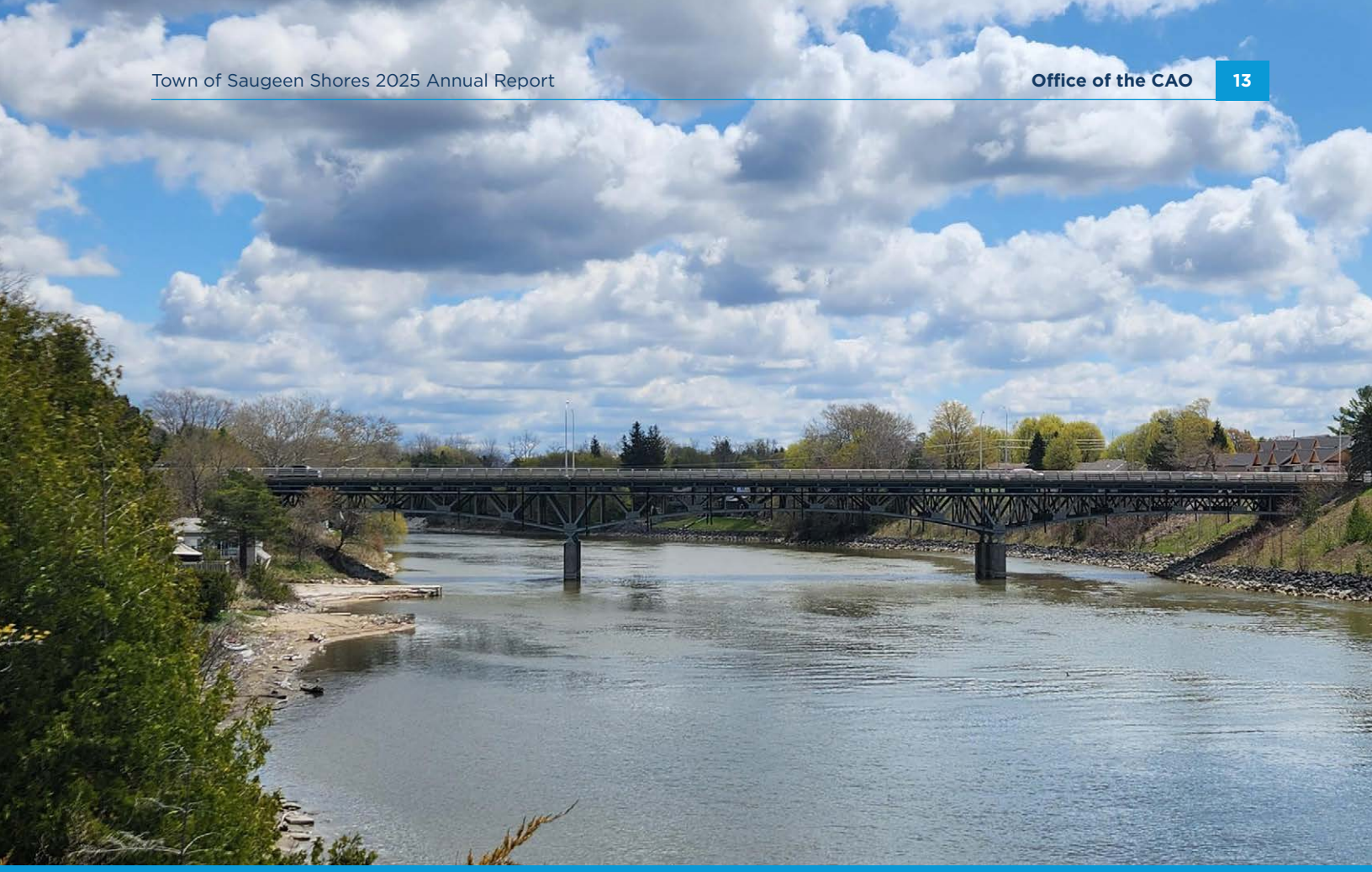
Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Advance Council and community strategic initiatives	Quarterly reports % completion on: Major Initiatives Division Highlights Capital Highlights	 89% 92% 79%	 82% 92% 81%	 81% 83% 83%		
	# of outreach activities to healthcare professionals	30	75	113		
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)	13	14	6		
Provide legal services on behalf of the corporation	# of Legal agreements reviewed/drafted	NA	48	55		
	# of Legal matters handled	NA	120	103		

Departmental Communications and Engagement

Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Support enhanced communications with staff, Council, and the community	Progress made per engagement measures in Citizen Engagement Survey	85%	71%	51%		

Departmental Organizational Effectiveness

Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Support staff development and growth	% of staff acquire leadership certificate (Lean/LEAP)	69% / 72%	50% / 51%	62% / 80%		
Prioritize the health and safety of all Town employees	% of completed workplace inspections (YoY)	97.5%	100%	100%		
Be an Employer of Choice and ensure a positive employee culture	% full-time staff retention/ turnover rates (YoY)	97.3% / 2.4%	94.4% / 5.3%	96.97% / 2.79%		
	Employee Engagement Survey (Total Score YoY)	65 (+8)	74 (+9)	80 (+6)		



Strategic Initiatives

Who We Are

This team 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.

What We Manage

- 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
- Media relations support
- Public engagement and consultation
- Support subject matter experts with communications plan development
- Healthcare – support physician recruitment and retention
- Provide strategic advice

Division Highlights

What We Accomplished (100% Completed)

Kincardine Saugeen Shores Healthcare Partnership
Launched as a three-year pilot, this Bruce Power–funded initiative aims to attract family physicians and keep ERs open, supported by $75,000 annually.

Engage Saugeen Shores
Engage Saugeen Shores was activated as an online platform to promote public participation and informed decision-making. It is increasingly recognized as the go-to source for information and engagement on municipal projects.

Municipal Innovation Council (M.I.C.)
MIC was completed and finalized with a report to Council, marking the conclusion of this initiative.

Municipal Healthcare Administration Review
The review examined how the Town managed the provision of municipal healthcare services, including resources and facilities. It included plans for future resourcing considerations and consolidated costs for the Town's delivery of health services. This formed Phase 1 of the initiative. Phase 2—the Foundational Pathway—will commence in 2026.

Capital Highlights

What We Accomplished (100% Completed)

New Saugeen Shores Corporate Website
The framework for the Town's new corporate website has been completed, with the official launch planned for early 2026.

Advocacy Implementation (Government Relations)
Regular meetings occurred with Wellington Dupont to address issues at the Provincial and Federal levels.

146 news items published

16 projects launched on Engage Saugeen Shores

45 business plan items received communications support

Human Resources

Who We Are

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

What We Manage

- Compensation, payroll and benefits
- Recruitment and selection
- Employee lifecycle (onboarding to offboarding)
- Performance management
- Corporate training and development
- HR policy development and legislative compliance
- Payroll and pension administration
- Labour relations
- Human Resources Information System (HRIS) Administration
- Disability claims management
- Health, safety and wellness
- Organizational effectiveness
- Diversity, Equity and Inclusion

Division Highlights

What We Accomplished (100% Completed)

A.W.C. Staffing Plan Implementation
The Pryde Aquatic and Wellness Centre (AWC) staffing plan was successfully implemented in 2025, ensuring readiness for operations and service delivery.

Health and Safety (Internal Audit)
A biannual internal Health and Safety audit was completed to strengthen the Town's H&S Management System.

Annual Employee Engagement Survey
The annual WorkWell Employee Engagement Survey was completed to assess key culture metrics—such as well-being, engagement, and performance—and to identify opportunities for workplace improvement.

Corporate Training
A staff growth and development plan was developed to guide future learning opportunities.

Carried Over

HR Policy Review / Updates
0% Completed
The review and update of all procedures and documents in the Town's Health and Safety Management System was deferred due to the HR Division transition.

Compensation Review*
70% Completed
The Town evaluates the competitiveness of its compensation program every four years to ensure alignment with other comparator municipalities. The review will be completed in 2026.

Coaching for Performance Rollout
0% Completed
The Coaching for Performance program, aimed at fostering ongoing communication and a growth mindset, was deferred and will roll over. The next phase will update the performance management program and integrate Team Saugeen into the new format.

*Project added after 2025 Business Plan was published.

142 staff members recruited

11 staff wellness events were organized

15 joint Health and Safety inspections conducted

Community Services

The Community Services 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 maintenance of municipally owned facilities (including recreational, libraries, medical buildings, seasonal buildings, and condos), parks, open spaces, trails, harbours, campgrounds, airport, downtowns, and waterfront.

Major Initiatives

What We Accomplished (100% Completed)

A.W.C. Activation Plan Implementation
The Pryde AWC Operations and Management Plan and accompanying fees and charges were approved by Council on June 23.

North Shore Park Construction
Phase 1 of the Master Plan included parking improvements, new asphalt walking paths, a central activity area with pavilion, gardens, and accessible space, re-naturalization of the previous harbour entrance and playground area, a new parking lot entrance, and tree planting and landscaping.

Jubilee Park Phase 1 Construction
Phase 1 of the Master Plan included asphalt pathways, landscaping and improved greenspace including planting of 26 trees, a multi-use court and construction of 2 pavilions.

Pryde Aquatic and Wellness Centre Transition Plan
The recruitment and onboarding of all staff relating to the Pryde AWC is complete. Training is ongoing as the transition to the new facility occurs.

Carried Over

Aquatic and Wellness Centre Construction
90% Completed
Remaining construction items and deficiencies will be complete in early 2026. Remaining exterior site works will be complete in spring 2026.

Helliwell Park Phase 1 Construction
80% Completed
Majority of work was completed in the fall, including electrical, site grading and irrigation. Remaining work to be complete in the spring includes concrete pads, light standards, finish grade, sod, and site furnishings. Substantial completion is anticipated for Q2 2026.

Tourist Camp Strategic Assessment
15% Completed
This project is carried forward to 2026, and completion is scheduled for Q2.

Southampton Cenotaph Rejuvenation
50% Completed
At the November 10, 2025, meeting, Council approved the final design for the Southampton Cenotaph project. The rejuvenation project will be included in Phase 2 of High Street project, occurring in Q3 2026.

Key Performance Indicators

Service Demand Management

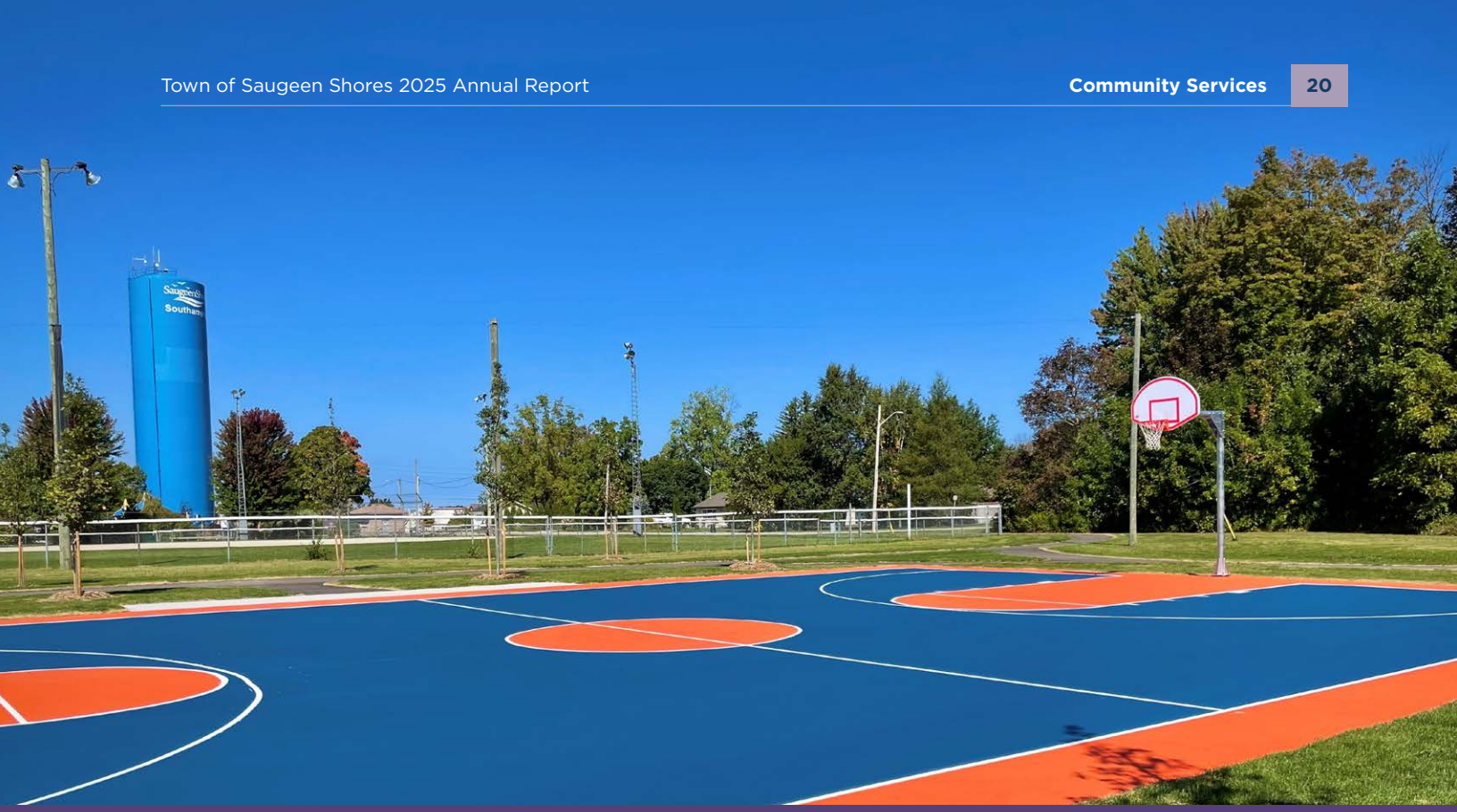
Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Manage demand for municipal recreational facilities and parks, beaches, and trails	Utilization rates during prime-time and non-prime time hours for arena ice surfaces (YoY)	78% PT 22% NPT	82% PT 23% NPT	85% PT 25% NPT		
	Utilization rates during weekdays (WD) and weekends (WK) prime-time hours for ball diamonds (YoY)	44% WD 28% WK	54% WD 34% WK	57% WD 41% WK		
Ensure beautification and cleanliness of public assets and spaces, including downtown and waterfront	% of respondents that believe beautification efforts in Saugeen Shores are fair to excellent (YoY)	NA	94.6%	91%		

Sustainable Development and Planning

Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Reduce energy consumption for facilities	Energy consumption of facilities (YoY)	2.6M (kWh) 88K (m3)	2.5M (kWh) 80K (m3)	2.4M (kWh) 78K (m3)		
Maintain efficient and effective operations and management of the tourist camps and harbours	Budget performance for tourist camps program area (YoY)	$937,760	$918,870	$946,800 (target)		
	Budget performance for harbour program area (YoY)	$271,905	$231,880	$243,000 (target)		
Parks and Recreation planning and development	Parkland and trail construction, or protected land acquired with new development (YoY) or Cash in Lieu (CIL)	$28,090 CIL 1794m TR 28.87ha	$66,290 CIL 442m TR .4ha	$38,842 CIL 0m TR 0ha		

Infrastructure Asset Management

Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Manage active transportation needs	Weekly average of trail users (YoY)	783	837	780		
	% of respondents that believe trail system quality in Saugeen Shores are fair to excellent (YoY)	NA	96.3%	93%		
Address State of Good Repair projects	Completion of backlog of capital projects (YoY)	63%	69%	71%		



Recreation

Who We Are

This group provides recreational facilities and programs, arena maintenance, active transportation initiatives, sponsorship programs, recreation bookings and special event coordination.

100+
no-charge community events, such as swimming, skating, and live music

55,000
Centennial Pool visits

132
adults participated in swimming lessons

What We Manage

- Arena and Aquatics and Wellness operations
- Recreation bookings, including facilities, active and passive parks
- Special events and community initiatives
- Manage community service third-party contracts
- Sponsored programs (concerts, benches, skates, and swims)
- Bicycle friendly initiatives
- Aquatic programming, swimming lessons and summer camps
- Community programming (inhouse and third-party delivered)
- Advertising programs (through rink board and equipment ads)

Division Highlights

What We Accomplished (100% Completed)

12-Month Ice Pilot Program
Year 1 of the pilot program is complete and the summary report will be presented to Council in Q2 of 2026.

Facility Agreement Update
Minor adjustments were made, and it is anticipated that additional revisions will be made following the implementation of the allocation policies.

Bike Friendly Business Initiative
A virtual Ontario by Bike presentation was attended by local businesses on April 8. Staff have been following up with those who attended, and others who may be interested in becoming designated bicycle friendly businesses. Information on the bicycle business program was included in the June economic development newsletter.

Carried Over

Active Transportation Signage Strategy
60% Completed
Consultant has been retained, and the draft signage strategy has been received. The final report to Council will be presented in Q1 2026.

Centennial Pool Decommissioning
60% Completed
The initial scope of work for decommissioning is developed, and work will occur following the opening of the Pryde AWC.

Capital Highlights

What We Accomplished (100% Completed)

A.W.C. Fitness and Pool Equipment Purchase
The equipment for the facility has been purchased, delivered and set up.

Plex Arena Seating Handrail Installation
New handrails have been installed at the Plex in the stands to support patron safety and improve accessibility. The handrails are included down the centre block and on the stairs at the north and south end of the stands.

Municipal Hall Furniture
The furniture has been purchased, delivered and set up.

Plex Civic Square and Rain Garden Construction
The civic square includes paved walkways, flag poles, seating areas and a water feature.

I.T. Equipment for A.W.C.
All IT related equipment for the Pryde AWC and office space is delivered and installed.

Parks and Facilities

Who We Are

This group oversees the operation and maintenance of seasonal amenities such as the harbours, tourist camps and seasonal buildings. They operate and maintain all active and passive parks, including trails, playgrounds and waterfronts throughout the municipality. The operation and maintenance of non-recreation facilities is managed through this division.

What We Manage

- Parks operations and maintenance (active, passive and playgrounds)
- Seasonal harbour, tourist camp and airport operations maintenance and other facilities
- Manage facility lease agreements (libraries, medical buildings, seasonal)
- Management of downtown core beautification (in partnership with Operations)
- Horticulture and minor arboricultural maintenance
- Washroom facilities and cleaning
- Inspection and grooming of trails
- Beach maintenance across the Town (in partnership with Operations)
- Public garbage

Division Highlights

What We Accomplished (100% Completed)

Splash City Fun Park*
At the April 14th meeting, an Agreement was not advanced for Splash City Fun Park.

Long Term Chantry Island Lease Agreement
Renewal of 5-year Lease was approved by Council on February 24.

Smart Beach Program In-Kind Support
Year 1 summary report was presented to Council on November 10, 2025.

Recreation Master Plan Update
The Needs Assessment was presented to Council on November 24. The recommendations are included in the 2026 Business Plan.

Investigate Rick Hansen Foundation Certification
A report was presented to Council on November 10, 2025. Council supported the recommendation that the Town does not invest financially with the facility certification program at this time.

Carried Over

Port Elgin Harbour Dredging
20% Completed
With the changing water levels and upcoming dock replacement, dredging (if required) will take place once old docks are removed and prior to new dock installation. It is anticipated that dock replacement will occur in 2027 and 2028.

Harbour Strategic Assessment
15% Completed
This project is carried forward to 2026, and completion is scheduled for Q2.

Review Unopened Beach Access Points
25% Completed
This project is carried forward to 2026, and completion is scheduled for Q2.

12 baseball tournaments held at LSP

269K pounds of trash collected from all parks

40km of trails maintained

Capital Highlights

What We Accomplished (100% Completed)

Chantry Island Light Station Repair Review
Chantry Island Lease Agreement was renewed in Q1. Discussions are ongoing and will continue in 2026 to identify the priority repairs and potential funding sources and will be added into the 2027 Business Plan for Council consideration.

L.S.P. Phase Wifi / Cameras
WiFi was provided to the park in June.

Lamont Sports Park Pavilion Construction
Pavilion was installed in August.

Carried Over

Lamont Sports Park Washroom
50% Completed
Work completed in fall 2025 included tender award, excavation, concrete foundation and floors, and underground plumbing and conduits. Weather permitting, construction will continue through winter focusing on block walls, roof structure, windows and doors, interior rough-ins, and septic bed and tank site works. Completion is scheduled for Q2 2026.

Shipley Trail Relocation
35% Completed
At the December 8, 2025 meeting, Council provided direction to negotiate and execute a permanent agreement with the landowner and to advance the relocation of Shipley Trail. The work will advance in 2026.

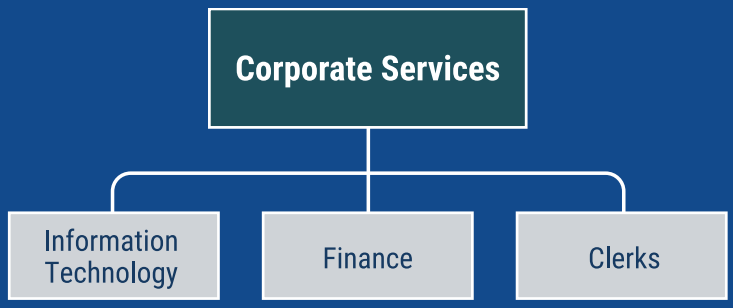
Helliwell Park Washrooms
50% Completed
The tender is awarded and the SVCA and building permits are underway. Foundation work is set to begin as soon as the SVCA permit is received (preliminary approval was provided). Completion is anticipated for Q2 2026.

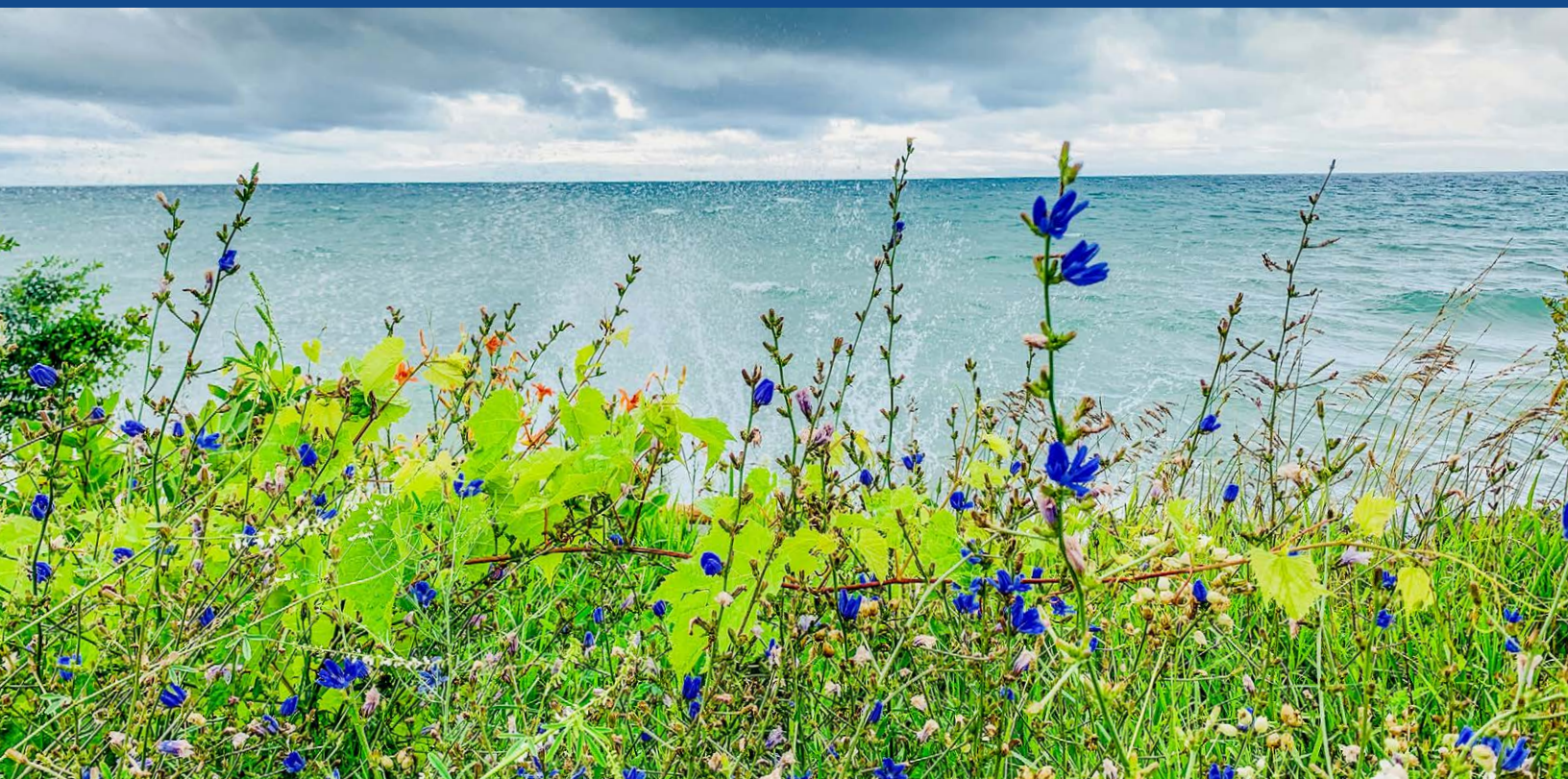
Playground Replacement Program
75% Completed
The North Shore Park Playground equipment was complete in Q3. The Long Dock Playground tender is awarded, and completion is anticipated for Q2 2026.

Bluewater Trail Connection
0% Completed
This project will proceed in tandem with the relocation of Shipley Trail. The work will advance in 2026.

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 organization's overall administration, including the Finance, Clerks and Information Technology divisions. All these functions provide the systems, information and human capital needed to operate effectively and efficiently.





Major Initiatives

What We Accomplished (100% Completed)

Strong Mayor Powers – Implementation*
On May 1, 2025 the Town of Saugeen Shores joined 214 other municipalities in being designated by the Province as having Strong Mayor Powers. Staff reviewed the legislation and regulations and conferred with other municipalities to determine best practices in ensuring that Town processes, by-laws, policies, and other governing documents are consistent with the law.

Implementation Ward Boundary/ Council Composition Direction
Staff conducted a FlashVote to gauge public interest in undertaking a further review of the Ward Boundaries and Council Composition. Results did not indicate a strong desire for change in boundaries and composition at this time. Another survey will be conducted in 2027.

*Project added after 2025 Business Plan was published.

Carried Over

Taxicab / Rideshare Licensing Review
50% Completed
Completion of policy delayed for other priorities (Strong Mayor Powers). Work will be completed in 2026.

Financial Platform - Capital
0% Completed
This multiyear project is being carried over to 2026.

Key Performance Indicators

Operational Effectiveness

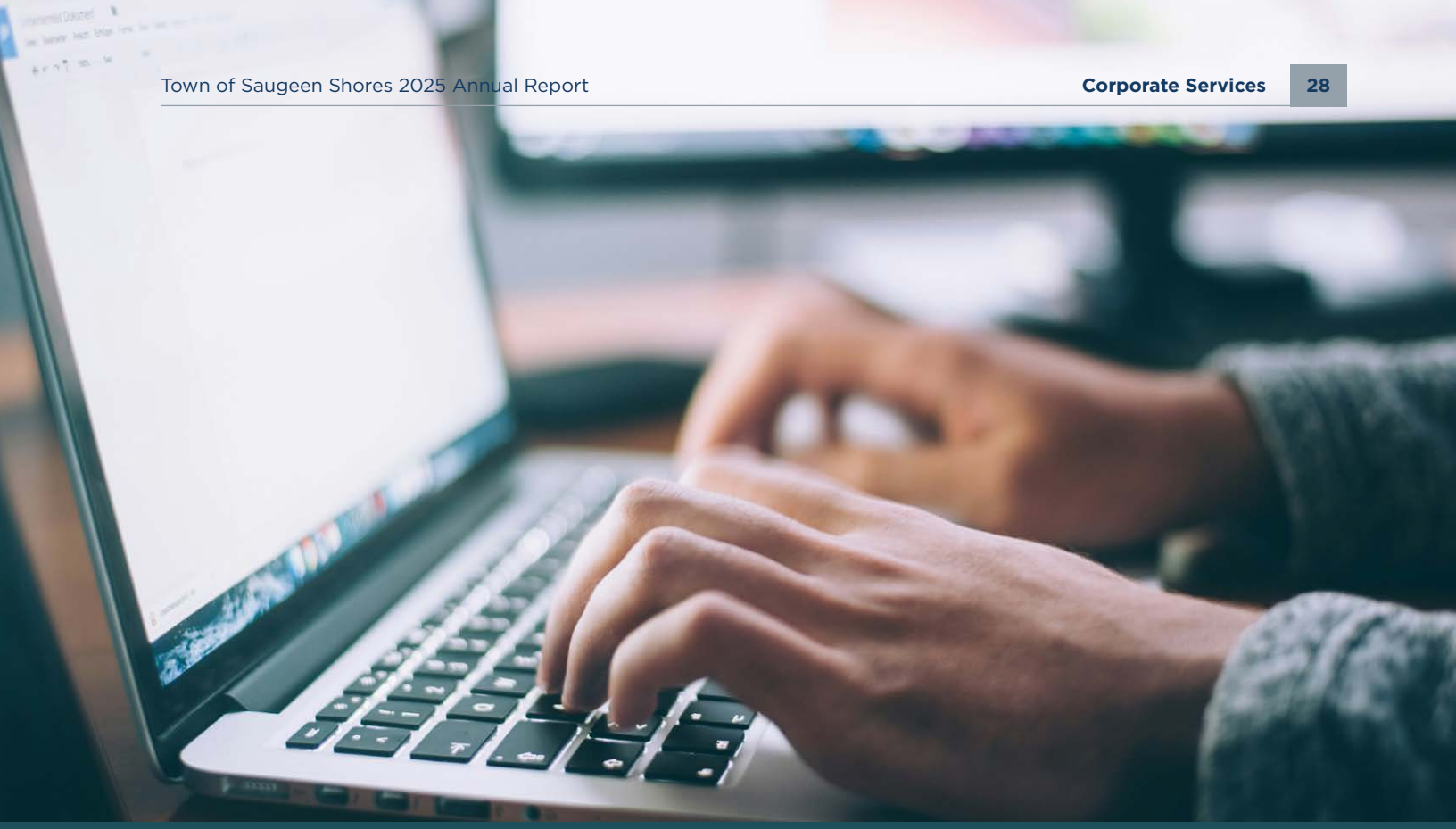
Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Advance cybersecurity and training initiatives to protect the Town's digital ecosystem	# of total cyber-attacks/threats detected	216	742	2124		
	% of attacks blocked	100%	100%	100%		
	ToSS vulnerability risk index to municipal benchmark average of 18	18.6	16.7	17.6		
	% of staff who have completed training/refresher training sessions 100%	100%	100%	100%		
Invest in technology to support operational effectiveness	% completion of scheduled replacements within budget (Annual)	100%	100%	100%		

Service Excellence

Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Enhance customer service	% of total zero queue calls answered (increase over time and reduce calls going to voicemail)	60%	67%	74%		

Financial Sustainability

Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Monitor and maintain the financial performance of the municipality	Time to deliver monthly reports to 14 business days	17.5	20	22		



Information Technology

Who We Are

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.

What We Manage

- Designing, implementing, and operating the IT infrastructure
- Managing the Town's hardware procurement and implementation
- Software lifecycle management
- Automation Enhancements
- Cybersecurity
- Providing training to all users
- HelpDesk support
- Supporting Police Services

Division Highlights

What We Accomplished (100% Completed)

Business Support Services
Support for other divisions was provided including new public website, Pryde Aquatic and Wellness Centre design and implementation, Saugeen Shores Police Service (SSPS) server hardware replacement, Financial Enterprise Resource Planning (ERP) review, SSPS off-site data recovery.

O.C.W.A. Security Audit
Assisted by providing OCWA with best practices to ensure security meets Town and industry standards.

M365 Enterprise Licensing Migration
Migration included adding data loss prevention, auditing and compliance. Increased automation for archiving and retention of critical data/onboarding/offboarding of staff.

Upgrade to Cloud Enabled Printing
Added the ability to print to Town printers from anywhere to accommodate and support staff as they worked from home and flexible locations.

Permit Central
Permit Central was launched to allow Engineering to manage and apply for permits for road closures and other related items.

Microsoft Copilot A.I.
Trial of Microsoft Copilot AI assistant to automate recurring tasks, simplify workflows and generate content for time saving/efficiency increase rolled out.

Capital Highlights

What We Accomplished (100% Completed)

Staff Workstations Lifecycle Replacement
Replaced end-of-life/support devices to ensure availability to end-users, security and efficiency.

Hardware Lifecycle-Server
Replaced servers along with related licensing and professional services to maintain data centre availability, security and compliance.

1.5M
websites/requests filtered each day for malware and viruses

30+
software platforms supported

60
WiFi access points maintained

Clerks

Who We Are

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), vital statistics, and licensing in accordance with by-laws and provincial legislation/regulations.

What We Manage

- Council and Committee meeting management
- Establish and manage framework for Governance Documents and ensure public access
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) requests
- Licenses - business, marriage, and lottery licensing
- Burial permits
- Noise By-law Exemptions
- Commission documents
- Livestock Evaluations
- Conducting the Municipal and School Board Elections
- Records management

Division Highlights

What We Accomplished (100% Completed)

Community Contributions
Contributions requests received from the Chambettes and the Youth Climate Action Conference, combined with prior commitments, resulted in full use of $25,000 budget. Additionally, the Town supported community organizations through various in-kind contributions.

Municipal Road Naming Policy
Road Naming Policy adopted by Council to govern the naming or renaming of Town roads and provide a list of acceptable names.

Delegations of Powers Policy
Council adopted the By-law to authorize the Delegation of Administrative Authority Policy, replacing the prior 2008 By-law. The policy confirms existing delegations of administrative authority while recognizing statutory positions and their legislated authority.

Stop Gap Policy Review
Policy reviewed. A letter was sent to participating business addresses to raise awareness of the StopGap initiative among new business owners and offer the opportunity to distribute new window decals.

Council Leave Policy Review
Review of Policy determined that it continues to comply with all legislation and the values of the Town. The administrative update included providing the policy with a more concise title of Council Leave Policy.

Fence Viewers
Council adopted a by-law to opt-out of the Line Fences Act.

Hire Heritage Summer Student
Heritage Student provided support to the Municipal Heritage Committee.

Carried Over

Facility Donation Policy
40% Completed
Completion of policy delayed for other priorities (Strong Mayor Powers). Work will be completed in 2026.

Municipal Asset Naming Policy
33% Completed
Completion of policy delayed for other priorities (Strong Mayor Powers). Work will be completed in 2026.

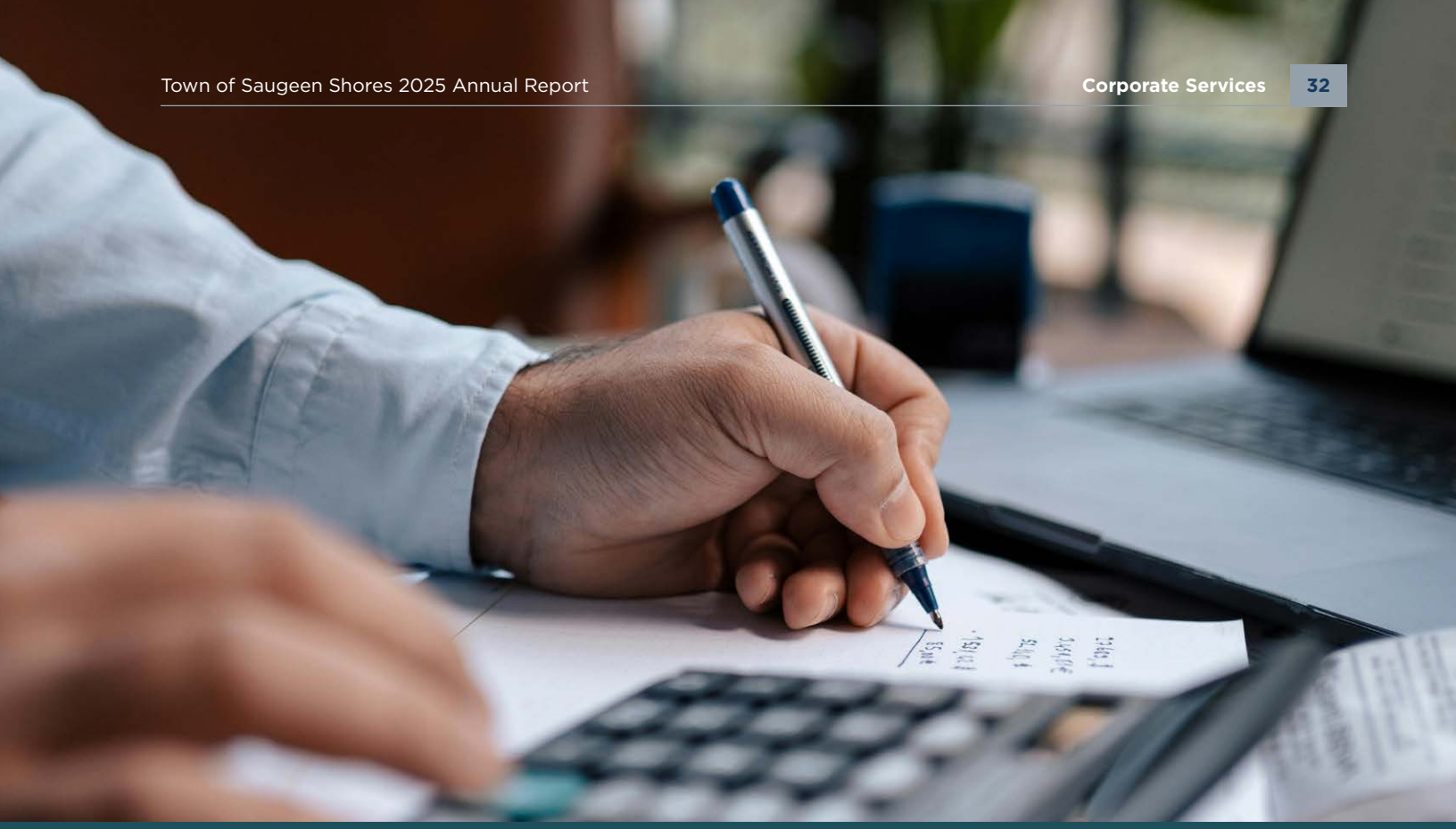
Issued 91 Licences

15 business

42 marriage

37 lottery

117 documents commissioned



Finance

Who We Are

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, and procurement.

What We Manage

- 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

Division Highlights

What We Accomplished (100% Completed)

Financial Performance Monitoring
Regularly met with departments and engaged in performance monitoring, delivered accurate and timely quarterly reporting to Council.

Future Infrastructure Special Levy Reporting
Information on the Future Infrastructure Special Levy was delivered to Council and was included with the final tax bills.

CRA Audit*
The HST audit has been complete and resulted in no re-assessment of existing returns.

E-Billing and Pre-Authorized Payment Campaign
Promotional material was delivered to customers and 2025 saw an increase in the number of customers signed up for e-billing and pre-authorized payments.

Increase Westario Dividend
The increased dividend from Westario Power was received.

M.P.A.C. Reassessment Cycle
The Province did not advance a new assessment cycle in 2025.

2026-2034 Business Plan
The 2026-2034 Business Plan has been adopted.

*Project added after 2025 Business Plan was published.

10K invoices processed by accounts payable

18K+ property tax and water customer accounts managed

57 formal procurements managed

2025 Town Budgets: Operating **$37.5M** Capital **$55M**

Division Highlights

Carried Over

Long-Term Revenue Goals
0% Completed
Review of long-term revenue goals will be carried over to 2026.

Transition Citywide to CityWorks for T.C.A. Reporting
0% Completed
This multiyear project is being carried over to 2026.

Support for A.W.C.
90% Completed
Support for the launch of the Pryde AWC was provided, including obtaining debentures and setting up financial accounts.

Launch Water Meter Platform
80% Completed
A new water meter platform was launched and Town staff use it to retrieve meter data.

Development Charges Background Study
40% Completed
This multiyear project is being carried over to 2026.

Risk Management Policy
0% Completed
This project is being carried over to 2026.

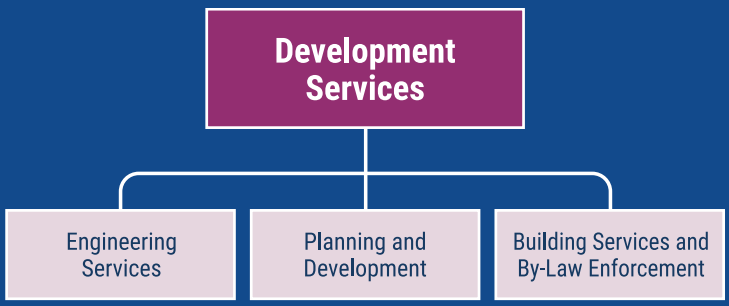
Water/Wastewater By-Law Implementation
75% Completed
This project will be carried over to 2026 with the policy being presented to Council early in the year.

Customer Portal for Water and Property Tax Billing
50% Completed
This project is being carried over to 2026.

Development Services

Development Services manages Development Engineering, Building Permits, Planning, Economic Development, Asset Management, and By-law Enforcement.

This department's work plans are designed 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.



Major Initiatives

What We Accomplished (100% Completed)

Cultural Heritage Official Plan
Applied relevant Cultural Heritage Master Plan recommendations to the Cultural Heritage policies of the Official Plan.

High Street Downtown Southampton
Completed Phase 1 Reconstruction from Victoria Street to Grosvenor Street.

Municipal Housing Allowance Subsidy
Thirty households were supported through the Town subsidy of the Municipal Housing Allowance program administered by Bruce County.

Surplus Town Land Assets
A Town-owned lot on Sandy Acres Road was sold.

Campaign to Support Downtown Southampton
Worked with Southampton BIA to support businesses during High Street reconstruction and post-construction recovery.

Environmental Ad Hoc Committee Recommendations Follow Up
Prepared workplan for Climate Change partnership opportunities and a 1-year pilot of an Environmental Community Engagement Committee.

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

Carried Over

Port Elgin Waterfront Detailed Landscape and Engineering Design
25% Completed
To be coordinated with CCV construction, carried over to 2026.

Natural Heritage Official Plan Update
33% Completed
Deferred with natural heritage policies to be updated as part of the broader Town Official Plan Update Future Division Highlight in 2027.

Key Performance Indicators

Infrastructure Planning and Development

Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Ensure sufficient infrastructure is in place to service future growth	% of developments able to proceed due to sufficient infrastructure	100%	100%	100%		

Growth Management

Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Facilitate appropriate growth through the development approvals review process	% of the Town's site plan control segment timelines that meet or exceed Town requirements	100%	100%	100%		
Support diversity of housing to meet community needs	Overall housing supply growth by housing type:					
	• total units	621	295	164		
	• single residential/ semi-detached	76	60	71		
	• townhouses/row houses	19	20	47		
	• apartment/condominium	462	191	16		
Manage and track the Town's growth	# of building permits issued (YoY)	403	319	271		

Compliance

Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Administer and enforce the Town By-laws	# of By-Law complaints	300	250	324		

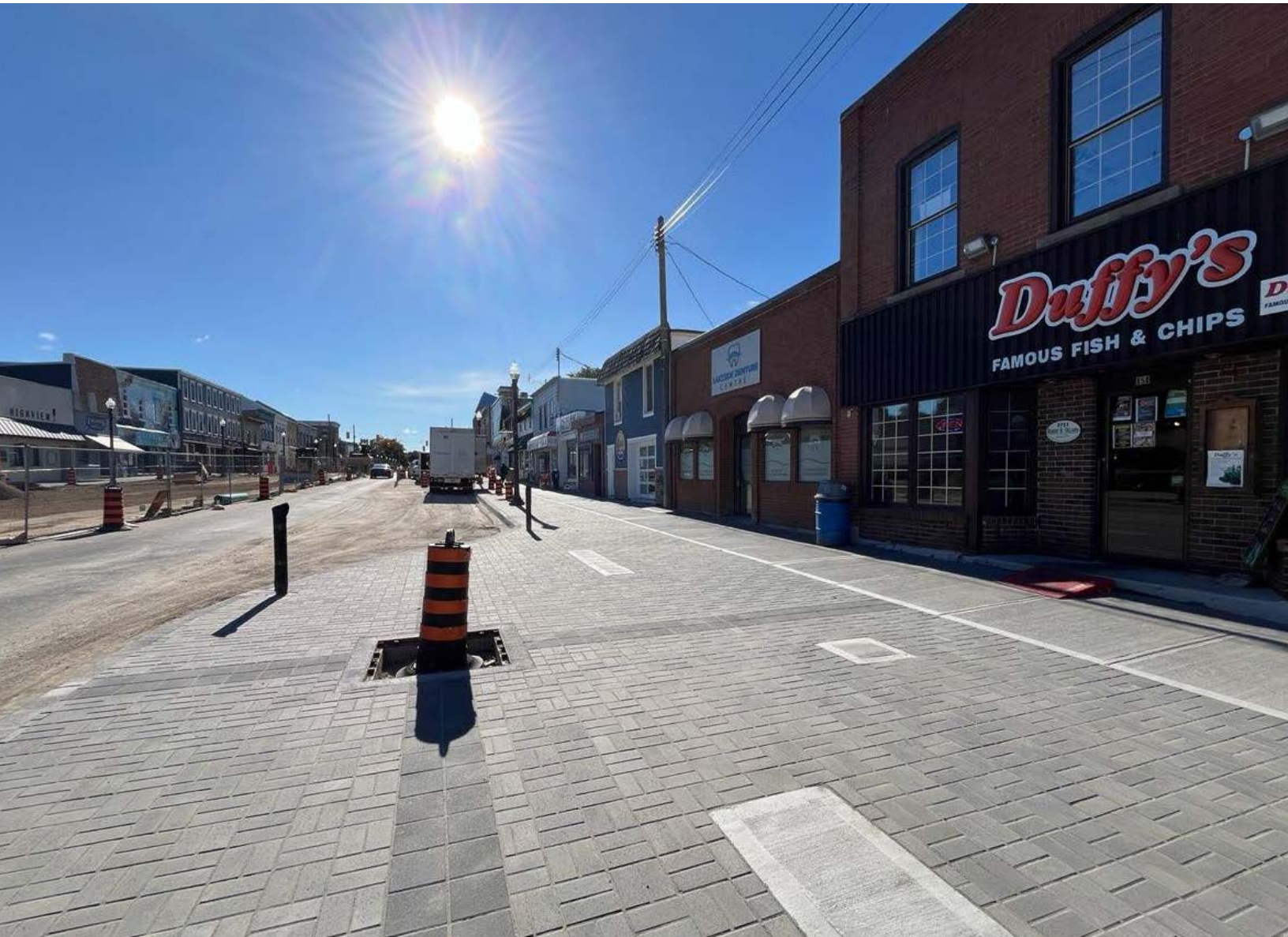
Asset Planning and Forecasting

Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Implement the Town's Asset Management Plan	% of asset replacement (per year)	1%	2%	4%		
	$ value of asset replacement (per year)	$3M	$6.7M	$10.9M		
	% of asset class in good repair	72%	73%	74%		

Key Performance Indicators

Economic Development

Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Promote business growth and investment	# of developed land lots sold (e.g. Innovation Park)	0	1	0		
Build an entrepreneurial culture	# of business engagement activities (meetings plus calls)	189	299	278		
Extend the tourism season	Volume of offseason events (YoY)	NA	60	60		
	% of growth in overnight stays (YoY)	NA	1%	1%		



Engineering Services

Who We Are

Engineering Services is responsible for the design and construction of roads and related infrastructure and provides customer service on permits and development application processes. They manage and track information about the Town's existing and new assets, including properties, and manage projects for major community facility construction projects.

What We Manage

- 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 of the Town's Asset Management Plan
- GIS, including CityWorks
- Fleet and facilities
- Property management
- Respond to inquiries from Council, staff, lawyers, residents related to encroachment and road allowances

Division Highlights

What We Accomplished (100% Completed)

Asset Management Financial Strategy
Completed a financial and asset management strategy incorporating level of service review as required by Provincial Regulation.

Facilities and Equipment/ Fleet Asset Review
Strategic analysis of major equipment assets is an ongoing process.

Coordination of Major Equipment and Fleet
Purchases and disposals planned for 2025 were completed.

Laneway Real Estate Review
Reported to Council on the resources required; a Division Highlight to do a Laneway Legal Ownership Assessment was included in the 2026 Business Plan.

Carried Over

Transportation Master Plan (5-Year Updates)
90% Completed
Public Information Centres were held to gather public input, carried over to 2026.

Centennial Pool Asset Disposal
95% Completed
Council authorized sale of the pool to the Bluewater District School Board, carried over to 2026 with By-law to be passed and Agreement to be signed in Q1.

Metres of infrastructure replaced or repaired

Watermains	2,538m
Sanitary mains	1,603m
Storm mains	1,084m
Sidewalks	2,257m
Roads	6,847m
Bike lanes	580m

Capital Highlights

What We Accomplished (100% Completed)

Replacement or Addition of Major Equipment and Fleet Assets
Equipment was added, replaced or disposed in keeping with asset management lifecycle and operational factors.

Bridge Projects
The preferred design for replacement of the Kolb Bridge was presented to Council.

New Southampton Sidewalk Machine
Sidewalk machine was purchased.

Victoria Street - Peel to Morpeth
Road reconstruction was completed.

Macauley Lane - Peel to Adelaide
Road reconstruction was completed.

Burns Lane - Peel to Adelaide
Road reconstruction was completed.

Hwy 21 Resurfacing - Port Elgin
Asphalt resurfacing was completed.

Devonshire Road and Goderich St Intersection West Leg Reconfiguration
Lane reconfiguration was completed.

C.C.T.V. of Sanitary Sewer
Video data was captured and analyzed.

Carried Over

Road Reconstruction
95% Completed
All projects substantially complete except Drummond, Falconer, Adelaide which will be carried over to be done in 2026.

Southampton Drainage South Area E.A.
65% Completed
Two Public Information Centres were held.

Shoreline Protection and Trail Repair*
20% Completed
This is a multiyear project. 2024 planned project is moving ahead of schedule.

*Project added after 2025 Business Plan was published.

Planning and Development

Who We Are

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.

What We Manage

- 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
- Tourism planning and operations
- Economic Development initiatives

Division Highlights

What We Accomplished (100% Completed)

Support Business Improvement Areas
Worked with BIAs to implement Community Toolkits and support coordination, beautification, and events.

Implement Destination Development Plan
Implemented recommendations of the Destination Development Plan.

Policy Studies
An Open House for the public to review proposed 2-Zone Floodplain Mapping for part of Southampton was held in November.

Tourism Study
Completed survey of timing and spending patterns of visitors and summary report to inform the Economic Development programs and Strategic Plan.

2025 Multicultural Day
Supported a day to commemorate cultural diversity, unity, and the vibrant spirit of community in Saugeen Shores.

Inclusionary Zoning and Innovative Planning Tools
Reviewed Official Plan policies and advocated with the Province to enable Inclusionary Zoning. A suite of innovative planning tools to address Town housing needs is being assessed.

30 households received Town rent subsidy through Bruce County's program (10 more than last year)

Additional Residential Unit Toolkit and Standardized Modular Housing Program
Prepared designs for Additional Residential Units and other unit types, and made the designs available to the public.

Develop Non-Profit Housing Partnerships
Awarded project to Tim Welch Consulting to design and develop 140 affordable housing units and a park on Town-owned lands. Work on the template agreement is ongoing.

Community Group Support
Facilitated Business Plan discussions with Pumpkinfest, Sparks Training and Southampton Arts Centre.

Division Highlights

Carried Over

Community Planning Permit System
69% Completed
Posted "What We Heard Report" to Engage Saugeen Shores and proposed Official Plan policies were being drafted at year-end, carried over to 2026.

Development Guide Update
20% Completed
Wording was incorporated for consideration of alternative driveway surface materials on a case by case basis. Review is ongoing, carried over to 2026.

Affordable Housing Community Improvement Plan
67% Completed
Background review and stakeholder interviews were completed. A discussion report has been drafted, and a suite of proposed programs is under review, carried over to 2026.

Community Planning Permit System Support
83% Completed
Supported consultant in their work towards a housing-focused Community Planning Permit System, carried over to 2026.

Building Services and By-law Enforcement

Who We Are

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

What We Manage

- Building and demolition permit review and approval
- Building and demolition inspection
- By-law administration, education and enforcement
- Building compliance reports

Division Highlights

What We Accomplished (100% Completed)

Implement New Building Code Requirements
Updated handouts, website, documents and stamps.

Digitize Property Files
Scanned and tagged hard copy building permit materials to be incorporated into the corporate property file database.

Carried Over

Cedar Crescent Village
5% Completed

Short-Term Rental Licensing Study
75% Completed
Background review complete, carried over to 2026 with report to Council planned for February.

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.**

1 Fire Services educates the public on fire prevention and emergency planning by delivering in-person and virtual education to residents, school children, retirement home and long-term care residents, community groups and visitors.

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 emergency responses defined in the Regulatory By-law for fire incidents, auto extrications, medical assistance, rescue and public hazard incidents within Saugeen Shores as well as with the service's mutual aid partners.

Major Initiatives

What We Accomplished (100% Completed)

- **Saugeen Shores Nuclear Response Plan**
  Update received by Council on September 22, 2025. Has been added to Town of Saugeen Shores Emergency Management Plan as an appendix.

- **Fire Inspection Cost Recovery**
  Fees and Charges By-law complete with changes specific to fire-related charges.

Carried Over

- **Administrative Compliance System**
  95% Completed
  Draft by-law completed and reviewed by legal. Waiting for Provincial framework and will be presented to Council in 2026 once received.

Division Highlights

What We Accomplished (100% Completed)

- **Expand Public Education Division**
  Public Education Team expanded to 12.
- **Fire Dispatch Review**
  St. Catharines Fire Dispatch contracted and conversion completed.
- **Review Fire Specific Record Management System (R.M.S.)**
  Emergency Reporting chosen to replace Firepro. Implementation to begin in January 2026.

Capital Highlights

What We Accomplished (100% Completed)

- **S.C.B.A. Replacement**
  New SCBA received. Training complete and placed on apparatus.
- **Recruit Program**
  Recruits certified and responding to emergencies since July 2025.
- **Replace Inflatable "Zodiac"**
  Firefighters trained and new rescue boat placed in service October 1, 2025.

945 doors knocked on to spread the word about the new SAFE (Smoke Alarms For Everyone) program

99 fire safety and emergency planning events held

2,000 hours of suppression competence and certification training

345 emergency responses

17 structure fires attended

Key Performance Indicators

Service Excellence

Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Ensure alignment of service levels to community needs highlighted by the Community Risk Assessment	Update Community Risk Assessment (bi-annually)	2	2	2		
Ensure alignment of services levels to community needs defined in the regulatory by-law	Review and update Annual Report:					
	• Annual review of Emergency Management Plan	1	1	1		
	• Annual review of regulatory By-law	1	1	1		
Administer and enforce inspection and compliance initiatives	% of residential Smoke Alarm/ CO Alarm Compliance	75%	70%	42%		

Operational Effectiveness

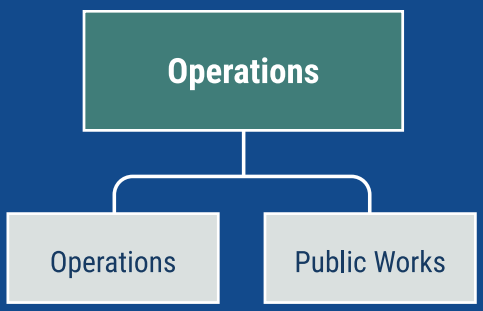
Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Maintain efficient and effective operations	Times/hours without a piece of apparatus	24 / 78	48 / 2136	0		
Ensure firefighter health and safety	# of H&S operational guidelines created or revised	10	22	26		

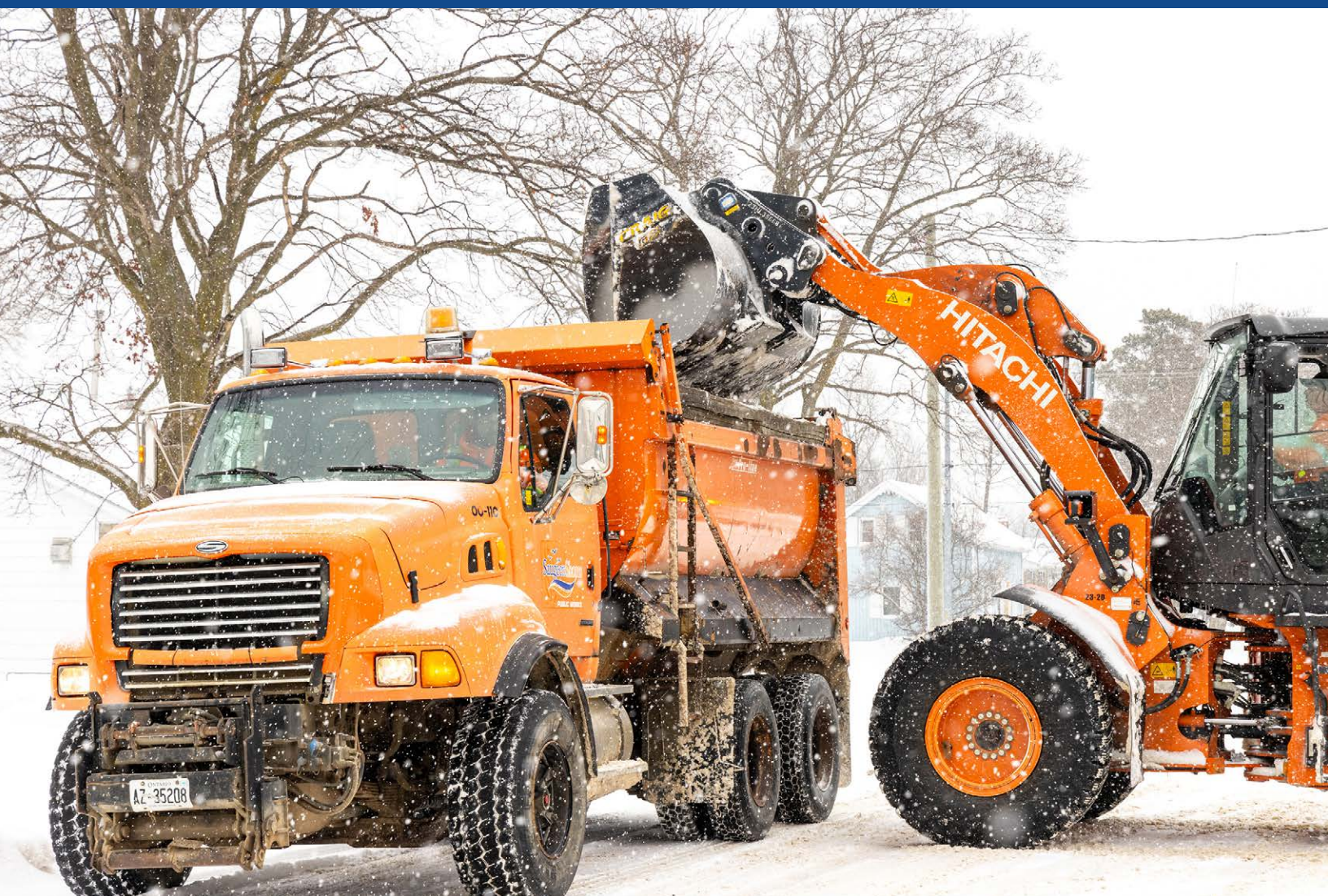
Communications and Engagement

Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Manage call volume and competency requirement by analyzing frequency and type data	# of emergency response calls	255	305	320		
Increase public outreach to promote fire education initiatives and Community Emergency Planning Information	# of Public Education events	30	70	65		
Engage in ongoing relationship-building with partners to support Council and community priorities	# of emergency response requests made by non-fire partner	1	0	0		
	# of mutual aid responses by municipalities per year	3	2	5		

Operations

The Operations Department, made up of the Public Works and Operations Divisions, is responsible for all critical municipal services that residents interact with daily. Those services include water, wastewater, stormwater, landfill, cemeteries, roads, and sidewalks, as well as winter control, traffic control, downtowns, waterfront, and waste diversion and collection.





Major Initiatives

What We Accomplished (100% Completed)

Blue Box Transition
Recycling programs for both eligible and ineligible customers have been implemented.

Water Treatment Plant Expansion
The Class Environmental Assessment (EA) began in 2025. As a multiyear project, the EA will be ongoing through 2026.

Southampton Wastewater Treatment Plant Headworks Upgrade and Expansion
In 2025 Grant Funding was received for this project. Site mobilization and construction began in Q3. As a multiyear project, structural building and earth work will continue throughout 2026.

Water and Wastewater Master Plan
The final Master Plan and the Financial Plan component were completed and presented to Council, meeting the Drinking Water License renewal timelines.

SFN Water Supply Agreement*
A negotiation mandate report was brought to Council in September 2025. Negotiations with SFN are ongoing, with a view towards Council approval of the new agreement in 2026.

Port Elgin Wastewater Treatment Plant Expansion
The Class Environmental Assessment (EA) began in 2025. As a multiyear project, staff will continue to work through the EA in 2026.

Landfill Optimization
Multiyear project: The Terms of Reference (TOR) have been submitted to the Ministry of the Environment, Conservation, and Parks for final review. It is anticipated that the TOR will be approved in early 2026. Following the review, work will begin on the EA process.

Bruce County Roads Authority Review*
The County-wide Roads Authority Assessment Study Committee held monthly meetings in 2025. Initiatives along with a report to Council will be brought forward in 2026.

*Project added after 2025 Business Plan was published.

Key Performance Indicators

Service Demand Management

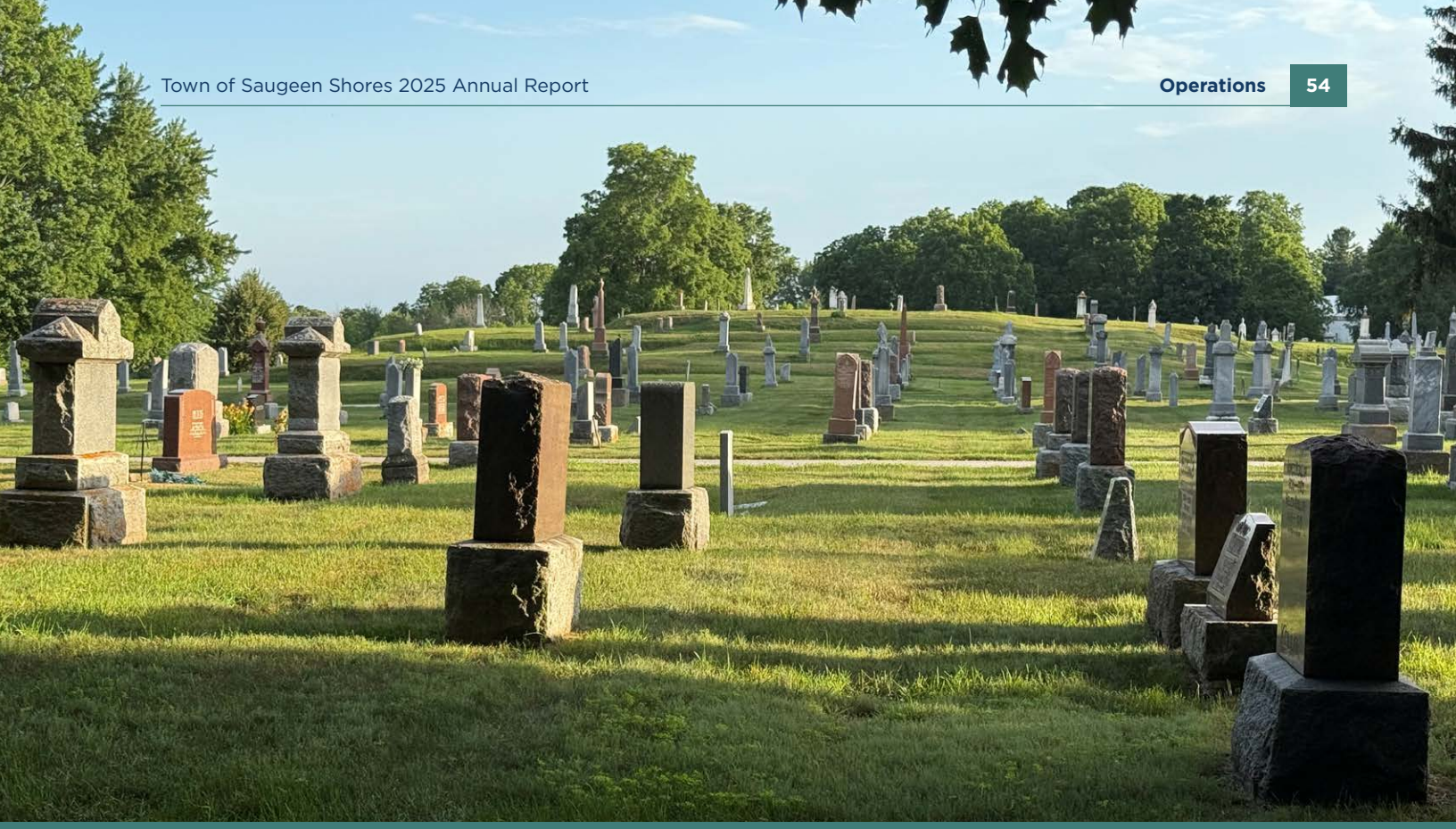
Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Manage demand for winter control including new development, service level changes and expectations	Citizen satisfaction with Town's winter control level of service (YoY)	NA	NA	82%		
	Locate compliance (YoY)	94%	96%	97%		
Ensure beautification and cleanliness of public assets and spaces, including downtown and waterfront	Citizen satisfaction with Town's beautification activities (YoY)	NA	94.6%	91%		

Infrastructure Asset Management

Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Ensure ongoing maintenance of municipal roads and sidewalks	Percentage of paved roads in fair to good rating through pavement condition assessment (completed every 3 years)	77%	98%	Next cycle 2027		
Address State of Good Repair projects	Completion of backlog of capital projects (YoY)	50%	58%	73%		
Integration of technology for inspections, work orders, tracking and reporting	Percentage of sidewalks in fair to excellent rating through inspection (YoY)	88%	91%	89%		

Sustainable Development and Planning

Objective	Performance Measure(s)	2023	2024	2025	2026	2027
Support long-term water and wastewater sustainability and capacity	Maximum daily flow of water plant, annual average daily flow of wastewater plants (YoY)	WTP 64% PEWW 45% SOWW 70%	WTP 58% PEWW 45% SOWW 66%	WTP 86% PEWW 54% SOWW 75%		
Support waste reduction and diversion in the Town	Annual waste diversion (YoY)	50.7%	50.2%	TBD		
Maintain efficient and effective operations and management of the Cemetery lands and services	Cemetery interment data and trends (YoY)	Sales 120 Burials 107	Sales 158 Burials 97	Sales 117 Burials 109		



Operations

Who We Are

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.

What We Manage

- Drinking water supply and distribution
- Wastewater treatment and collection
- Landfill management
- Locates
- Electrical and plumbing services
- Cemetery operations
- Streetlights and traffic lights/crosswalks

10.5t of waste received at the landfill

9.7M litres of water flow on the peak day of the year

1,579 locates completed

7,600 gravestones maintained

Division Highlights

What We Accomplished (100% Completed)

B.A.S.W.R. Contract Renewals
Council approved a 2-year contract extension at the Sept. Council meeting.

Food Cycler Program Subsidy
Food Cyclers purchased and actively selling.

O.C.W.A. Contract Renewal
Contract renewed prior to deadline as required.

Carried Over

E.V. Charging Station Policy
75% Completed
Staff began working on the policy in 2025. The draft policy will be brought to Council in 2026 for review and consideration.

Source Separated Organics Feasibility Study
83% Completed
Findings and recommendations will be brought forward to Council for consideration in 2026.

Capital Highlights

What We Accomplished (100% Completed)

Water Treatment Membrane Replacement Program
Membranes were received, installed and currently in service.

Port Elgin Wastewater Treatment Plant Stepscreen Replacement
Project is complete and the screen is in operation.

Port Elgin Wastewater Treatment Plant Blower Upgrades
Blower upgrades complete and system in service.

Port Elgin Reservoir Generator and Electrical Upgrades
The findings of the Water and Wastewater Master Plan have confirmed that this project can be deferred, and as such the funding for the project was diverted to the Southampton Wastewater Treatment Plant Upgrade project.

Ground Penetrating Radar Unit
Unit purchased and is in service.

Carried Over

Southampton Pump Station #1 (SPS 1) Upgrades
75% Completed
In 2025, it was determined that SPS 1 pump capacity concerns were forcemain related. As such, a TV inspection of the forcemain is planned early in 2026. Inspection will identify issues and support project scope.

Southampton Pioneer Cemetery Remediation
30% Completed
A grant application was submitted in 2025. Results of the grant will support the scope of work in 2026.

Southampton Low Lift Pump Station Generator Replacement
70% Completed
The project will continue with preliminary electrical and preparatory work in early 2026. The generator has been procured, with installation planned for mid to late 2026.

Port Elgin Wastewater Headworks Air Quality
90% Completed
All major components including site servicing upgrades were completed in 2025. Substantial completion and commissioning anticipated in early 2026.

Port Elgin Harbour St. Pump Station Generator and Electrical Upgrades
70% Completed
The project will continue with preliminary electrical and preparatory work in early 2026. The generator has been procured, with installation planned for mid to late 2026.

Southampton Pump Station #3 (SPS 3) Upgrades
75% Completed
In 2025, it was determined that SPS 3 pump capacity concerns were forcemain related. As such, a TV inspection of the forcemain is planned early in 2026. Inspection will identify issues and support project scope.

Public Works

Who We Are

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, downtowns and the waterfront.

2,520
triaxle loads of snow removed from the downtowns in 2025

4,000
tonnes of maintenance gravel applied

What We Manage

- Road and sidewalk maintenance
- Winter control
- Sidewalk replacement
- Culvert repairs and replacement
- Regulatory signage, including parking and traffic
- Arborist
- Street sweeping
- Water and sewer repairs
- Sanitary sewer flushing
- Line painting
- Fleet and mechanics

In partnership with Community Services:

- Downtown core beautification
- Beach maintenance

Division Highlights

What We Accomplished (100% Completed)

Winter Operations Plan Update
The Winter Operations Plan was presented to Council on June 9th.

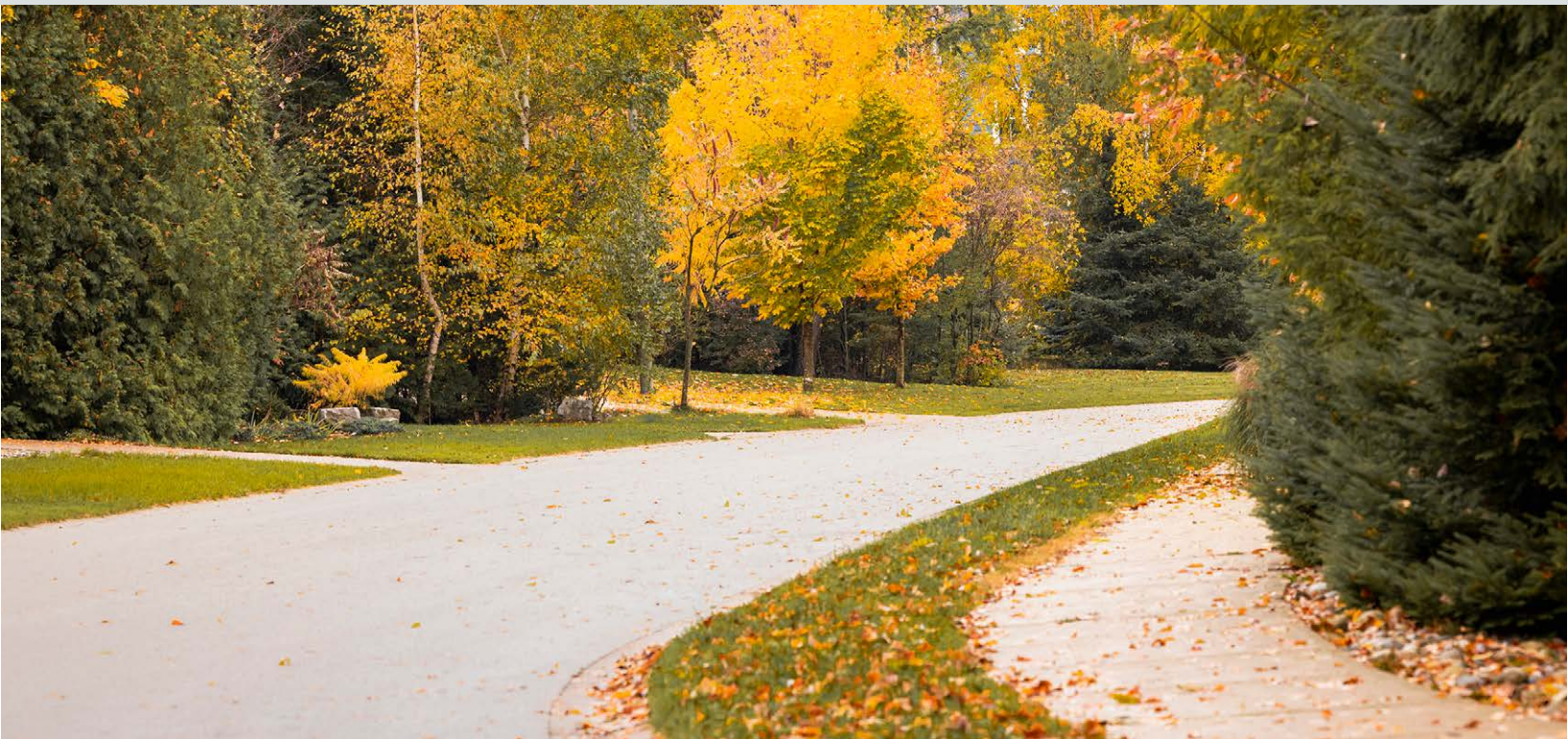
Saugeen Pit Partial Rehabilitation
A portion of the licensed Saugeen Pit was rehabilitated and surrendered with Ministry approval in 2025. This area will now be used to support stockpiling of materials for Public Works and Engineering capital initiatives.

Gravel Road Maintenance Increase
As part of this initiative, an additional 900 tonnes of gravel was placed, graded, compacted, and treated with dust suppressant on the access road to Lamont Sports Park in Q2 2025.

Carried Over

Tree Inventory and G.I.S. Update
10% Completed
Due to limited internal capacity, staff are exploring additional options to facilitate the completion of this project.

Centralized Operations Centre Feasibility Study
75% Completed
Consultant has been retained, and a report to Council will be presented in 2026.



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