

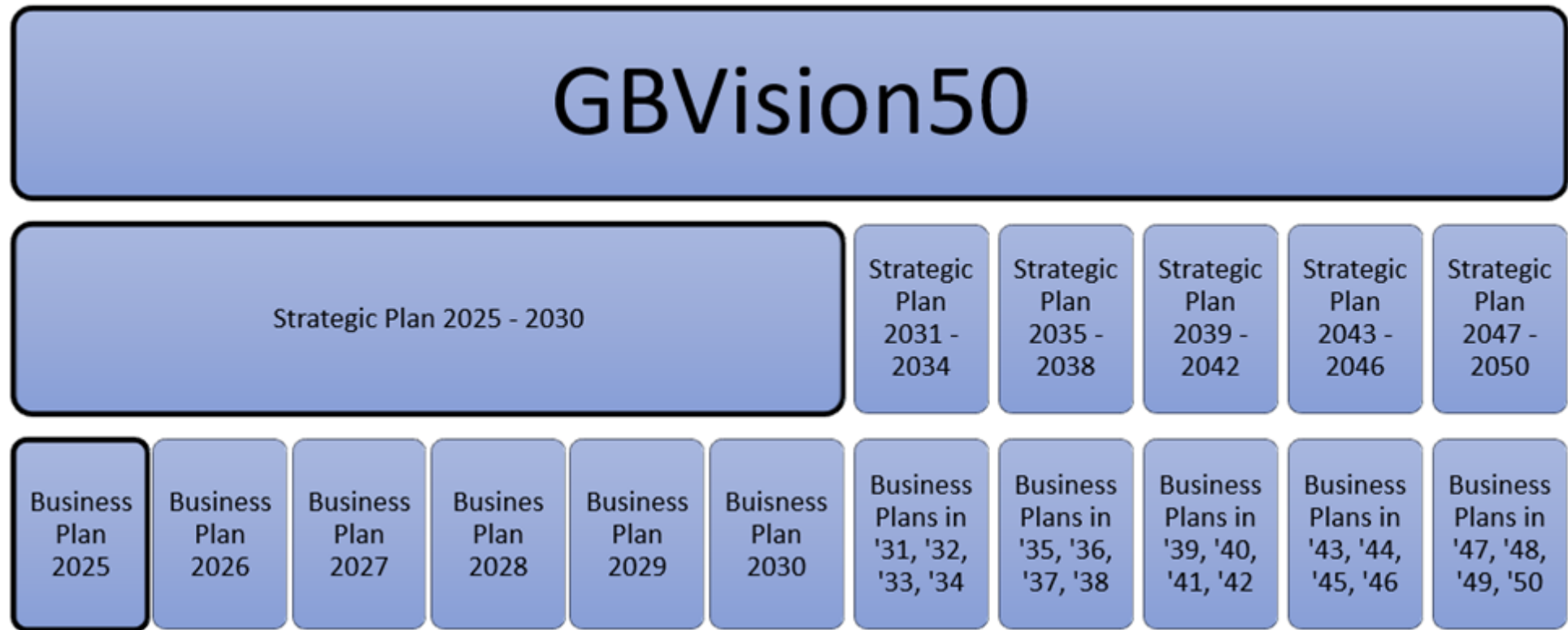


Strategic Planning & Visioning

GEORGIAN BLUFFS -

2025 - 2030

Business Plan + Strategy = Vision



Timeline 2024



2019 – 2023 In Review



The Township adopted its last Strategic Plan in 2019



The Strategic Plan included both strategic direction, and specific activities to be completed



It covered a period of significant, senior staff and staff turnover, including successive CAO appointments; at times, in excess of 30% of approved staffing positions were vacant



It also included the timeframe of the COVID-19 Pandemic, which saw significant impacts to municipal workplans



Despite this, some notable successes were achieved

Successes



Communication & Transparency: Township communications and transparency have significantly improved. The use of the website and social media has dramatically improved, and genuine community engagement practices are being adopted.



Planning: A comprehensive review of the Townships Official Plan is well underway and expected to conclude in 2024, with a Zoning Bylaw update to follow.



Environmental: Provincial recycling strategies are being implemented locally, and water supplies have been maintained.



Community Services: Likely seeing the greatest progress against the established targets, the Community Safety and Wellbeing Plan and the Recreation and Trails Master Plan were completed, improvements were made to several recreational (outdoor) spaces, and accessibility enhancements were made.



Cost effective services: Engagement was increased with streaming and agenda improvements, compensation reviews were undertaken and Fire Service agreements renewed.

Un-Planned Major Projects

Short Term Accommodations became a major emerging priority through the 2019 – 2023 period and has been responded to.

Kemble Arena redevelopment project was not planned for but was identified within the period as a significant area for work

Climate Action emerged as a significant pressure and the development of a Corporate Climate Action Plan (which was not part of the Strategic Plan) was developed and is being implemented

The Provincial Government has introduced some of the most significant and sweeping planning and environmental legislative changes seen in a generation.

The onboarding and implementation of new software including CloudPermit in Building and Planning, and EngageGB for community engagement have made realised efficiencies and increased customer engagement with the Township

Community Improvement Plan (CIP) was not included in the Strategic Plan, but was identified as a priority and is being addressed.

Challenges & Outstanding Projects



Communications: A comprehensive communications strategy has not been completed, and public use computer terminals were not installed. The Strategic Plan was not leveraged effectively and progress against it was not monitored. Joint Council meetings were not completed as anticipated.



Economic Development: Employment land studies were not completed. Servicing (water and sanitary works) were not extended. The Zoning Bylaw updated has not yet commenced. An Economic Development Strategy was not developed.



Environmental: The Biodigester operations have not grown and the facility is currently mothballed. Data on waste diversion has not been collected and increased diversion is unknown. Work on shared waste services has not started and a green bin program has not been considered. Road designs have not been developed to reduce erosion and improve water quality. Invasive species are not being mapped or addressed.

Challenges & Outstanding Projects



Recreational and Social: Building Condition Assessments and a long term budget impact of Facility Improvements has not been completed.



Cost Effective Services: An updated Asset Management Plan has not been completed, Service Levels have not been widely established and a link to annual and 10-year budgeting not developed. A Fire Master Plan has not been started.

Overall Completion

The existing Strategic Plan was not developed using SMART criteria, and no Business Plans were linked to the existing Plan; assessing the degree of completion or success of the plan are challenging.

Based on the significant challenges, COVID-19, un-precedented levels of staff instability, and the significant overhauls of Provincial Legislation, particularly in respect of Planning and Environmental legislation, it should be anticipated that not all objectives could have been started or fully addressed.

Staff have attempted to quantify overall completion of the 2019-2023 Strategic Plan:

Overall Completion

Overall Completion: 43%

Improved
Communication,
Collaboration and
Transparency: 40%
complete

Foster Economic Growth:
30% complete

Demonstrate and
Enhance Environmental
Stewardship: 16%
completed

Increased Available
Community, Recreational
and Social Opportunities:
75% completed

Deliver Cost Effective
Services: 55% completed

In addition to this, as
previously noted,
significant projects not
envisaged became
priorities during this
Strategic Planning period.

Timeline 2024

