



— Township of —

GEORGIAN BLUFFS

"Come for the views, Stay for a lifetime"

Bi-Annual Report
Q3/4 2023 - Q1 2024



LAND ACKNOWLEDGEMENT



In the spirit of reconciliation, We acknowledge with respect, the history, spirituality, and culture of the Anishinaabek: The People of the Three Fires known as Ojibway, Odawa, and Pottawatomi Nation, who have inhabited this land from time immemorial.

And further give thanks to the Chippewas of Saugeen, and the Chippewas of Nawash, now known as the Saugeen Ojibway Nation, as the traditional keepers of this land.

We also recognize, the Metis and Inuit whose ancestors shared this land and these waters. May we all, as Treaty People, live with respect on this land, and live in peace and friendship with all its diverse peoples.

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This document is available in alternate accessible formats upon request.

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MESSAGE FROM THE CAO



Mr Niall Loble
Chief Administrative Officer

We are a Township of around 11,000 supported by a municipal team of around 40 staff. These numbers reflect the fact that we are a small team, serving a growing and diverse community....

in a growing, changing, and evolving county. But as you will see over the following pages, the impact of this small team is incredible.

The period of this report, fall 2023 and winter 2023/4, captures the magnitude of that team's impact. Be it responding to significant weather events, clearing up after windstorms, supporting the busiest ice rental season ever, or welcoming new year-round uses to community centres, our staff team is impacting community across the Township. Alongside this, the team has led and worked with Council in presenting a 2024 budget that seeks to address aging infrastructure; this budget was one of the most challenging budgets to navigate in the Township's history, and was done in a new, inclusive and collaborative way.

As we enter 2024, I am excited as new initiatives seek to support the continued evolution of the municipality, and we look to what the future holds as we embark on Strategic Planning, along side dozens of other 2024 initiatives and projects.

Georgian Bluffs Council

Chief Administrative Officer



Corporate Services

Finance, Legislative Services, Communications, Customer Service, By-Law Enforcement



Community and Environmental Services

Operations, Fleet, Waste and Facility Services



Development & Infrastructure Services

Planning, Building and Engineering



Inter Township Fire Department

Fire Suppression, Prevention, Education, and Emergency Management

“ As we enter 2024, I am excited as new initiatives seek to support the continued evolution of the municipality, and we look to what the future holds.

2024 BUDGET AT A GLANCE

The total Township tax levy increase has been approved at 8.68% for 2024.

Factoring in growth (1.25%), the County (6.3%), and Education (0.0%) brings the total estimated residential tax bill increase to 6.77%.

That equates to an increase of \$230.41 per year for the average residential tax payer.

Capital Budget

The Capital budget funds investment in the Township's Capital Infrastructure that provide long-term benefit to the community, such as roads, bridges, and facilities, as well as one-time projects, studies, and enhancements.


Operating Budget

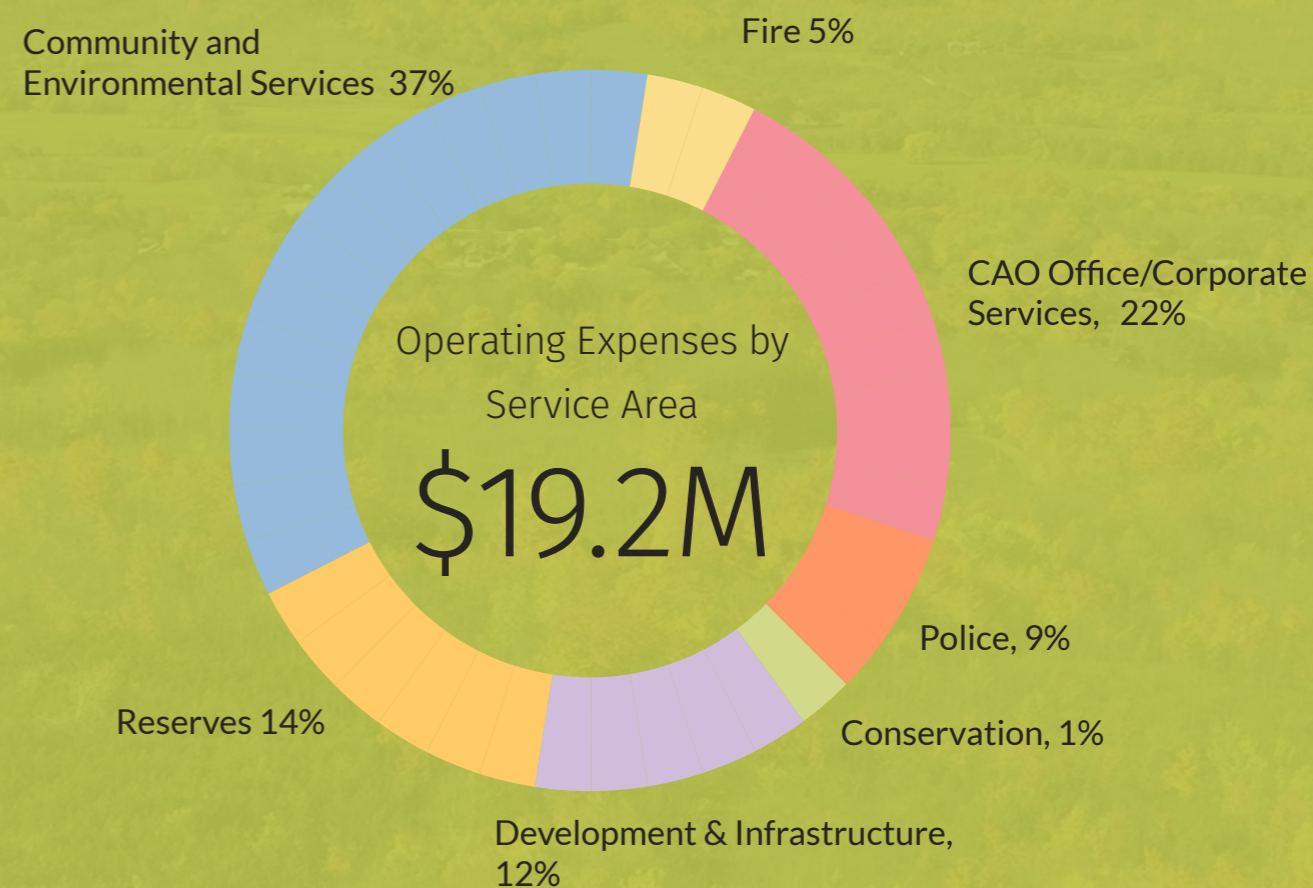
The operating budget fund day-to-day expenses such as salaries, materials and supplies, utilities, and fuel.



Budget Breakdown

 — Operating: \$14,100,000

 — Capital: \$5,100,000



2024 BUDGET

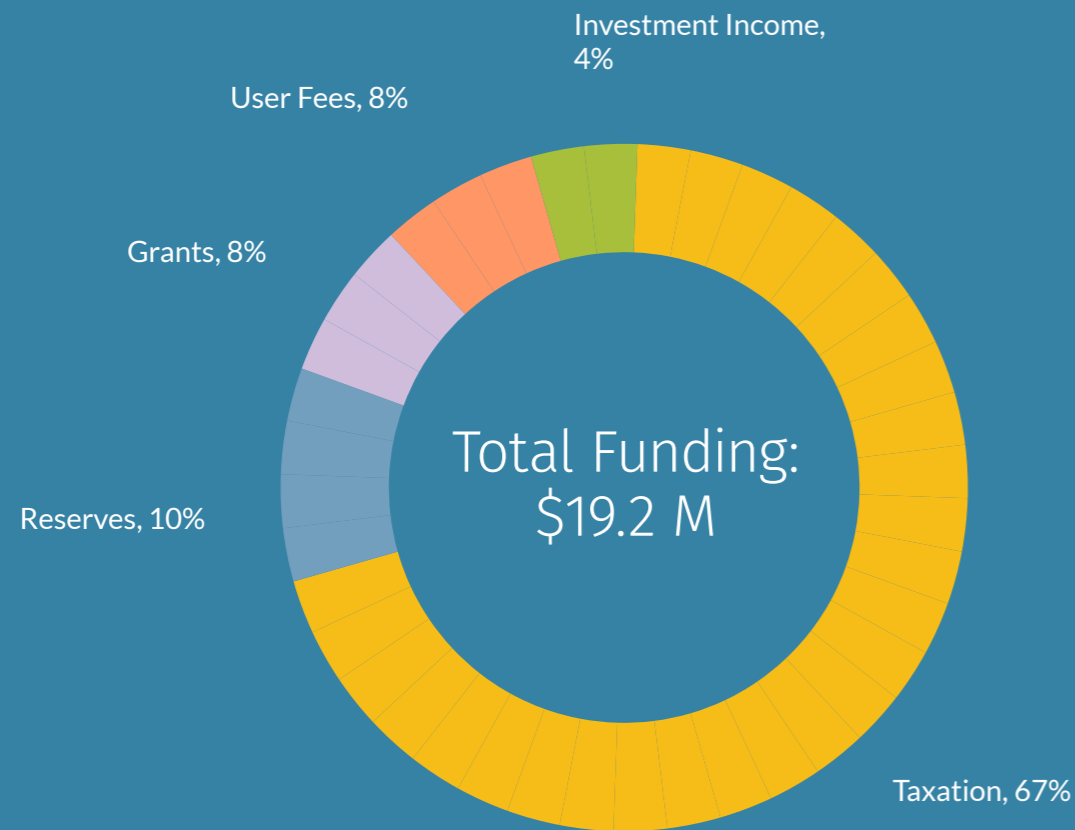
AT A GLANCE

The Township budget process was revamped for 2024, starting with a public budget survey in the late summer to get community feedback. Staff then presented a base budget to Council, followed by a strategic session with staff and Council to review and prioritize proposed Capital and one-time projects.



Funding Sources

Municipal Budgets aren't just funded by tax dollars. User fees, grants from other levels of government, reserves, debt, and investment income also contribute to funding the budget, bringing the total investment to \$19.2 M.



CORPORATE SERVICES

2023 IN REVIEW

As the Township's most internal department, the Corporate Services team supports the day-to-day functions of the corporation, including customer service, IT, finance, communications, clerks, and by-law enforcement. From processing payments, accessing records, and cemetery services to council support services, and long-range capital and strategic planning, our Corporate Services team ensures the wheels of the Georgian Bluffs corporation continue to turn, providing seamless and smooth services to our community.



HIGHLIGHTS



Engage GB: Connect and Collaborate

In July of 2023 the Township launched Engage GB, an online public consultation tool where the community can get involved in Township decisions. In August, we also hosted Connect & Collaborate, an in-person engagement day with multiple stations for people to discuss Township topics.



Volunteer Awards

The Township received nominations and awarded the second annual Volunteer of The Year awards. The 2023 Recipients were Danuta Valteau for her work with Climate Action and as a trail steward, and Kim Robins for her work at OSDSS with their food program. Thank you to all our community volunteers!



Multi-Year Accessibility Plan

Township staff consulted with the community and the Accessibility Advisory Committee to review and update the Township's Multi-Year Accessibility Plan. This document celebrates the steps we've taken towards a barrier-free community, and outlines future actions to improve accessibility for all.

Received **9,418** phone calls.

87 Council, Committee, and Board meetings, totalling **261** hours.

Accepted **20,041** cash payments.

27 Special Council meetings, totaling **81** hours. A 17% increase over 2022.

Got **621** new followers on social media.

Generated **7,077** tax bills.

“ In 2023, the Corporate Services team continued to provide high caliber services to our community, while managing three departmental vacancies, due to parental leaves.

Most notably, the Corporate Services team, through the Clerk's Department, assisted Council in their search for a new CAO. While facilitating the necessary support to Council throughout the recruitment, the team also lead an accessibility review and audit, implemented “Bang the Table”, a community engagement software, and initiated replacement of the Township's server.

CORPORATE SERVICES

2023 PROJECT STATUS UPDATE

Project Name	Current Status	Budget	Notes
Oxenden Cemetery - Columbarium	<div style="width: 25%;"></div>	\$40,000	RFT has been awarded, waiting for installation.
Community Engagement "Bang the Table"	<div style="width: 100%;"></div>	\$10,000	Completed and launched with over 6,000 site visits to date.
Office furniture	<div style="width: 100%;"></div>	\$15,000	Purchased as required.
Asset Management Plan	<div style="width: 10%;"></div>	\$50,000	Carrying forward to 2024.
Maintenance Manager Implementation	<div style="width: 10%;"></div>	\$150,000	Carrying forward to 2024.
Server replacement	<div style="width: 100%;"></div>	\$60,000	100% Complete in Q2 of 2024.

2024 PROJECTS AND PRESSURES

The Year of Records

The Township, and all municipalities throughout Ontario, have legislative responsibilities regarding the storing and maintenance of records of the corporation. The Corporate Services Team has deemed 2024 the year of records – tackling our records management program from all sides. This will be a theme through all 2024 projects.

01 Development of a Records Management Program

- Classification - Pressure

While this may seem like a simple line item – development of a records program will involve digitizing, organizing, and classifying 23 years of records. This project will transition the Township’s records library to SharePoint for improved access to and retention of Township records, while also ensuring compliance with applicable legislation. While this project is not a budgeted capital project, it will require significant staff time from our Legislative Services team and buy-in from the organization as a whole.

02 Policy Updates

- Classification - Pressure

With changing legislation, growing demands, and shifting needs in service, the Corporate Services team will be reviewing and revamping department-wide policies and procedures to modernize and simplify how we serve the Georgian Bluffs community. Policy work will include:


- Investment Policy
- Council Donations Policy
- Communications Policies
- Closed Session Policy
- Reserve Policy
- Land Acknowledgement Policy
- Purchasing Policy
- Long-Range Budgeting
- Records Management Policies
- Delegation of Authority



CORPORATE SERVICES

2024 PROJECTS AND PRESSURES


04 New Software Implementation

- Classification - Capital Project(s)
- Budget: \$70,000 and \$25,000 respectively
- Completion Target: Q4 of 2024
- Current Status: In Progress 

Budget Software has been purchase, and quotes have been solicited for Cemetery software.

The Corporate Services Department will be onboarding new software for managing the Township budget and for cemetery records. These programs will take staff time to implement with complementary updates to internal processes, resulting in more efficient operations going forward.

03 Website Refresh


- Classification - Capital Project
- Budget: \$35,000
- Completion Target: Q4 of 2024
- Current Status: In Progress 

Project Kickoff has been held and project plan is in development.

In addition to the technical upgrades to the Township website, a full review of all website content will be undertaken. Content will be rewritten following writing for the web best practices and accessibility guidelines, requiring input from staff in all service areas of the Township.

“ *The Corporate Services Team has deemed 2024 the year of records – tackling our records management program from all sides.* ”


05 Council Chamber Technology Upgrades

- Classification - Capital Project
- Budget: \$25,000
- Completion Target: Q2
- Current Status: In progress 

Phase 1 has been completed, with new projectors, screens and TVs installed. Phase 2 includes livestreaming software and switch to a dynamic, room-based sound system.

Prior to the COVID-19 pandemic, the Township did not livestream meetings, nor provide virtual meeting opportunities. Upon moving into the first lockdown, the Township pivoted, quickly and vastly, to shift to virtual meetings, also livestreaming all Council content. To date, all meetings continue to be livestreamed, with hybrid meetings remaining as an option for the public and Council. Throughout the course of these IT shifts, Council and staff have reworked existing equipment, with little financial investment to accommodate the changes. The investments budgeted for in 2024 will assist staff and Council in hosting effective and accessible hybrid meetings, well into the future.

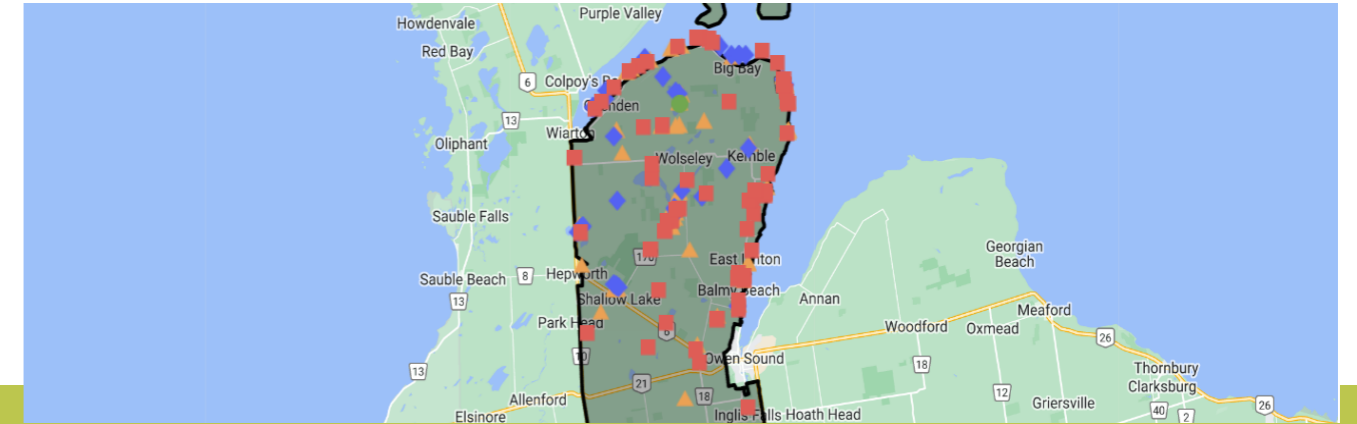
2024 ADDITIONAL PROJECTS

Project Name	Current Status	Budget	Notes
Mount Pleasant Columbarium		\$30,000	Quotes have been solicited. Council awarding report scheduled for June.

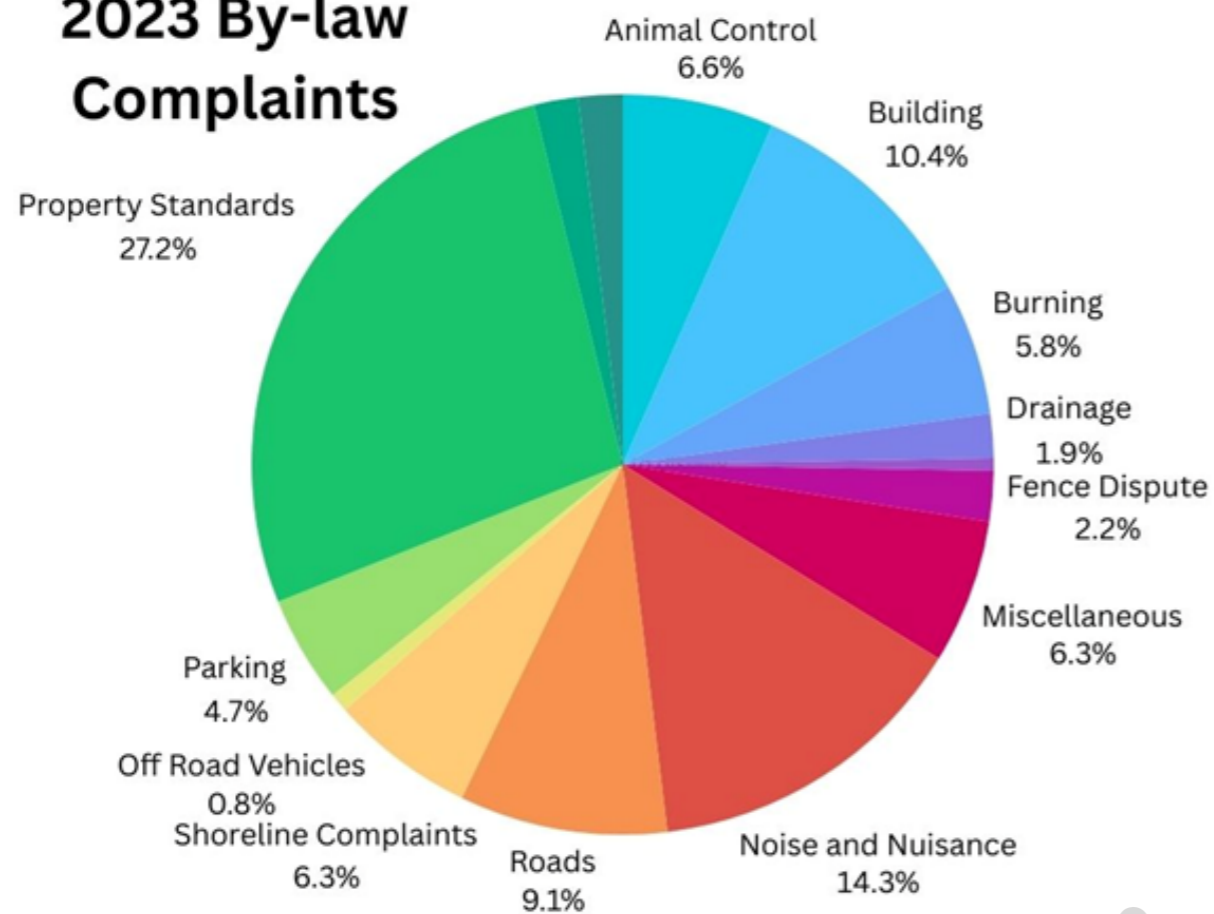
BY-LAW ENFORCEMENT

2023 IN REVIEW

The Township currently employs one full-time By-law Enforcement Officer, within the Corporate Services Department. The Enforcement Officer facilitates all aspects of the enforcement portfolio, including administration, investigations, fielding complaints, attending court and collaborating with appointed legal counsel. While the Enforcement Officer holds normal working hours in the winter and spring, they shift their schedule to be available on weekends and evenings in the summer months, when complaints are at their peak.



2023 By-law Complaints



364 complaints received, with **41%** of complaints related to noise, nuisance, and property standards.

Completed **23** speed patrols by the Township speed trailer.

Drove **35,000** km for enforcement.

2023 Enforcement Activities

Throughout the 2023 summer season, the By-law Enforcement Officer took an active role in the Short Term Accommodations monitoring process, providing proactive patrols to all known STAs in the community. Supported by James Special Serves, a total of 225 hours of proactive patrols were completed to better understand the STA landscape throughout the Township.

The By-law Enforcement Officer also participated in 4 trial processes throughout 2023, completing ongoing and legacy cases on behalf of the Township.

2024 PROJECTS AND PRESSURES

Also participating in the “Year of Records”, the Enforcement Officer will work with the remainder of Corporate Services in updating existing policies and procedures, including the Township’s By-law Enforcement Policy.

To date, and over the course of Q1, the By-law Enforcement Officer continues to be heavily involved in the Short Term Accommodation Licensing process, while also responding to 62 community by-law complaints.

DEVELOPMENT & INFRASTRUCTURE

2023 IN REVIEW

The Development and Infrastructure Services Department plans and develops the Township's blueprints for the future. Facilitating development throughout the Township, the Development and Infrastructure Services Department provides building, planning, and engineering support to the Georgian Bluffs community. From every stage of building a home, from pouring a foundation, to establishing site plans and drainage works, the Development and Infrastructure Services Team is here to help.



2023 HIGHLIGHTS



Official Plan Review

In 2023 work continued on the Township's updated Official Plan, with an open house held in September. The topic was also included in the Connect and Collaborate engagement Day, and online consultation was held for feedback on different policy directions. The updated official plan will be before Council in 2024.



Cloudpermit

Planning services have transitioned their permitting process to Cloudpermit, an online portal allowing residents to apply for permits, upload documents, and see the status of their application all in one place. It connects seamlessly with the Building Permit system, and helps save trees by reducing paper waste.





Elm Street Reconstruction


In partnership with the Township of South Bruce Peninsula, major reconstruction work was substantially completed on Elm Street, on the border between Georgian Bluffs and Wiarton. This work included road reconstruction and installation of sanitary sewers, storm sewers, and watermain.

 **45** New single residential homes

 Issued **293** Building Permits

 Replaced **190m** of sidewalk on Portland Street, Shallow Lake

 Processed **23** zoning amendments, and **6** minor variance applications.

 Collected **\$971,720** in permit fees.

 Rehabilitated **7.36** km of roadway

“ 2023 saw major updates to the Township's development planning processes, including significant progress in updating and renewing the Township's Official Plan and creation of the Township's first Community Improvement Plan. Both documents are scheduled for final approval in 2024.

Building Services oversaw and permitted development of 52 dwelling units, at a construction value of \$45,765,602.00. With new development, comes increased demands on existing services, including roadways. Our Development and Infrastructure Services Team also oversaw the redevelopment of roadways throughout the Township, including Concession 24, Concession 17 and Elm Street.

DEVELOPMENT & INFRASTRUCTURE

2023 PROJECT STATUS UPDATE

Project Name	Current Status	Budget	Notes
Elm Street		\$3,250,000	Work has been substantially completed.
Community Improvement Plan		\$25,000	Staff are working with J.L. Richards to complete in 2024.
Cloudpermit Plannig Module		\$25,000	Software is live to the public.
Stormwater Management Pond Cleaning		\$20,000	Staff re-evaluating project scope, including identifying existing infrastructure needs. Updates will be forthcoming to Council.
Bridges		\$40,000	Funds reallocated to Phase 1 work on Emery bridge, currently in progress.
Drainage Engineering Old Beach		\$100,000	Staff are working with GM BluePlan to complete required background work.
Master Water System Plan for East Linton		\$85,000	GSS Engineering is completing the Master Water and Wastewater Plan for East Linton.
Francis Lake Road/ Mountain Lake - Road side hazards		\$120,000	Kick off meeting held in April of 2024. Ongoing.
Surface treatment - Concession 24 and 17		\$843,300	Complete
Urgent Repairs - Presqu'ile		\$69,000	Complete
Urgent Repairs - Concession 14		\$121,000	Complete
Crack Sealing		\$35,000	Limited engineering exercise that will be completed by a Request for Quotation in the fall.

2024 PROJECTS AND PRESSURES

Due to staff vacancies, the City of Owen Sound and RSM, a building services consulting firm, are assisting the Township in the delivery of the Building Services program. Despite various vacancies at the staff level, the Development and Infrastructure Services Team will continue to provide seamless service to the Georgian Bluffs community, with multiple, high priority projects planned for execution in 2024.

01 CIP and Official Plan

- Classification: Pressure

As projects ongoing from 2023, the Development and Infrastructure Services Team continues to develop and work collaboratively with various agencies to present the Community Improvement Plan and updated Official Plan for approval in 2024. The Official Plan process will trigger updates to the Township's Zoning By-law, scheduled for 2025.

02 Surface Treatment - Concession 21

- Classification - Capital Project
 - Budget: \$300,000
 - Completion Target: Q4
 - Current Status: In Progress
- Kick-off meeting held in April 2024.

The work has been awarded to Miller Paving Group. It includes a full depth rehabilitation of 2.05 km of Concession 21 from Thompson Sideroad to Zion Church Road. The work will include pulverization, and granular A addition to reshape the road base, complete with single and double surface treatment.

DEVELOPMENT & INFRASTRUCTURE

2024 PROJECTS AND PRESSURES


03 Sidewalk Replacement

- Classification - Capital Project
- Budget: \$140,000, (\$141,272.80 awarded cost)
- Completion Target: Q4
- Current Status: In Progress 
Construction beginning the week of April 29, 2024

The contract for this work has been awarded to C&G Concrete. It includes replacement of sidewalks on First, Second and Noble Streets in Shallow Lake, for a total of approximately 500m of sidewalk replacement. This makes the area more walkable and improves accessibility and safety for pedestrians.




04 Balmy Beach Drive Drainage Improvements

- Classification - Capital Project
- Budget: \$2.25 million (2024 and 2025)
- Completion Target: Phase One in 2025, Subsequent phases to follow
- Current Status: In Progress 

Improvements to be completed within the Balmy Beach catchment area, including ditch repairs, cleaning, and culvert replacements.

Multiple phases of work will be required to repair the system, continuing into 2025.

06 Old Beach Drive Reconstruction

- Classification - Capital Project
- Budget: \$2.64 Million (2024 and 2025)
- Completion Target: 2025
- Current Status: In Progress 

Reconstruction of 1.3 km roadway along Old Beach Drive, including potential to develop a pedestrian walkway.

The scope of 2024 includes public engagement and design, with construction work anticipated for 2025.

DEVELOPMENT & INFRASTRUCTURE

2024 PROJECTS AND PRESSURES



2024 ADDITIONAL PROJECTS

Project Name	Current Status	Budget	Notes
Sideroad 3 Bridge - Background studies	<div style="width: 5%;"></div>	\$ 50,000	RFP to be issued Q2 with award and commencement of work in Q3 2024. Work to be completed in Q1 – Q2 2025.
Biennial OSIM	<div style="width: 75%;"></div>	\$35,000	Kick-Off meeting held in April. Ongoing.
Traffic Count Program	<div style="width: 25%;"></div>	\$50,000	Awarded Traffic Survey Analysis
Urban Asphalt Rehabilitation - 7th Street South-West	<div style="width: 25%;"></div>	\$150,000	Awarded RFT to R.F. King Holdings. Kick-Off meeting held in April. Ongoing.
Pottawatomoni Water	<div style="width: 25%;"></div>	\$100,000	Staff remain in ongoing discussions with municipal partners. Updates will be provided to Council in Q3.
OCWA	<div style="width: 25%;"></div>	\$357,000	Staff continue to work with OCWA to facilitate approved upgrades.

07 Emery's Bridge Replacement - Detailed Design

- Classification - Capital Project
- Budget: \$396,000 in 2024 (\$2.2 million total)
- Completion Target: Q4
- Current Status: In Progress

A Staff Report was presented to Committee of the Whole on April 17th for design considerations and direction to staff to enter into a single source contract with GM BluePlan, to complete the detailed design, contract administration, and inspection and warranty.

“ The Development and Infrastructure Services Team will continue to provide seamless service to the Georgian Bluffs community, with multiple, high priority projects planned for execution in 2024.

COMMUNITY & ENVIRONMENTAL SERVICES

2023 IN REVIEW

As the most outward facing department, the Community and Environmental Services Department manages and maintains the Township's tangible assets, including community centres, parks, roads and water systems. From clearing snow to cutting grass and renting ice at the Shallow Lake Community Centre, our Operations, Fleet, Waste and Facilities Teams provide recreational opportunities to the Georgian Bluffs Community, while ensuring the roadways are safe to travel and enjoy all Georgian Bluffs has to offer.



HIGHLIGHTS



Outdoor Movie and Sparkle & Skate

In August of 2023, the Township held our first ever outdoor movie night at the Shallow Lake Arena. In December we also held the first Sparkle and Skate event, with a tree lighting, public skating, and visit from Santa at the Shallow Lake Arena.



Kilsyth Playground

The Township completed construction on the Kilsyth playground, adjacent to the Derby Community Centre. The playground is designed using current AODA standards, and provides accessible play structures and updated walkways and landscaping.



Foodcycler

The Township partnered with Food Cycle Science to pilot FoodCycler countertop composting units. 100 FoodCyclers were distributed to Georgian Bluffs residents. Throughout the program, 27.9 metric tons of waste were diverted from landfill. The program has been slated to continue with 200 units available for distribution in 2024.

Rented
1,765.5

hours of floor time at the Shallow Lake Arena and flooded the ice surface **2000** times.

Offered
545 hours of
Pickleball Drop in Sessions.

Offered
193.5
hours of public skating.

Maintained
236 km
of hard surface and
114.5 km of gravel
surface roads

“ 2023 saw the introduction of pickleball drop-ins at various Township community centres, with great success and quickly embraced by the broader Georgian Bluffs community. 2023 also brought the busiest ice rental season at Shallow Lake Community Centre ever recorded in the history of the Township. The theme of 2023 was recreation, a theme we aim to continue into 2024 and beyond.

The Operations Team was busy maintaining the roads to get residents to where they needed to be. With 147 winter patrols completed in 2023, and over 5,600 tonnes of sand, and 300 tonnes of salt applied to Township roadways, our Operations Team successfully maintained and cleared the Township's roadways, providing safe and navigable roadways for our residents.

COMMUNITY & ENVIRONMENTAL SERVICES

2023 PROJECT STATUS UPDATE

Project Name	Current Status	Budget	Notes
Facility Modernization (Community Centers & Shops)	<div style="width: 5%;"></div>	\$375,000	Completed small upgrades, no major modernization projects completed.
Sarawak Family Park Walkway	<div style="width: 100%;"></div>	\$125,000	Complete
Electric Vehicle Charging Station	<div style="width: 20%;"></div>	\$160,000	Submitted applications for two potential locations within Georgian Bluffs.
Kilysth Playground and Walkway	<div style="width: 100%;"></div>	\$175,000	Complete
1 Ton	<div style="width: 5%;"></div>	\$120,000	Deferred - No submissions were received.
Streetscan	<div style="width: 100%;"></div>	\$50,000	Complete
Traffic Calming - speed sign	<div style="width: 100%;"></div>	\$25,000	Complete
Tandem Truck with Snow Clearing Equipment	<div style="width: 25%;"></div>	\$520,000	RFT was awarded to Don Currie Trucks Inc.
V251 Tractor replacement with attachments	<div style="width: 5%;"></div>	\$150,000	V251 Defeated at April 17 Council meeting.



2024 PROJECTS AND PRESSURES

In 2024 the Operations, Fleet, Waste, and Facilities Team will continue to prioritize recreation, while ensuring the Township's assets remain in a safe and usable state. The Operations Team will be implementing an improved ditching program, maintaining over 7,000m of ditches throughout the Township while replacing 7 culverts.

The Facilities Team will continue to welcome residents to Township facilities and parks, while maintaining pickleball drop-in sessions in Kilysth and Kemble. The baseball diamond at Indian Falls will be home to the Owen Sound Minor Baseball league, including hosting a tournament over the Civic Long Weekend.

01 Brine Pump Replacement – Shallow Lake Community Centre

- Classification - Capital Project(s)
- Budget: \$30,000 (Awarded for \$24,500)
- Completion Target: 2025
- Current Status: In Progress
Tender awarded and unit ordered with installation anticipated in August 2024

Replacement of the pump that circulates brine under the Shallow Lake Community Centre ice pad. The brine pump circulates cooled brine through the arena slab to cool and maintain slab temperature setpoints.

02 Gravel Road Maintenance Program

- Classification - Operating Project
 - Budget: \$200,000 (awarded at \$17.50 per tonne)
 - Completion Target: May 2024
 - Current Status:
Majority of work anticipated to be completed in May 2024, to accommodate dust suppression in June 2024.
- Purchase and installation of 10,000 tonnes of gravel over 28km over roadways, including:
- Thompson's Sideroad
 - Hindman Sideroad,
 - East Linton Sideroad W
 - Sideroad 20
 - Concession 14,
 - And more, as approved by Council on April 10th.

COMMUNITY & ENVIRONMENTAL SERVICES

2024 PROJECTS AND PRESSURES

“ *The theme of 2023 was recreation, a theme we aim to continue into 2024 and beyond.* ”

03 Equipment Replacements

- Classification - Capital Project(s)
- Budget: \$90,000 (Chipper), \$300,000 (Tractor V251), \$50,000 (Tractor V234)
- Completion Target: Q4 of 2024
- Current Status: 

Chipper: Deferred at the April 10th Council Meeting. Staff investigating alternative options through a secondary tendering process.

Tractor V251: Defeated at the April 17th Council Meeting. Staff investigating alternative options through a secondary tendering process.

Tractor V234: Not yet tendered

Replacement chipper unit, to replace 1999 chipper that is no longer useable, and tractor replacement for unit V251

05 Facilities and Park Improvements

- Classification - Operating Project
- Budget: \$220,000 carry-forward from Sarawak and Kilsyth Park projects.
- Completion Target: Summer of 2024
- Current Status: Ongoing 


Sarawak Family Park:

- Benches installed along the pathway,
- Addition of a new memorial bench,
- Planting of additional trees,
- Installation of a Mobi-mat, creating accessible access to the water.

Kilsyth Park:

- Installation of landscaping stone to help contain engineered wood fibre chips in the playground,
- Planting of additional trees,
- Addition of picnic tables.


04 Community Events

- Classification - Operating Project(s)
- Budget: \$20,000
- Completion Target: Q4 of 2024
- Current Status: 

In Progress, with one event completed and others in the planning stages.

The Township is looking forward to hosting and participating in community events through the 2024 year. We have already taken part in the Kemble Maple Festival in early April by offering a free Family Fun Fair, and plan to once again celebrate Canada Day at Big Bay, and hold outdoor Movie Nights and the Sparkle and Skate event for another year following success in 2023.

2024 ADDITIONAL PROJECTS

Project Name	Current Status	Budget	Notes
Facilities Master Plan		\$100,000	Work remains ongoing through 2024 and 2025.

OFFICE OF THE CAO

2023 IN REVIEW

The CAO, and officers within their office, work collaboratively with Council to ensure delivery of Township services while pursuing the strategic priorities and directions of Council. While all departments are overseen by the leadership of the CAO, the Human Resources and Fire Departments directly form part of the Office of the CAO.



“ In 2023, the Township facilitated a CAO recruitment process. Different to past recruitments, this process was facilitated completely in-house by the Township’s HR and Clerk’s Departments. It resulted in hosting 27 Special Council meetings, with a total of 81 hours spent in meetings.

With the welcome of the Township’s newly appointed CAO, improvements to the Township Organizational Structure and overall culture were and continue to be prioritized in 2024.

In 2023, the Township had a staff turnover rate of 52.63%, an increase over that of 2022, which observed a turnover rate of 48.65%. Per industry standards, a healthy turnover rate is 10% per year, a metric the Township has not met in the past five years. Through the leadership of the Office of the CAO, 2024 will prioritize investing in our people – ensuring training and professional development opportunities are widely available, in an effort to shift existing cultural barriers. Our most valuable resource is our staff and the historical knowledge they hold – a priority we will carry into 2024.

HIGHLIGHTS



CAO Recruitment

In 2023, the Township undertook a thorough recruitment process for the Chief Administrative Officer position. This process was undertaken by Council, with the support of HR staff and the Clerk’s Department. It included reviewing the job description, holding interviews, and selecting the successful applicant.



Climate Action Plan

The Township has now approved a completed Climate Action Plan! In 2023, the Township held consultation with the community and was able to draft and finalize a Climate Action Plan for the Township of Georgian Bluffs.



Short-Term Accommodations

In 2023 the Township held community consultation on Short Term Accommodations through a survey, workshops, and community working group. The results of the consultation was presented to Council, and staff are working to finalize a licensing program and associated by-law in 2024.

Human Resources

Through the remainder of 2024, the Township’s HR Department will recruit and welcome the following staff positions, as approved through 2024 Budget discussions:

- Asset Management Coordinator – Recruitment to begin in June
- Engineering Technologist – Recruitment Ongoing
- Environmental Initiatives Officer – Recruitment to begin in June
- Student Positions – Onboarding in Summer 2024

Issued **28**

job postings for 22 vacant positions in 2023.

OFFICE OF THE CAO

2023 PROJECT STATUS UPDATE

Project Name	Current Status	Budget	Notes
Short Term Accommodations	<div style="width: 25%; background-color: #8ebf42;"></div>	\$90,000	Consultation and engagement phase complete. By-law and licencing program in 2024
Climate Action Plan	<div style="width: 100%; background-color: #8ebf42;"></div>	\$50,000 (carryover)	Plan finalized and approved by Council.



2024 PROJECTS AND PRESSURES

In addition to prioritizing investment in our staff assets, the CAO's Office will tackle a variety of large scale, legacy projects, including updating the Township's Strategic Plan, looking at Shoreline Road Allowances, and continuing to support progress on the Short Term Accommodation program.

The Office of the CAO will also continue to focus on staff retention and organizational culture improvements.

01 Shoreline Road Allowance

- Classification - Capital Project(s)
- Budget: \$100,000
- Completion Target: Q4
- Current Status: In progress
Phase 1. Have engaged WeirFolds to assist in the review. Project kick-off meeting has been held.

Development of a policy for use and management of the Township's shorelines. This work will involve a fulsome review of all shoreline within Georgian Bluffs, in collaboration with legal counsel, and will be separated into a number of phases:


- Phase 1: Background analysis of original Crown patent and surveys. Identifying the legal authority that the Township may or may not have to the shoreline allowance.
- Phase 2: Identifying where the shoreline allowance exists in an uninterrupted form.
- Phase 3: The above phases of works will, by default highlight areas where something has occurred that may question the legal authority over shoreline allowance lands; Phase 3 will seek to identify the nature and implication of this change, and how this may or may not impact the Townships ability to exert control or influence over the shoreline.

OFFICE OF THE CAO

2024 PROJECTS AND PRESSURES

“ *With the welcome of the Township’s newly appointed CAO, improvements to the Township Organizational Structure and overall culture were and continue to be prioritized in 2024.* ”

02 Council Strategic Plan

- Classification - Capital Project(s)
- Budget: \$50,000
- Completion Target: Q3
- Current Status – in progress 

The Township’s existing Strategic Plan will expire in 2024. The new Strategic Plan, in development this year, will define Council’s strategic priorities from 2025 to 2030.

The Township has partnered with an external consultant to assist with community and stakeholder engagement in creation of the plan. The consultant has been onboarded and is planning engagement opportunities through May and June. Council will have dedicated, focused sessions to provide meaningful feedback in creation of the plan and strategic priorities.

All of staff, lead by the CAO and Leadership Team, will be involved in creation of the Plan.


04 Human Resources - Cultural Reset

- Classification - Operating Project

Our organization’s greatest asset is our people. With a small but mighty staff team of 40, many roles are combined, with efficiencies continuously being sought to provide the highest level of service to our community. The Township’s HR Department manages our people assets, providing internal services to our staff team, including: onboarding of new employees, recruitment, contract and union negotiations, supervision of employee benefit programs and the Township’s Employee Assistance Plan, payroll assistance, and overall support to the organization.

Through 2024, our HR Manager, in support of the CAO and Leadership Team, will emphasize prioritizing the value of our people, leading a Township-wide cultural reset. This will include training opportunities, staff moral events and identifying opportunities for increased staff feedback.

03 Corporate Climate Action Projects

- Classification - Capital Project(s)
- Budget: \$110,000
- Completion Target: Q4 of 2024
- Current Status: In progress 


Initiatives to meet the commitments established by the Township’s Corporate Climate Action Plan, including:

- Tree Planting
- Energy Conservation Strategies
- Dark Skies and Lighting
- Green Fleet Strategy,
- Renewable Energy,
- Organic Waste Separation (Foodcycler)

Also included is the introduction of a Environmental Initiatives Officer to oversee this body of work. The position will be advertised in June, for onboarding in summer 2024.

Staff continue to support and participate in the Climate Action Working Group, also hosting the Greener Homes Tour in June. The Township and Working Group are striving to host a 2nd annual EV event this summer.

05 Short Term Accommodations

- Classification - Operating Project(s)
- Budget: \$65,000
- Completion Target: Q4 of 2024
- Current Status: In progress 

Staff have initiated a partnership with an STA licensing provider Granicus, to host licensing processes and provide a 24/7 complaints hotline.

Timeline:

- 24/7 Hotline: Roll Out May 17th, Victoria Day weekend
- Regulating By-law: Presentation to Council in June 2024
- Licensing Platform: September 2024

INTER TOWNSHIP FIRE DEPARTMENT

2023 IN REVIEW

In 2023, the Township of Georgian Bluffs and Municipality of Meaford amended their existing agreement for the establishment of the Inter Township Joint Board of Management, which oversees shared fire services through the Inter Township Fire Department. This agreement changed the structure of the Board, welcoming residents of Georgian Bluffs and Meaford to the Board table. The new structure was authorized by by-law in August 2023, and took effect in September.

The Board manages the Inter Township Fire Department, providing policy and budget oversight. The Board approves annual Fire Department budgets, with the 2024 Budget receiving approval in January 2024. The 2024 ITFD Budget saw a 12% increase over the prior year, with introduction of the Board's first 10-year Capital Plan, enacting a 25-year migration to 20-year useful life on large fleet policy.

The Fire Chief reports directly to the Township of Georgian Bluffs CAO, forming part of the Office of the CAO.



Celebrated **552**

total years of service among all members, with 6 celebrating 10+ years with the ITFD.

Completed **94**



training sessions.

Responded to **311** calls for response in Georgian Bluffs and Meaford.



Performed **236** fire

safety inspections of industrial, commercial, and residential properties.

2024 PROJECTS AND PRESSURES

01

Fire Master Plan

- Classification - Capital Project
- Budget: \$75,000
- Completion Target: Q4 of 2024
- Current Status: In progress

In Discussions with the City of Owen Sound to prepare a joint RFP for consulting services to prepare the Master Plan.

Creation of a Fire Master Plan to evaluate the risks a community is exposed to, and align the services provided by a fire department(s) to those risks. A Fire Services Master Plan seeks to provide strategic direction to a municipality on how to address these needs through the provision of fire services. For the Township of Georgian Bluffs, this will be a review of the existing service provision assessing the extent to which it meets current needs, and evaluating the opportunities and challenges over coming years. It is a municipal plan that helps the Township work with its department(s) as needed to address community needs.



GET IN TOUCH

Council generally meets on Wednesday evenings at 5 p.m. three times per month. Meetings are held at the Township Council Chambers at 177964 Grey Road 18 in Springmount. You can attend meetings in person, or participate online.

Council and Committee meetings are open to the public, and are livestreamed to our youtube channel so you can watch from the comfort of home. Meeting Agendas are posted the Friday prior to the meeting date.

You are also welcome to speak at Council by making a delegation. Please register with our Clerk's Department by the Thursday prior to the meeting you wish to speak at for items not on the agenda.



		
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Township of
**GEORGIAN
BLUFFS**

"Come for the views, Stay for a lifetime"

TOWNSHIP OF GEORGIAN BLUFFS

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