



# Staff Report to Council

**Report From:** Rebekah Msuya-Collison, Chief Administrative Officer/Deputy Clerk

Kelly Gillis, Vice President, Ahria Consulting

**Meeting Date:** June 16 2025

**Report:** CAO- 010-2025  
Council Strategic Priority Session Workshop

## Recommendation

**That South Huron Council receives Staff Report CAO#10-2025 – Council Strategic Priority Session Workshop for information.**

## Report Overview

<b>Purpose of Report</b>	For Information
<b>Council Priority Alignment</b>	2023 - 2026 Council Priorities
<b>Consultations</b>	<b>None.</b>
<b>Attachment(s) to Report</b>	Council Strategic Priorities – 2025 Progress Tracker

## Report Highlights

- There were no substantial changes to the 2023-2026 Council Strategic Priorities as a result of the workshop.
- Affordability continues to be a central concern in decision-making, with a focus on managing limited resources effectively and evaluating the financial impact on taxpayers.
- There continues to be an inclination towards completing existing initiatives rather than starting new ones unless they are necessary and financially justified.

- The importance of collaboration with regional, provincial, and federal governments is emphasized recognizing that the municipality cannot tackle all challenges independently.

## Context and Background

### Council Workshop

Council members and senior staff were asked to respond to the following question: *Recognizing the challenging times we are in economically and politically across our communities, province, and country, what has been top of mind for you in your role as a South Huron municipal council member/senior staff member?*

The following themes emerged from the responses:

#### 1. Fiscal Responsibility and Affordability

- Affordability remains a primary concern across all decision-making.
- Council and staff are committed to managing limited resources effectively and being mindful of the financial impact on taxpayers.
- A desire was expressed to focus on completing current initiatives rather than introducing new ones unless clearly necessary and financially justified.
- There is continued support for the principle that development should pay for development to ensure sustainable growth.

#### 2. Infrastructure Pressures and Asset Management

- The municipality is facing increased pressure from aging infrastructure and rising costs.
- There is concern that while South Huron may be 'asset rich,' some assets may be underutilized.
- The need for creative, innovative approaches to asset and infrastructure planning was noted, in addition to ensuring fair cost-sharing among stakeholders.

#### 3. Strategic Focus and Role Clarity

- Participants highlighted the need for the municipality to stay focused on its core mandate and avoid overextending into areas better served by other levels of government or community partners.
- Questions were raised about whether the municipality is sufficiently focused on core needs, especially in light of provincial performance benchmarks.

#### 4. Collaboration and Intergovernmental Support

- There is a shared understanding that the municipality cannot address all challenges alone; collaboration with regional, provincial and federal governments is essential.
- A regional approach is viewed positively when it supports efficiency, scale, and shared solutions, such as with the Tri-County Regional Alliance, recently created to focus on the sustainability of local health care services.

#### 5. Community Growth and Planning

- The municipality has capacity for continued growth, particularly with available wastewater infrastructure.
- There is optimism surrounding a potential grant-supported transit solution, which could strengthen regional mobility.
- It was noted that the Official Plan is now complete; some concern was expressed about the need for stronger employment initiatives in alignment with economic development strategies.

#### 6. Long-Term Sustainability and Generational Equity

- Decision-making should be guided by a commitment to sustainability and fairness across generations.
- Several contributors emphasized the importance of avoiding decisions today that would place undue burden on future taxpayers.

#### 7. Health and Well-Being in the Community

- Concerns were raised that health care in South Huron may be taken for granted, and that continued sustainability is critical.

### **Reviewing and Updating Council Priorities**

- Following their opening discussion, Council members reviewed the status of their current priorities. Staff provided updates on several initiatives and responded to questions from Council members.
- No significant changes were made to the priorities although it was noted that a number of updates are to be made to the priority tracker.
- It was specifically noted that the noise by-law review is unnecessary as the specific issue to be addressed is the required response to Oakwood Inn regarding their requested exception to the by-law.
- It was also noted that it should be clarified that 2025 water rates will be maintained at the 2024 rates given that the water and wastewater rate study will not be completed until Q3 2025.

### **Discussion and Staff Recommendation(s)**

Council members reinforced the need to focus on core responsibilities, engage in strategic planning and decision-making, ensure affordability, and pursue collaboration at all levels. These themes will inform Council's decision-making as South Huron continues to navigate a complex and evolving environment.

### **Confirmation of Next Steps**

Following the priority review, Council members discussed the importance of continuing to work in partnership with the community recognizing the ongoing opportunity to clearly establish the role of the municipality in relation to various community efforts.

Discussion also occurred regarding the challenge of effective engagement of the public and how to continue to promote a strong vibrant community that benefits from engaged citizens and community volunteerism.

It was noted that the last master plan for community services was completed in 2009. The importance of the sustainability of the South Huron Community Fund grants

through the Sunset Foundation grants, to continue to support local charities, community organizations and provide community-driven projects was also noted.

Updated Strategic Priorities 2023-2026 Progress Tracker is attached to this document.

## **Impact Analysis**

Council strategic priorities and workplan serve as a roadmap to guide resource allocation and corporate initiatives. The priorities listed in the Appendix have already been completed or approved in the 2025 budget. There are no further financial, legal, operational or community impacts as a result of the recommendation in this report.

## **Linkages**

- [CAO-02-2025 – Council Strategic Priorities – 2024 Year End Review](#)
- 

**Respectfully submitted,**

**Rebekah Msuya-Collison, Chief Administrative Officer/Deputy Clerk**

**Kelly Gillis, Vice President, Ahria Consulting**

**Report Approval Details**

Document Title:	CAO10-2025 - Council Strategic Priority Session Workshop.docx
Attachments:	- Initiatives 2025 - 2nd Quarter - Final.docx
Final Approval Date:	Jun 11, 2025

This report and all of its attachments were approved and signed as outlined below:

**Alex Wolfe - Jun 10, 2025 - 6:02 PM**

**Erin Moore - Jun 11, 2025 - 8:56 AM**

**Rebekah Msuya-Collison - Jun 11, 2025 - 9:42 AM**



## Priority #1: Planning For and Managing Sustainable Growth

- Create a vision and strategy for managing development and planning for growth
- Drive economic growth and responsible development
- Building a strong and vibrant community by attracting, supporting, and retaining businesses and residents

## Priority #2: Master Fire Services Plan

- Utilize plan as a strategic blueprint for the provision of local fire protection services
- Support emergency services to prepare our community for day-to-day safety and potential emergencies
- Ensure that South Huron is a safe community and residents receive timely access to emergency services and supports

## Priority #3: Recreation/Community Amenities

- Provide adequate and quality amenities for South Huron's growing population
- Encourage policies, programs and services to be inclusive and reflect the needs of existing residents and newcomers
- Foster healthy lifestyles through planning for, sporting and providing a range of accessible, affordable, indoor, and outdoor recreation facilities, events, and opportunities

## Priority #4: Infrastructure Investment/Asset Management Plan

- Maintain infrastructure and facilities that meet community needs and allow growth and development for prosperity
- Provide safe, efficient and sustainable transportation options
- Invest in building, improving, and maintaining quality infrastructure to meet the needs of, and to provide a high quality of life for, current and future generations

## Priority #5: Community Safety and Well-Being

- Work together to increase safety, inclusivity, and resilience across our community
- Foster a connected and caring community

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.

White denotes that the project is not yet started

Blue denotes that the project is in progress

Green denotes that the project is completed

\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects



# Strategic Priorities 2023-2026 – Progress Tracker

## Priority #1: Planning For and Managing Sustainable Growth

Objective	1.1 Financial Sustainability: Ability to manage finances so the municipality can meet its spending commitments, both now and in the future					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Water & Wastewater Rate Study **	Infrastructure and Development/ESD (Don)	Operational	Study and Financial Plan	10%	Q3 2025	Awarded to Watson & Associates
DC Charges Background Study **	Finance/Building and Planning (Erin/Mike)	Operational	Study	75%	Q3 2025	Awarded to Watsons and Associates and final report Q3 2025. ** study will be delayed due to Bill 17 and release of regulations
Water/Sewer/Transportation – Combined Funding report	Finance (Don/Erin)	Operational	Report	0%	Q3 2025	For 2025 Budget
User Pay Review for Storm Sewers	Infrastructure and Development (Don)	Operational	Report	100%		Report provided to Council. Budget Discussions for consultant
Review of Various Finance Policies – Reserves, Procurement and Collections	Finance (Erin/Kate)	Operational	Report	10%	Q4 2025	
Objective	1.2 Infrastructure Planning: Ensure sufficient infrastructure is in place to service growth					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.  
White denotes that the project is not yet started  
Blue denotes that the project is in progress  
Green denotes that the project is completed  
\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects



Strategic Priorities 2023-2026 – Progress Tracker

Wastewater modelling program **	Infrastructure and Development/ESD (Don)	Operational	Program Validation	5%	2025	RFP closed on June 4, 2025 (I & I reduction and flow modelling)
Water and Wastewater Master Plan **	Infrastructure and Development/ESD (Don)	Operational	Plan			Plan approved by Council
OSIM Report (Bridges and Culverts)	Transportation Services (Don)	Operational	Report	10%	Q2 2025	Quotations received and awarded to GEI Engineering.
Columbarium	Clerk (Alex)	Operational	Installation	5%	Q3 2025	Mapping review and drafting tender
Landfill Expansion	Infrastructure and Development (Don)	Operational	Report	5%		CAZ zone discussions
Objective	1.3 Growth Management: Strengthen and update policy frameworks to support intentional, sustainable growth and a variety of housing and employment options to drive economic growth and responsible development					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Update and Review the Official Plan**	Building and Planning (Mike)	Operational	Updated Plan	99%	Q1-Q2 2025	Appeal period
Review and Update Zoning By-law**	Building and Planning (Mike)	Operational	Updated Plan	10%	Q4 2025	Post Official Plan review
Objective	1.4 Economic Development: Building a strong and vibrant community by attracting, supporting and retaining businesses and residents					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Community Improvement Plan **	Administration/Building and Planning (Mike, Scott and Rebekah)	Operational	CIP Package	40%	Q3 2025	Post Official Plan

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.  
White denotes that the project is not yet started  
Blue denotes that the project is in progress  
Green denotes that the project is completed  
\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects





# Strategic Priorities 2023-2026 – Progress Tracker

<b>Welcome Package/Product for Newcomers</b>	Community Relations (Stacey)	Operational	Brochure drafted	50%	Q3 2025	Guide drafted – brochure style with QR codes. Waiting for Community Map to be live and coincide with Neighbourhood guide.
<b>Neighbourhood Guide (by-laws, garbage, property standards)</b>	Community Relations (Stacey)	Operational	Package Complete	20%	Q3 2025	Scan of other jurisdictions completed.
<b>Tourism package– South Huron Destinations</b>	Community Relations (Stacey)	Operational	Packages	15%	Q3 2025	2 to be developed to launch early Q3, identified potential locations for 2-day trips (low cost/family friendly dog friendly)
<b>Participation in Task Forces/Round tables</b>	Community Relations/Administration (Stacey and Rebekah)	Operational	Attendance	35%	2025	Chamber of Commerce, Exeter BIA, Huron County Economic Development, Huron Manufacturing Association, Community Futures, OFA etc.
<b>Open for Business - New and Existing Business Guide (building permits, fire inspections, by-laws)</b>	Community Relations (Stacey) / Building Services (Mike)	Operational	Guide (PDF and Print)	90%	Q2 2025	Draft Guide being internally reviewed prior to publishing.

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.  
White denotes that the project is not yet started  
Blue denotes that the project is in progress  
Green denotes that the project is completed  
\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects



Strategic Priorities 2023-2026 – Progress Tracker

International Agri-food Worker Welcoming Communities Project	Community Relations (Stacey)	Operational	Multiple Deliverables (survey, video, events, training)	5%	Q2 2025 - Q4 2026	Grant approved.
Youth Tourism Experience Day (SLED)	Community Relations (Stacey)	Operational	Experience Day	5%	Q3 2025 (July)	Grant approved.
Physical Location Project (Access SLED)	Community Relations (Stacey)	Operational	High-Contrast Painting & Window Clings (Assistance)	5%	Q3 – Q4 2025	Grant approved.

Priority #2: Master Fire Services Plan

Objective	2.1 Community Risk Assessment (CRA): Mandated plan that assists the municipality and ifs Fire Service to make sound decisions on the level of fire protection it will provide it’s residents					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Annual Review of CRA	Emergency Services (Jeremy)	Operational	Report	10%	Q4 2025	Annual
Annual Emergency Planning	Emergency Services (David/Jeremy)	Operational	Training, Review and Annual Exercise	10%	Q4 2025	ABCA Emergency event, Committee meeting
Objective	2.2 Fire Master Plan: strategic blueprint for the provision of local fire protection and rescue services					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.  
White denotes that the project is not yet started  
Blue denotes that the project is in progress  
Green denotes that the project is completed  
\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects



# Strategic Priorities 2023-2026 – Progress Tracker

<b>Recommendation Dashwood Station Replacement **</b>	Emergency Services (Jeremy)	Operational	Recommendation to Council	10%	2025	Cost estimate and design Q3 2025
<b>Recommendation Huron Park Fire Station **</b>	Emergency Services (Jeremy)	Operational	Recommendation to Council	50%	2025	Council declared surplus. Now disposition process in coordination with IO
<b>Objective</b>	<b>2.3 Fire Administration: Maintain efficient and effective operations</b>					
<b>Actions</b>	<b>Dept. Lead</b>	<b>Budget Type</b>	<b>Deliverable</b>	<b>Completion</b>	<b>Target Date</b>	<b>Comments</b>
<b>Annual Review and Update E &amp; R Fire Services By-law</b>	Emergency Services (Jeremy)	Operational	Updated By-law	10%	Q4 2025	
<b>Review of Volunteer Firefighter compensation and employment status **</b>	Emergency Services/Administration (Jeremy/Justin/Rebekah)	Operational	Review Complete	90%	Q2-Q3 2025	
<b>Finalize Agreement with Lucan Biddulph for Ladder Truck</b>	Emergency Services (Jeremy)	Operational	Agreement			
<b>Explore FPO Agreements with other Municipalities</b>	Emergency Services (Jeremy)	Operational	Agreement	10%	Q2-Q3 2025	Investigating Options
<b>Review and Update of Burn By-law</b>	Emergency Services (Jeremy)	Operational	Updated By-law			
<b>Input equipment into Asset Management Plan</b>	Emergency Services (Jeremy)	Operational	AMP Tracking	0%	Q4 2025	Ongoing as purchased
<b>Fire Hose Replacement</b>	Emergency Services (Jeremy)	Capital	Replacement	75%	Q3 2025	

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.  
White denotes that the project is not yet started  
Blue denotes that the project is in progress  
Green denotes that the project is completed  
\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects



Strategic Priorities 2023-2026 – Progress Tracker

PPE Replacement	Emergency Services (Jeremy)	Capital	Replacement	10%	Q3-Q4 2025	Sizing in October and PPE to be ordered.
Generator Replacement (Exeter Fire Station)	Emergency Services (Jeremy)	Capital	Replacement	10%	Q3-Q4 2025	Preparing Tender Documents
Replacement of Self-Contained Breathing Apparatus	Emergency Services (Jeremy)	Capital	Replacement	5%	2026-2027	Reviewing Options
Air Purification Systems	Emergency Services (Jeremy)	Capital	Purchase			Dashwood and Exeter
Gear Extractor & Gear Dryer	Emergency Services (Jeremy)	Capital	Purchase			Dashwood
Objective	2.4 Communication and Engagement: Continue to provide communications and engagement					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Public outreach to promote fire education and Community Emergency Planning	Emergency Services/Administration (Jeremy/Mike)	Operational	Outreach Complete	50%	Q1-Q4 2025	Annual

Priority #3: Recreation Community Amenities

Objective	3.1 Facilities and Parks: Infrastructure to support healthy and active lifestyles for diverse ages, abilities, and interests					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Port Blake Revitalization Project**	Community Services (Jeremy/Amanda)	Capital	Project Completion	80%	Q2 2025	Parking lot gravel improvements complete. Washrooms updated and painted.

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.  
White denotes that the project is not yet started  
Blue denotes that the project is in progress  
Green denotes that the project is completed  
\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects



						<p>New Concrete pad installed.</p> <p>The drainage project completed and working well.</p> <p>Quotes for Accessible parking spot and pathway have been gathered.</p> <p>New Signage installed</p> <p>Continued updates to the washrooms: solar lights new partitions, new mirrors, baby change tables, sharps kits and feminine hygiene bins.</p> <p>New windows will be installed in June.</p> <p>Footbath will be installed in June.</p>
Centralia Park Amenities Project**	Community Services (Jeremy/Amanda)	Capital	Project Completion	75%	Q2 2025	<p>Picnic table was ordered and delivered to site.</p> <p>Accessible swing has been delivered to MOSH.</p> <p>The landing pad for</p>

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.

White denotes that the project is not yet started

Blue denotes that the project is in progress

Green denotes that the project is completed

\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects



Strategic Priorities 2023-2026 – Progress Tracker

						under the swing has been ordered. Pathway will be paved in June/ early July
KW Pool Upgrades**	Community Services (Perth South)	Capital	Project Completion	95%	Q2 2025	Perth South lead – carried over, most of work completed.
Dashwood Community Centre Playground Equipment**	Community Services (Jeremy/Amanda)	Capital	Installation	60%	Q3 2025	RFP Awarded Playground Equipment to be installed prior to Aug long weekend.
SHRC Upgrades**	Building Services (Mike)	Capital	Completion	95%	Q2-Q3 2025	Skaters flooring replacement, final documentation and as-built drawings required.
Cemetery Fence Project	Community Services (Amanda)	Capital	Completion	50%	Q2-Q3 installation	Phase 1 – Heritage Foundation led project. Fence being shipped first week of June.
Vesting of Queen’s Park (Timbit Park)	Clerk (Alex)	Operational	Deed			
SHRC Roof Replacement**	Community Services (Jeremy/Amanda)	Capital	Replacement	100%		
SHRC Kitchen Exhaust Improvements**	Community Services (Jeremy/Amanda)	Capital	Installation	100%		

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.  
White denotes that the project is not yet started  
Blue denotes that the project is in progress  
Green denotes that the project is completed  
\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects





## Strategic Priorities 2023-2026 – Progress Tracker

SHRC Rooftop Furnace Replacement	Community Services (Jeremy/Amanda)	Capital	Installation	50%	Q3-Q4 2025	RFT has been posted, closing on June 2025 Completion date set for August 2025.
SHRC Ball Diamond 1 and 2 Light Standard Replacement	Community Services (Jeremy/Amanda)	Capital	Replacement	50%	Q4 2025	RFP closed on June 4 We were not successful with Jays Grant. Project completion date is December 2025
Stephen Arena Supply and Install Mycom Compressor 1	Community Services (Jeremy/Amanda)	Capital	Replacement	50%	Q3 2025	RFT is now posted Will close on July 2 Completion date set for Sept 2025
Exeter Cemetery Gator	Community Services (Jeremy/Amanda)	Capital	Replacement			
Community Services Gator (Port Blake)	Community Services (Jeremy/Amanda)	Capital	Replacement			
Objective	3.2 Planning, Policies, Programs and Services: Develop and implement policies and services that are inclusive, affordable and accessible					
Sponsorship/Naming Rights Program	Community Services (Amanda)/Community Relations (Stacey)	Operational	Program Approval	0%	Q4 2025	
Inventory of Community Spaces	Community Relations (Stacey)	Operational	Project Completion			

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.  
White denotes that the project is not yet started  
Blue denotes that the project is in progress  
Green denotes that the project is completed  
\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects



Strategic Priorities 2023-2026 – Progress Tracker

Enhanced Community Events Calendar	Community Relations (Stacey)	Operational	Project Completion			Communications for public to utilize has begun.
Enhance Online Access	Community Services (Amanda)	Operational	Project Completion	25%	Q 2025	Continuous
Assembly of Occupancy Report	Community Services (Amanda)	Operational	Report	5%	Q3 2025	Scheduling Inspections for June – Report to Budget Deliberations
Exeter Dog Park Report	Community Services (Amanda/Erin/Alex)	Operational	Report	25%	Q3 2025	Report provided. Report to Budget Deliberations
Inventory of Soccer Fields	Community Services (Amanda)	Operational	Report	0%	Q3 2025	
Lawn Bowling Facility Report	Community Services (Amanda)	Operational	Report	5%	Q3 2025	Met with representatives from Club for initial discussions.

Priority #4: Infrastructure Investment/Asset Management Plan

Objective	4.1 Manage Active Transportation Needs: Enhance core infrastructure network to support the objective of walkable, connected neighbourhoods and communities					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Active Transportation Plan**	Infrastructure and Development/TSD (Don)	Operational	Plan Completion	60%	Q3 2025	Final report Q3 2025. Stakeholder and

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.  
White denotes that the project is not yet started  
Blue denotes that the project is in progress  
Green denotes that the project is completed  
\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects





Strategic Priorities 2023-2026 – Progress Tracker

						public consultation complete.
Huron Shores Area Transit	TSD/CAO	Operational	Funded Program	5%	Q4 2025	
Objective	4.2 Maintain Asset State of Good Repair: Condition in which physical assets are performing at a full level of performance					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Dashwood Main Street Sidewalk**	TSD (Shane)	Capital	Project Completion	50%	2025	Joint project with Huron County – 2024 project completed (2 year project)
Main Street Dashwood Watermains Replacement**	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Project Completion	50%	2025	Joint project with Huron County – 2024 project completed (2 year project)
Dashwood Main Street Streetlight Upgrades**	TSD (Shane)	Capital	Project Completion	50%	2025	Coordinated with Festival Hydro pole relocations
Huron Park Streetlighting**	Infrastructure and Development (Don)	Capital	Project Completion	0%	TBD	Pending Subdivision Agreement execution
Victoria Street East Reconstruction	Infrastructure and Development (Shane/Alyssa/Don)	Capital	Project Completion	25%	Q3 2025	Sanitary sewer and temporary watermain complete in Phase 1 (Main to Andrew)
Victoria Street Hydro Pole relocation**	Infrastructure and Development (Don)	Capital	Project Completion			
Main Street North Reconstruction**	Infrastructure and Development (Shane/Alyssa/Don)	Capital	Project Completion	90%	2025	Final restoration complete and top asphalt in July 2025.

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.  
White denotes that the project is not yet started  
Blue denotes that the project is in progress  
Green denotes that the project is completed  
\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects



## Strategic Priorities 2023-2026 – Progress Tracker

<b>Main Street South Connecting Link Engineering</b>	Infrastructure and Development (Shane/Alyssa/Don)	Capital	Engineer Awarded	5%	2025	Engineering RFO closed on June 4, 2025. Two-year project
<b>Huron Park Sewage Pumping Station Upgrades Engineering**</b>	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Engineer Awarded	10%	Q2 2025	Awarded Geotechnical
<b>Thames Road West Watermain**</b>	ESD (Alyssa)	Capital	Project Completion	0%	2025	Joint with Huron County
<b>Thames Road West Sewer Replacement**</b>	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Project Completion	0%	2025	Joint with Huron County
<b>Corbett Line Resurfacing (Credition Road to Mount Carmel Drive)</b>	Transportation (Shane)	Capital	Project Completion	10%	Q2 2025	Contract Awarded. Work scheduled to commence June 2025.
<b>Huron Street West Resurfacing</b>	Transportation (Shane)	Capital	Project Completion	10%	Q2 2025	Contract Awarded. Work scheduled to commence June 2025.
<b>Pedestrian Crossover on Main Street (near Parkette)</b>	Transportation (Shane)	Capital	Project Completion	5%	Q4 2025	Preliminary designs received. MTO Approval required
<b>Morrison Line Bridge (#3003)</b>	Transportation (Shane)	Capital	Project Completion	10%	Q4 2025	Contract Awarded. Work scheduled to commence June 2025.
<b>B-Line Structure Repairs (#1096)</b>	Transportation (Shane)	Capital	Project Completion	10%	Q4 2025	Contract Awarded. Work scheduled to

13

Date: June 16, 2025 – Update

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.

White denotes that the project is not yet started

Blue denotes that the project is in progress

Green denotes that the project is completed

\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects



## Strategic Priorities 2023-2026 – Progress Tracker

						commence June 2025.
<b>B-Line Structure Repairs (#1098) Engineering</b>	Transportation (Shane)	Capital	Project Completion	5%	Q4 2025	Engineering RFP closes June 4, 2025.
<b>Shoulder Machine Attachment</b>	Transportation (Shane)	Capital	Purchase			
<b>One-Ton Truck</b>	Transportation (Shane)	Capital	Replacement	10%	Q4 2025	Contract Awarded
<b>Roller Attachment</b>	Transportation (Shane)	Capital	Purchase			
<b>Gore Road Watermain Upgrade</b>	Environmental Services (Aylssa)	Capital	Project Completion	0%	Q4 2025	Draft tender prepared
<b>Grand Bend Line Watermain Upgrade</b>	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Project Completion	5%	Q4 2025	Engineering RFP closes June 4, 2025.
<b>Exeter Sewage Lagoon Sand Filter Rehabilitation</b>	Environmental Services (Aylssa)	Capital	Project Completion	10%	Q4 2025	Contract awarded. Work schedule to commence September 2025.
<b>Huron Park Sewage Pumping Station Equalization Tank</b>	Environmental Services (Aylssa)	Capital	Project Completion	0%	Q4 2025	Project cancelled due to property acquisition issues.
<b>I &amp; I Reduction Program</b>	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Study	5%	Q4 2025	Engineering RFP closes June 4, 2025.
<b>Exeter Trunk Sewer Rehabilitation</b>	Environmental Services (Aylssa)	Capital	Project Completion	0%	Q4 2025	Work Plan being developed.
<b>Pickup Truck #135</b>	Environmental Services (Aylssa)	Capital	Project Completion	10%	Q4 2025	Contract awarded
<b>Objective</b>	<b>4.3 Implement Asset Management Plan: Update of the AMP in accordance with O. Reg. 588/17.</b>					

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.

White denotes that the project is not yet started

Blue denotes that the project is in progress

Green denotes that the project is completed

\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects



# Strategic Priorities 2023-2026 – Progress Tracker

Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
2025 Asset Management Plan	Financial Services (Erin)	Operational	Plan Completed	75%	Q2 2025	Draft plan received and adoption to be considered June 16 meeting.
Objective	4.4 Municipal Digital Infrastructure: Foster an environment of innovation and good governance					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Cyber Security Initiatives	Strategic Initiatives/IT (Scott)	Operational	Training/Risk Mitigation	50%	Q1-Q4 2025	2025 Project Plan
SCADA Upgrades	ESD (Alyssa)	Capital	Upgrade	25%	Q1-Q4 2025	2025 Project Plan
Meter Replacement Program	ESD (Alyssa)	Capital	Program	25%	Q1-Q4 2025	2025 Project Plan
Records Information Management	Clerk (Alex)	Operational	Onboarding and Digitization	30%	Q1-Q4 2025	2025 Project Plan
Active Subdivisions Page	Planning (Mike)	Operational	Active subdivision development page on website			

## Priority #5: Community Safety and Well-Being

Objective	5.1 Community Partnerships and Services: Support community connections					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Volunteer Recognition Event	Community Relations (Stacey)	Operational	Event held			
Healthcare Portfolio/Physician	Administration (Rebekah)	Operational	HHS Recruitment and Retention Committee and	35%	Q1-Q4 2025	Ongoing - participation

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.  
White denotes that the project is not yet started  
Blue denotes that the project is in progress  
Green denotes that the project is completed  
\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects



# Strategic Priorities 2023-2026 – Progress Tracker

Recruitment and Retention			SHH Foundation Steering Committee			
Objective	5.2 Community Safety and Well-being Plan: Legislated Plan focusing on social development, prevention and risk prevention					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Annual Review and Update	Community Relations (Stacey)	Operational	Reporting	0%	Q4 2025	Oversight Committee and working group collaborative task
CSWB Plan Review (5 years)	Community Relations (Stacey)	Operational	Regulated 5-Review	90%	Q2 2025	Draft Plan Review report in final stages (to go to Council June 16 meeting)
Create Education and Communication	Community Relations (Stacey)	Operational	Reporting	60%	Q4 2025	2 campaigns completed; 1 in draft.
Objective	5.3 Accessibility, Equity and Diversity: Programs and services that are inclusive, affordable, and accessible					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Imbed into Municipal Programs and Services	All Departments (Senior Management Team)	Operational	Annual Accessibility and Community Safety and Well-Being Reports	0%	Q4 2025	December 2025 Council reporting
Objective	5.4 Administer and Enforce municipal By-laws: Support a safe and livable community					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Taxicabs By-law Review	Clerk (Alex)	Operational	By-law Review	10%	Q3 2025	
Tidy Yards By-law Review	Clerk (Alex)	Operational	By-law	25%	Q2-Q3 2025	

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.  
White denotes that the project is not yet started  
Blue denotes that the project is in progress  
Green denotes that the project is completed  
\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects



Strategic Priorities 2023-2026 – Progress Tracker

Procedural By-law Review	Clerk (Alex)	Operational	Report and Recommendations	0%	Q4 2025	
Noise By-law Review	Clerk (Alex)	Operational	Report and Recommendations	0%	Q4 2025	Postponed Indefinitely
Animal Control By-law Review	Clerk (Alex)	Operational	Report and Recommendations	5%	Q4 2025	
Remuneration By-law	Clerk (Alex)	Operational	Report and Recommendations	5%	Q3-Q4 2025	
Objective	5.5 Engagement: Enhance Transparency and Accountability					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Engagement Strategy	Strategic Initiatives/IT (Scott)	Operational	Action List and Report to Council	50%	Q1- Q4 2025	Public Consultations and Information awareness campaigns
Host Community and Stakeholder Sessions	Multiple departments (Senior Management)	Operational	Sessions Completed	35%	Q1-Q4 2025	Victoria Street Project, Dashwood Christmas lights and playground, Asset Management, Active Transportation
Objective	5.6 Advocacy: Continue to advocate to the Province and other stakeholders on matters which affect the community					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Intergovernmental meetings to advance Strategic Goals	Administration (Rebekah)	Operation	Meetings	35%		Ongoing - Conference Delegations ROMA and AMO

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.  
White denotes that the project is not yet started  
Blue denotes that the project is in progress  
Green denotes that the project is completed  
\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects





# Strategic Priorities 2023-2026 – Progress Tracker

						submissions, CAO Stakeholder meetings
--	--	--	--	--	--	--

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.  
White denotes that the project is not yet started  
Blue denotes that the project is in progress  
Green denotes that the project is completed  
\*Denotes 2023 carry forward projects \*\* denotes 2024 carry forward projects