



# Strategic Priorities 2023-2026 – Progress Tracker

## 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

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## 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
User Fee and Revenue Generation Study to introduce user fees where appropriate	Financial Services (Erin/Kate)	Operational	Study and Recommendation to Council	100%		
Water & Wastewater Rate Study	Infrastructure and Development/ESD (Don)	Operational	Study and Financial Plan	10%	Q2 2025	Awarded to Watson & Associates and final report in Q2 2025
DC Charges Background Study	Finance/Building and Planning (Erin/Mike)	Operational	Study	50%	Q2 2025	Awarded to Watsons and Associates and final report Q2 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
Wastewater modelling program	Infrastructure and Development/ESD (Don)	Operational	Program Validation	0%	2025	RFP required for next phase of this project (I & I reduction and flow modelling)
Water and Wastewater Master Plan*	Infrastructure and Development/ESD (Don)	Operational	Plan	100%		Public Consultation complete. Draft Master Plan finalized and scheduled to be presented on February 3, 2025

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<b>Cemetery Landscape Plan</b>	Clerk (Alex)	Operational	Plan	100%		
<b>Private Cemetery Strategy</b>	Clerk (Alex)	Operational	Strategy	100%		Draft Framework finalized and scheduled to be presented on February 3, 2025
<b>Objective</b>	<b>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</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>Update and Review the Official Plan</b>	Building and Planning (Mike)	Operational	Updated Plan	90%	Q1-Q2 2025	Draft complete; public meetings underway
<b>Review and Update Zoning By-law</b>	Building and Planning (Mike)	Operational	Updated Plan	0%	Q2-Q3 2025	Post Official Plan review
<b>Parking Review</b>	Building and Planning (Mike)	Operational	Report	100%		
<b>Objective</b>	<b>1.4 Economic Development: Building a strong and vibrant community by attracting, supporting and retaining businesses and residents</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>Community Improvement Plan</b>	Administration/Building and Planning (Mike and Rebekah)	Operational	CIP Package	20%	Q2-Q3 2025	Concurrent with Official Plan
<b>Welcome Package/Product for Newcomers</b>	Community Relations (Stacey)	Operational	Package/Brochure Complete	15%	Q1 2025	Guide drafted – looking into change in product (magnet instead of brochure)

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<b>Neighbourhood Guide (by-laws, garbage, property standards)</b>	Community Relations (Stacey)	Operational	Scan of other jurisdictions completed	5%	Q3 2025	
<b>Job Fair event</b>	Community Relations (Stacey)	Operational	Event held	100%		

## Priority #2: Master Fire Services Plan

<b>Objective</b>	<b>2.1 Community Risk Assessment (CRA): Mandated plan that assists the municipality and its Fire Service to make sound decisions on the level of fire protection it will provide its residents</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 of CRA</b>	Emergency Services (Jeremy)	Operational	Report	100%		
<b>Annual Emergency Planning</b>	Emergency Services (Chad/Jeremy)	Operational	Training, Review and Annual Exercise	100%		
<b>Objective</b>	<b>2.2 Fire Master Plan: strategic blueprint for the provision of local fire protection and rescue services</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>Recommendation Dashwood Station Replacement</b>	Emergency Services (Jeremy)	Operational	Recommendation to Council	20%	2025	RFP results provided to Council in October – Class D cost estimate Q1 2025

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<b>Recommendation</b> <b>Huron Park Fire Station</b>	Emergency Services (Jeremy)	Operational	Recommendation to Council	25%	2025	Council declared surplus. Now 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>Review and Update E &amp; R Fire Services By-law</b>	Emergency Services (Jeremy)	Operational	Updated By-law	100%		
<b>Finalize Agreement with Lambton Shores</b>	Emergency Services (Jeremy)	Operational	Agreement	100%		
<b>PPE Replacement</b>	Emergency Services (Jeremy)	Capital	Replacement	100%		
<b>Input equipment into Asset Management Plan</b>	Emergency Services (Jeremy)	Operational	AMP Tracking	100%		Ongoing as purchased
<b>Replacement of Self-Contained Breathing Apparatus</b>	Emergency Services (Jeremy)	Capital	Replacement	5%	2025-2026	
<b>PPE Gear Dryer</b>	Emergency Services (Jeremy)	Capital	Purchase	100%		
<b>Portable Radio Replacement</b>	Emergency Services (Jeremy)	Capital	Replacement	100%		
<b>Review of Volunteer Firefighter compensation and employment status</b>	Emergency Services/Administration (Jeremy/Justin/Rebekah)	Operational	Review Complete	75%	Q1 2025	
<b>Dashwood Tanker Replacement</b>	Emergency Services (Jeremy)	Capital	Purchase	100%		

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<b>Fire Command Unit Replacement*</b>	Emergency Services (Jeremy)	Capital	Purchase	100%		
<b>Community Emergency Preparedness Grant</b>	Emergency Services (Jeremy)	Capital	Purchase	100%		
<b>Objective</b>	<b>2.4 Communication and Engagement: Continue to provide communications and engagement</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>Public outreach to promote fire education and Community Emergency Planning</b>	Emergency Services/Administration (Jeremy/Mike)	Operational	Outreach Complete	100%	Q1-Q4 2024	Continuous

### Priority #3: Recreation Community Amenities

<b>Objective</b>	<b>3.1 Facilities and Parks</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>Port Blake Revitalization Project*</b>	Community Services (Jeremy/Amanda)	Capital	Project Completion	15%	2024-2025	Drainage work complete – reviewing parking meter project. Committee meeting Q1 2025
<b>Centralia Park Amenities Project*</b>	Community Services (Jeremy/Amanda)	Capital	Project Completion	90%		Final committee recommendations to Council Q1, work to be completed 2025
<b>KW Pool Upgrades*</b>	Community Services (Amanda)	Capital	Project Completion	90%	Q2 2025	Perth South lead – carried over, most of

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						work completed except for painting
<b>Dashwood Community Centre Playground Equipment*</b>	Community Services (Jeremy/Amanda)	Capital	Installation	20%	2025	Joint with Bluewater – RFP has been issued
<b>SHRC Upgrades*</b>	Building Services (Mike)	Capital	Completion	95%	Q2-Q3 2025	Skaters flooring replacement, final documentation and as-built drawings required.
<b>Stephen Arena – Evaporative Condenser*</b>	Community Services (Jeremy)	Capital	Installation	100%		
<b>Stephen Arena Chiller Replacement*</b>	Community Services (Jeremy)	Capital	Installation	100%		
<b>SHRC Roof Replacement*</b>	Community Services (Jeremy/Amanda)	Capital	Replacement	20%	Q2-Q3 2025	Work started in January
<b>SHRC Kitchen Exhaust Improvements</b>	Community Services (Jeremy/Amanda)	Capital	Installation	15%	Q1 – Q2 2025	Work started in January
<b>2017 Lawnmower Replacement</b>	Community Services (Jeremy)	Capital	Purchase	100%		
<b>SHRC Arena Dehumidifier</b>	Community Services (Jeremy)	Capital	Installation	100%		
<b>SHRC Exterior Steel Painting and Replacement</b>	Community Services (Jeremy/Amanda)	Capital	Completion	100%		
<b>Objective</b>	<b>3.2 Planning, Policies, Programs and Services</b>					
<b>Sponsorship/Naming Rights Program</b>	Community Services (Amanda)	Operational	Project Completion			Continuous

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<b>Inventory of Community Spaces</b>	Community Relations (Stacey)	Operational	Project Completion	75%	Q1 2025	Community groups circulated list; working to add list request to website and official launch
<b>Enhance Online Access</b>	Community Services (Amanda)	Operational	Project Completion	25%	2025	Continuous

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

Objective	4.1 Manage Active Transportation Needs					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
<b>Active Transportation Plan*</b>	Infrastructure and Development/TSD (Don)	Operational	Plan Completion	40%	Q3 2025	Awarded to RJ Burnside, final report Q3 2025. Stakeholder and public consultation started.
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
<b>Town Hall HVAC Units*</b>	Community Services (Jeremy)	Capital	Installation	100%		
<b>Pick Up Truck Replacements</b>	Building, TSD, ESD, Recreation (Mike, Shane, Alyssa, Jeremy)	Capital	Purchase	100%		
<b>One Ton Truck</b>	ESD (Alyssa)	Capital	Purchase	100%		

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<b>Ice Breaker</b>	TSD (Shane)	Capital	Purchase	100%		
<b>Roadside Mower</b>	TSD (Shane)	Capital	Purchase	100%		
<b>Mini Excavator and Trailer (Backhoe #18)</b>	TSD (Shane)	Capital	Purchase	100%		
<b>Trailer and Trench box</b>	ESD (Alyssa)	Capital	Purchase	100%		
<b>Dashwood Main Street Sidewalk</b>	TSD (Shane)	Capital	Project Completion	50%	2025	Joint project with Huron County - awarded – 2 year project with Huron County (lead)
<b>Main Street Dashwood Watermains Replacement</b>	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Project Completion	50%	2025	Joint project with Huron County - awarded – 2 year project with Huron County (lead)
<b>Dashwood Main Street Streetlight Upgrades</b>	TSD (Shane)	Capital	Project Completion	50%	2025	Coordinated with Festival Hydro pole relocations
<b>Huron Park Streetlighting</b>	Infrastructure and Development (Don)	Capital	Project Completion	0%	TBD	Pending Subdivision Agreement execution
<b>Traffic Signal (Main and Huron)</b>	TSD (Shane)	Capital	Project Completion	100%		
<b>Victoria Street Hydro Pole relocation</b>	Infrastructure and Development (Don)	Capital	Project Completion	90%	Q1 2025	Original poles relocated. One more identified.
<b>Line 17 Structure Replacement</b>	TSD (Shane)	Capital	Project Completion	100%		
<b>Huron Street Structure Replacement</b>	TSD (Shane)	Capital	Project Completion	100%		
<b>B-Line Structure Repair</b>	TSD (Shane)	Capital	Engineer Awarded	100%		

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<b>McTaggart Line Paving</b>	TSD (Shane)	Capital	Project Completion	100%		
<b>Corbett Line Paving</b>	TSD (Shane)	Capital	Project Completion	100%		
<b>William Street Reconstruction</b>	Infrastructure and Development (Don)	Capital	Project Completion	100%		
<b>Main Street North Reconstruction*</b>	Infrastructure and Development (Don)	Capital	Project Completion	90%	2025	Completion to base asphalt in 2024 and surface asphalt in 2025
<b>McConnell, Baldwin, Gidley, Hardy and Alexander Streets Engineering</b>	Infrastructure and Development (Don)	Capital	Engineers Awarded	100%		
<b>Huron Park Sewage Pumping Station Upgrades Engineering</b>	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Engineer Awarded	10%	Q2 2025	
<b>Huron Park Sewage Pumping Station Equalization Tank Engineering</b>	ESD (Alyssa)	Capital	Engineer Awarded	100%		
<b>Sewage Lagoon Sand Filters Rehabilitation Engineering</b>	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Engineer Awarded	100%		
<b>Meter Reading Upgrades</b>	ESD (Alyssa)	Capital	Replacement	100%		
<b>Exeter Water Tower</b>	ESD (Alyssa)	Capital	Project Completion	100%		
<b>Blackbush Line watermain replacement</b>	ESD (Alyssa)	Capital	Project Completion	100%		
<b>Thames Road West Watermain</b>	ESD (Alyssa)	Capital	Project Completion	0%	2025	Project Deferred (Joint with Huron County)

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<b>Thames Road West Sewer Replacement</b>	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Project Completion	0%	2025	Project Deferred (Joint with Huron County)
<b>Exeter Trunk Sewer Rehabilitation</b>	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Project Completion	100%		
<b>Objective</b>	<b>4.3 Implement Asset Management Plan: Update of the AMP in accordance with O. Reg. 588/17.</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>Building Condition Assessment</b>	Community Services (Jeremy/Amanda)	Operational	Reports and input into AMP	100%		
<b>2024 Asset Management Plan</b>	Financial Services (Erin)	Operational	Plan Completed	100%		
<b>2025 Asset Management Plan</b>	Financial Services (Erin)	Operational	Plan Completed	25%	Q2 2025	PSD CityWide has been awarded the contract. Project kick-off scheduled for Q3 2024. Currently working on updating data before reviewing levels of service.
<b>Objective</b>	<b>4.3 Municipal Digital Infrastructure</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>Cyber Security Initiatives</b>	Strategic Initiatives/IT (Scott)	Operational	Training/Risk Mitigation	100%	Q1-Q4 2024	Continuous
<b>SCADA Upgrades</b>	ESD (Alyssa)	Capital	Upgrade	100%		Continuous
<b>Records Information Management</b>	Clerk (Alex)	Operational	Onboarding and Digitization	100%		Continuous

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<b>Website Refresh</b>	Strategic Initiatives/IT (Scott)	Operational	Live Website	100%		
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## 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
<b>Immigration/Newcomer events</b>	Community Relations (Stacey)	Operational	Events held	100%		
<b>Welcome Wagon/Guide</b>	Community Relations (Stacey)	Operational	Guide	25%	Q1 2025	Linked to 1.4 – Welcome Product and Neighbourhood guide
<b>Volunteer Recognition Event</b>	Community Relations (Stacey)	Operational	Event held	50%	2025	Committee supporting local event
<b>Healthcare Portfolio/Physician Recruitment and Retention</b>	Administration (Rebekah)	Operational	HHS Recruitment and Retention Committee and SHH Foundation Steering Committee	100%	Q1-Q4 2024	Ongoing - participation
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
<b>Annual Review and Update</b>	Community Relations (Stacey)	Operational	Reporting	100%		
<b>Annual Education and Communication</b>	Community Relations (Stacey)	Operational	Reporting	100%		
Objective	5.3 Accessibility, Equity and Diversity					

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<b>Imbed into Municipal Programs and Services</b>	All Departments (Senior Management Team)	Operational	Annual Accessibility and Community Safety and Well-Being Reports	100%		
<b>Objective</b>	<b>5.4 Administer and Enforce municipal By-laws</b>					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
<b>Enforcement Framework</b>	Clerk (Alex)	Operational	Framework and Matrix	100%		
<b>Objective</b>	<b>5.5 Engagement: Enhance Transparency and Accountability</b>					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
<b>Review of Engagement Strategy</b>	Strategic Initiatives/IT (Scott)	Operational	Action List and Report to Council	100%		Ongoing – Review of program in 2025
<b>Host Community and Stakeholder Sessions</b>	Multiple departments (Senior Management)	Operational	Sessions Completed	100%		Continuous - Official Plan community tables, Water Wastewater Master plan and Fees and Charges open houses, attendances at farmer's market, town hall school tours
<b>Objective</b>	<b>5.6 Advocacy: Continue to advocate to the Province and other stakeholders on matters which affect the community</b>					
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<b>Intergovernmental meetings to advance Strategic Goals</b>	Administration (Rebekah)	Operation	Meetings	100%		Ongoing - Conference Delegations, CAO Stakeholder meetings
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