



Township of Georgian Bluffs Council Agenda

March 5, 2025, 5:00 p.m.

Council Chambers
Township Administration Offices
177964 Grey Road 18, RR#3, Owen Sound ON N4K 5N5

This document can be made available in other accessible formats or with communications supports as soon as practicable and upon request.

Pages

1. Call to Order

2. Territorial Acknowledgement

In the spirit of reconciliation, we acknowledge with respect, the history and living 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. We recognize that these lands are the territories of the Chippewas of Saugeen and the Chippewas of Nawash, collectively known as the Saugeen Ojibway Nation, the keepers of this land.

Georgian Bluffs is located on lands encompassed by Treaties 45 ½ , 72, 82 and 93. We reflect on our role as Treaty People and, the need to live in respect and peace and show respect to the first peoples who inhabit these lands and waters.

3. Adoption of Agenda

Recommendation:

That the agenda be approved as presented.

4. Declaration of Pecuniary Interest

5. Minutes of Previous Meetings

5.1	Council - February 12, 2025	11
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Recommendation:

That the minutes of the Council Meeting held on February, 12, 2025, be adopted.

5.2	Special Council - February 19, 2025	25
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Recommendation:

That the minutes of the Special Council Meeting held on February 19, 2025, be adopted.

6. Announcements

7. Public Hearings

None.

8. Public Participation

8.1 Delegations on Agenda Items

Any person who wishes to appear before Council regarding an item on the agenda must register with the Clerk's Office. To register you can:

1. Complete the online delegation form:
www.georgianbluffs.ca/delegations.
2. Call the Clerk's Office at 519-376-2729 ext. 603; or
3. Register in Council Chambers with the Clerk prior to the meeting start time (5:00 p.m.)

9. Consent Agenda

Recommendation:

That Council of the Township of Georgian Bluffs adopt the Consent Agenda for information, as circulated, less items _____.

9.1 Correspondence

9.1.1	Autism Ontario - World Autism Day Proclamation 2025	28
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9.2 Minutes

None.

9.3	Resolutions From Other Municipalities	
9.3.1	Zorra Township - Resolution - Road Safety	29
9.3.2	City of Woodstock - Resolution - Speeding, Distracted Driving, and Impaired Driving	31
9.3.3	Brudenell, Lyndoch and Raglan Township - Letter of Support for the City of Toronto - Paid-Plasma-Free Zone	33
9.3.4	Township of The Archipelago - Resolution 2025-029 Response to Tariff Threats - Support Canadian Business and Consumers	37
9.3.5	Town of Halton Hills - Resolution - Ontario Deposit Return Program	39
9.3.6	Town of Niagara on the Lake - Resolution - Request the Redistribution of the Provincial Land Transfer Tax and GST to Municipalities for Sustainable Infrastructure Funding	42
9.3.7	Township of Uxbridge - Implementation of "Buy Canadian" Policy	44

10. Consideration of Items Separated from Consent Agenda

11. Reports

11.1 Committee Reports

11.1.1	Committee of the Whole	46
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Recommendation:

That the minutes of the Committee of the Whole meeting held on February 19, 2025, be adopted, including recommendations COW2025-009 to COW2025-013; and

That all actions contained therein be approved.

11.1.1.1 COR2024-004 - Asset Management Plan

COW2025-009

Moved By: Councillor Tobin Day

Seconded By: Deputy Mayor Grant Pringle

That the Committee of the Whole receive report COR-2025-004, Asset Management Plan, and

That staff be directed to bring forward a by-law to the March 5, 2025, Council meeting to formally approve the 2024 Asset Management Plan for the Township of Georgian Bluffs, and

That staff be directed to include the 2024 Asset Management Plan into 2026 budget considerations, and

That staff post the approved 2024 Asset Management Plan to the Township website, as well as forward a copy to the Infrastructure Program and Projects Division of the Ontario Ministry of Infrastructure to meet the Township's requirements under O. Reg. 588/17 as it applies to the July 1, 2024, regulatory timelines.

Approved

11.1.1.2 CAO2025-04 Extension of Waste Water Management Contract

COW2025-010

Moved By: Deputy Mayor Grant Pringle

Seconded By: Councillor Rick Winters

That Council direct staff to extend the existing contract with Waste Management for the collection of 'Blue Box' recycling at the same terms and conditions thru December 31st, 2025, and,

That Council direct staff to extend the existing contract with Waste Management for the collection of household solid waste collection at the same terms and condition thru May 31st 2026, and,

That the Mayor and Clerk be authorized to sign an extension agreement extending services as outlined and that such an agreement does not extend beyond May 31st 2026.

Approved

11.1.1.3 DEV2025-21 - Shallow Lake WTP Filter Media, Effluent / Backwash Header and Air Inlet Pipe Replacement

COW2025-011

Moved By: Councillor Tobin Day

Seconded By: Deputy Mayor Grant Pringle

That Council receive Staff Report DEV2025-21; and

That a capital budget in the amount of \$44,500 be created and funded from the Shallow Lake Water System Reserve to support the necessary construction for the Shallow Lake Water Treatment Plant upgrades as needed; and

That staff be directed to obtain a quotation for additional work be identified for the long-term integrity of the treatment plant prior to the media filter media replacement; and

That staff be directed to seek an estimate for the complete replacement of Filter Housing 1 at the earliest opportunity and prior to the replacement of the filter media.

Approved

11.1.1.4 Closed Session

COW2025-012

Moved By: Councillor Rick Winters

Seconded By: Councillor Tobin Day

That Committee of the Whole hereby moves into closed session at 6:26 p.m. in the Sarawak Room with the Chief Administrative Officer, Deputy CAO/Director of Corporate Services and Manager of Legislative Services/Clerk remaining in the room to discuss:

12.1 a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (exemption "k" of section 239(2) of the Municipal Act, 2001) - Shared Services.

12.2 personal matters about an identifiable individual, including municipal or local board employees (exemption "b" of section 239(2) of the Municipal Act, 2001) - MMEWG Community Applications.

Approved

11.1.1.5 Reporting Out of Closed Session

COW2025-013

Moved By: Councillor Cathy Moore Coburn

Seconded By: Councillor Tobin Day

That Michael Pearson be appointed to the Multi Municipal Energy Working Group as the citizen representative for the Township of Georgian Bluffs; and

That staff be directed to present an appointment by-law at the March 5, 2025, meeting of Council.

Approved

11.2 Information Reports

Recommendation:

That all information reports contained herein be received.

11.2.1 CAO2025-010 - Quarter 1 (2025) Council Direction Reporting 55

11.2.2 CAO2025-011 - Washroom Project Management, Design and Contract Administration 68

11.3 Recommendation Reports

11.3.1 COR2025-012 - Committee of Adjustment Procedure By-Law Amendment – Virtual Participation 72

Recommendation:

That the recommendation of the Committee of Adjustment with respect to 100% virtual meetings be endorsed; and

That staff be directed to present an amending By-law to revise section 11.0 of By-Law 2022-042 with respect to the location of meetings.

12. By-laws

12.1 Zoning By-laws

None.

12.2 Other By-laws

12.2.1 By-Law 2025-015 - User Fee Policy By-Law 74

Further to report COR2025-04 and recommendation COW2025-005, approved at the February 5, 2025 Committee of the Whole meeting: Committee of the Whole - February 05, 2025

Being a By-law to adopt a User Fee Policy for the Township of Georgian Bluffs.

- | | | |
|--------|---|-----|
| 12.2.2 | By-Law 2025-016 - Adopt 2024 Asset Management Plan | 84 |
| | Further to report COR2024-004 and recommendation COW2025-009, approved at the February 19, 2025 Committee of the Whole meeting: <u>Committee of the Whole - February 19, 2025</u> | |
| | Being a By-law to adopt the 2024 Asset Management Plan for the Township of Georgian Bluffs. | |
| 12.2.3 | By-Law 2025-017 - Appoint Citizen Member to the Multi Municipal Energy Working Group | 181 |
| | Further to direction of Council at the June 12, 2024 meeting of Council: <u>eSCRIBE Minutes</u> | |
| | Being a By-law to appoint a citizen representative of the Township of Georgian Bluffs to the Multi Municipal Energy Working Group (MMEWG). | |
| 12.2.4 | By-Law 2025-018 - Amend Committee of Adjustment Procedure By-Law | 182 |
| | See Item 11.3.1 | |
| | Being a By-law to amend By-Law 2022-042 – Committee of Adjustment Procedure-By-Law with respect to the location of meetings. | |

13. Unfinished Business

None.

14. New Business

14.1 Chief Building Official Recruitment

Further to notice provided by Councillor Rick Winters at the February 5, 2025, meeting of the Committee of the Whole.

Recommendation:

Whereas section 3(2) of the *Building Code Act, 1992* requires that a Council of a municipality appoint a Chief Building Official and such inspectors as necessary for the enforcement of the Act; and

Whereas Council deems it necessary to have an in-house Chief Building Official, rather than rely on shared service arrangements;

Now therefore, that staff be directed to fill the position of the Chief Building Official with a full-time staff member as soon as practicable; and

That staff be directed to provide notice to the City of Owen Sound of termination of the Shared Services Agreement upon successful recruitment and onboarding.

15. Notice of Motion/Notice of Discussion

16. Closed Session

Recommendation:

That the Council of the Township of Georgian Bluffs move into closed session at __:__ p.m. in the Sarawak Room with the Chief Administrative Officer and Manager of Legislative Services/Clerk remaining in the room to discuss:

- 16.1 personal matters about an identifiable individual, including municipal or local board employees (open meeting exemption "b" of section 239(2) of the Municipal Act, 2001) - CAO Performance Evaluation

17. Reporting Out of Closed Session

18. Confirming By-law

183

Recommendation:

That By-law No. 2025-019, being a by-law to confirm the proceedings of Council on March 5, 2025 be read a first, second and third time, finally passed, signed by the Mayor and Clerk, sealed with the Seal of the Corporation and engrossed in the By-law Book.

19. Adjournment

Date of next regular meeting:

Committee of the Whole - March 12, 2025 at 5:00 p.m.

Recommendation:

That the meeting be adjourned at __:__ p.m.



Georgian Bluffs

DEEPLY ROOTED. SUSTAINABLY GROWING.

Township of Georgian Bluffs

Council Minutes

February 12, 2025, 5:00 p.m.

Council Chambers

Township Administration Offices

177964 Grey Road 18, RR#3, Owen Sound ON N4K 5N5

Members Present: Mayor Sue Carleton
Councillor Cathy Moore Coburn
Deputy Mayor Grant Pringle
Councillor Ryan Thompson
Councillor Rick Winters
Councillor Tobin Day
Councillor Isaac Shouldice

Staff Present: Brittany Drury, Deputy CAO/Director of Corporate Services
Brian Anderson, Asset Management Coordinator
Carly Craig, Manager of Legislative Services/Clerk
Samantha Buchanan, Treasurer
Niall Loble, Chief Administrative Officer
Michael Benner, Director of Development and Infrastructure
Jodi Ward, Legislative Services Coordinator

1. Call to Order

Mayor Sue Carleton called the meeting to order at 5:00 p.m.

2. Land Acknowledgement

Councillor Cathy Moore Coburn opened the meeting with the land acknowledgment statement and shared a reflection.

3. Adoption of Agenda

Moved By: Councillor Cathy Moore Coburn

Seconded By: Councillor Tobin Day

That the agenda be approved as presented.

Carried

4. Declaration of Pecuniary Interest

None declared.

5. Minutes of Previous Meetings

5.1 Special Council - January 13, 2025

RES2025-026

Moved By: Councillor Rick Winters

Seconded By: Councillor Ryan Thompson

That the minutes of the Special Council Meeting held on January 13, 2025, be adopted.

Carried

5.2 Council - January 15, 2025

RES2025-027

Moved By: Deputy Mayor Grant Pringle

Seconded By: Councillor Tobin Day

That the minutes of the Council Meeting held on January 15, 2025, be adopted.

Carried

6. Announcements

Council provided the following announcements:

- The Coldest Night of the Year Walk is happening in February, with local proceeds going to Safe N' Sound Grey Bruce. Councillor Cathy Moore Coburn is participating in the walk and collecting donations.

- A Polar Plunge is taking place at the Shallow Lake and District Community Centre on Sunday February 23, 2025, at 11:00 a.m. Proceeds raised are going towards Special Olympics.
- Georgian Bluffs launched 'My GB', an online citizen portal designed to simplify access to key municipal services and provide a personalized experience. Property owners can access and manage property tax data, pay online, customize dashboards to highlight key services such as tax information, waste collection schedules, and upcoming council meetings. Residents may also receive direct notifications on service impacts and important updates by subscribing.

7. Public Hearings

None.

8. Public Participation

8.1 Delegations on Agenda Items

Any person who wishes to appear before Council regarding an item on the agenda must register with the Clerk's Office. To register you can:

1. Complete the online delegation form:
www.georgianbluffs.ca/delegations.
2. Call the Clerk's Office at 519-376-2729 ext. 603; or
3. Register in Council Chambers with the Clerk prior to the meeting start time (5:00 p.m.)

8.1.1 Delegation regarding Item 14.1 - Shore Road Allowance Background Study Update.

Greg Palmer and Sandy Palmer registered to provide comment on Item 14.1 - Shore Road Allowance Background Study Update. They each described issues they have encountered at their waterfront property on Balmy Beach Road along the shore road allowance and requested that signage be put up to deter people from walking along it as though it were a trail.

9. Consent Agenda

RES2025-028

Moved By: Councillor Isaac Shouldice

Seconded By: Councillor Rick Winters

That Council of the Township of Georgian Bluffs adopt the Consent Agenda for information, as circulated, less item 9.3.9.

Carried

9.1 Correspondence

9.1.1 Grey Bruce Federation of Agriculture - Invitation to Annual Politicians Meeting

9.2 Minutes

9.2.1 Inter Township Joint Board of Management - November 13, 2024

9.3 Resolutions From Other Municipalities

9.3.1 Municipality of South Huron - Support for the Township of Puslinch - TAPMO Letter Regarding Pre-Budget Announcement Township of Puslinch - TAPMO Letter Regarding Pre-Budget Announcement

9.3.2 Brudenell, Lyndoch and Raglan Township - Letter of Support - Child Welfare Funding

9.3.3 Brudenell, Lyndoch and Raglan Township - Letter of Support - Provincial Land Transfer Tax

9.3.4 Nuclear Innovation Institute - Note to Councils - Clean Energy Frontier Awards

9.3.5 Municipality of South Huron - Resolution - Heritage Preservation

9.3.6 City of Woodstock - Ontario's Child Welfare Services Sector Need for Child Welfare Services Funding

9.3.7 Prince Edward County - Redistribution of the Provincial Land Transfer Tax and GST to Municipalities for Sustainable Infrastructure Funding

9.3.8 Town of Cobourg - Support for Northumberland County - Municipal Restructuring Study

9.3.9 Town of Halton Hills - Resolution - Sovereignty of Canada

9.3.10 Town of Halton Hills - Resolution - Request the Redistribution of the Provincial Land Transfer Tax and GST to Municipalities for Sustainable Infrastructure Funding

9.3.11 Municipality of St.-Charles - Support for the Town of the Blue Mountains - Establishment of an Ontario Rural Road Safety Program

9.4 Ontario Clean Water Agency (OCWA) Monthly Reports - January to December 2024

9.4.1 Shallow Lake Drinking Water System

9.4.2 Pottawatomi Drinking Water System

9.4.3 East Linton Drinking Water System

9.4.4 Oxenden Drinking Water System

10. Consideration of Items Separated from Consent Agenda

10.1 9.3.9 Town of Halton Hills - Resolution - Sovereignty of Canada

RES2025-029

Moved By: Councillor Rick Winters

Seconded By: Councillor Ryan Thompson

That staff be directed to prepare and forward a letter of Support for the Town of Halton Hills Resolution regarding the Sovereignty of Canada.

Carried

11. Reports

11.1 Committee Reports

11.1.1 Committee of the Whole

RES2025-030

Moved By: Councillor Tobin Day

Seconded By: Deputy Mayor Grant Pringle

That the minutes of the Committee of the Whole meeting held on February 5, 2025, be adopted, including recommendations COW2025-001 to COW2025-008; and

That all actions contained therein be approved.

Carried

11.1.1.1 CAO2025-04 - Updates to the Clean Yards Bylaw

COW2025-001

Moved By: Councillor Tobin Day

Seconded By: Councillor Ryan Thompson

That Council approve the proposed updates to the By-Law 2017-036 - Clean Yards By-Law; and

That staff be directed to present an amending By-Law at a future meeting of Council.

Approved

11.1.1.2 DEV2025-005 - Shared Building Services Agreement

COW2025-002

Moved By: Councillor Cathy Moore Coburn

Seconded By: Councillor Tobin Day

That staff report DEV2025-005 a “Shared Building Services Agreement” be received for information, and;

That the Mayor and Clerk be authorized to execute the Shared Building Services Agreement between the City of Owen Sound and the Township of Georgian Bluffs as substantially included in report DEV2025-005.

Approved

11.1.1.3 DEV2025-006 - Report for The Dell (Draft Plan of Subdivision Application 42T-2022-10) for Georgian Villas Inc.

COW2025-003

Moved By: Councillor Isaac Shouldice

Seconded By: Councillor Cathy Moore Coburn

That Report DEV2025-006, being the Informational Report for The Dell Draft Plan of Subdivision (Application 42T-2022-10) for Georgian Villas Inc. be received for information, and;

That Township staff be authorized to provide a formal commenting letter to the County of Grey which includes proposed conditions for the draft plan of subdivision with respect to Application 42T-2022-10 as attached as Appendix B to this report.

Approved

11.1.1.4 DEV2025-007 - Cobble Beach, The Grove, Part Lot Control and Tied Land Exemption

COW2025-004

Moved By: Councillor Cathy Moore Coburn

Seconded By: Councillor Tobin Day

That Council receive staff report DEV2025-007 Cobble Beach, The Grove, Part Lot Control and Tied Land Exemption for information, and;

That Council enact a By-law so as to remove Block 74, Registered Plan 16M15 from Part-Lot Control for a temporary period of three (3) years, and;

That the Township supports an exemption from Section 51 of the Planning Act for the lands legally described as PLAN 16M15 BLK 74 PARTS 13, 17, AND 20.

Approved

11.1.1.5 COR2025-04 - Draft User Fee Policy and 2025 User Fees

COW2025-005

Moved By: Councillor Rick Winters

Seconded By: Councillor Isaac Shouldice

That staff be directed to present a User Fee Policy and approving by-law for Council's consideration at an upcoming Council meeting; and

That staff be directed to present the 2025 User Fees By-law for Council's consideration at an upcoming Council meeting.

Approved

11.1.1.6 COR2025-06 - 2026-2030 Council Remuneration Committee

COW2025-006

Moved By: Councillor Cathy Moore Coburn

Seconded By: Councillor Isaac Shouldice

That establishment of the 2026-2030 Council Remuneration Committee; and

That the 2026-2030 Council Remuneration Committee Terms of Reference, attached hereto as Appendix "A" be approved; and

That staff be directed to prepare an advertisement to invite applications for Committee Membership for review of Council.

Approved

11.1.1.7 COR2025-05 - Alternative Voting Methods - VoteTheBluffs2026

COW2025-007

Moved By: Councillor Tobin Day

Seconded By: Councillor Rick Winters

That Council hereby approves both internet and telephone voting methods for implementation in the 2026 Municipal Election with in-person voter help centers; and

That staff be hereby directed to draft a request for proposal for voting services.

Approved

11.1.1.8 Closed Session

COW2025-008

Moved By: Councillor Isaac Shouldice

Seconded By: Councillor Rick Winters

That Council of the Township of Georgian Bluffs move into closed session at 7:08 p.m. in the Sarawak Room with the CAO, Director of Development and Infrastructure and Manager of Legislative Services/Clerk remaining in the room to discuss:

12.1 a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (exemption k of section 239(2) of the Municipal Act, 2001) - Water Service Extension.

Approved

11.2 Information Reports

11.2.1 COR2025-05 - Territorial Acknowledgment Policy

Council noted a grammatical error to be corrected contained within the Territorial Acknowledgement Policy. Staff confirmed the error would be corrected.

RES2025-031

Moved By: Councillor Rick Winters

Seconded By: Councillor Cathy Moore Coburn

That all information reports contained herein be received.

Carried

11.3 Recommendation Reports

None.

12. By-laws

12.1 Zoning By-laws

None.

12.2 Other By-laws

12.2.1 By-law 2025-009 - User Fee and Charges By-Law

Being a By-law for the imposition and collection of fees and charges for certain municipal services and activities.

RES2025-032

Moved By: Councillor Cathy Moore Coburn

Seconded By: Councillor Ryan Thompson

That By-law 2025-009, being a By-law for the imposition and collection of fees and charges for certain municipal services and activities, be read a first, second and third time, and finally passed, signed by the Mayor and Clerk, sealed with the Seal of the Corporation, and engrossed in the By-law Book.

Carried

12.2.2 By-law 2025-010 - Territorial Acknowledgement Policy

Being a By-law to adopt a Territorial Acknowledgement Policy.

RES2025-033

Moved By: Councillor Cathy Moore Coburn

Seconded By: Councillor Rick Winters

That By-law 2025-010, being a By-law to adopt a Territorial Acknowledgement Policy, be read a first, second and third time, and finally passed, signed by the Mayor and Clerk, sealed with the Seal of the Corporation, and engrossed in the By-law Book.

Carried

12.2.3 By-law 2025-011 - Cobble Beach, The Grove, Part Lot Control By-law

Being a By-law to remove certain lands from Part Lot Control in the Township of Georgian Bluffs.

RES2025-034

Moved By: Deputy Mayor Grant Pringle

Seconded By: Councillor Tobin Day

That By-law 2025-011, being a By-law to remove certain lands from Part Lot Control in the Township of Georgian Bluffs, be read a first, second and third time, and finally passed, signed by the Mayor and Clerk, sealed with the Seal of the Corporation, and engrossed in the By-law Book.

Carried

13. Unfinished Business

None.

14. New Business

14.1 Shore Road Allowance Background Study Update

Further to Notice of Discussion provided by Councillor Cathy Moore Coburn at the January 15, 2025, Council meeting.

Staff provided a verbal update on the background study, noting that the Township engaged a law firm in April of 2024 to assist with understanding the nature and scope of shore road allowances across the Township. The CAO noted that the study is still ongoing, and that an update would be brought forward at a future meeting.

The CAO noted that further to the delegation provided by Mr. and Mrs. Palmer under Item 8.1, the shore road allowance in this particular location is owned by the Township. In response to the request, it was noted that signage has not yet been established because people have an inherent public right to cross over shore road allowances.

Council inquired about STRA Operators advertising a shore road trail referencing shore road allowances. Staff clarified this is not an area where public access is being encouraged by the Township, and it is not part of our trail system.

Council further inquired about the risks of proceeding with signage. Staff advised that in respect to the trail, signage could be erected, however the signage would have no legal standing for reinforcement and may be seen, by some, as limiting their inherent right to pass over the shore road allowance.

Council had a brief discussion on the origin of shore road allowances and asked staff what approaches other municipalities are taking to deal with shore road allowances, including regarding limiting their usage. Staff advised that shore road allowances originated in order to provide for economic prosperity and support economic growth along the shoreline. Staff further noted that many other municipalities face similar issues regarding shore road allowances, including stopping up and closing unopened ones.

Staff advised that the future report will speak to options and provide a full picture of considerations to inform Council decision making.

14.2 Short Term Rental Accommodation Licencing Program Update

Further to Notice of Discussion provided by Councillor Cathy Moore Coburn at the January 15, 2025, Council meeting.

Staff provided the following updates regarding the Short-Term Accommodation Licensing (STRA) Program, including:

- The Township's Beta Test Program launched in December 2024 and six applications have been received to-date.
- Hard copy notice was sent to all 118 STRA Operators advising them of a March 1st, 2025, license compliance deadline.
- 2025 focus will be working to proactively seek out compliance prior to pursuing active enforcement measures and leading with education about the program.

RES2025-035

Moved By: Councillor Cathy Moore Coburn

Seconded By: Councillor Isaac Shouldice

To direct Staff to bring back a report in March 2025 on the effects and challenges on acceptance of non-compliance regarding the STRA licencing program, with Council being fully informed of all legal ramifications.

14.3 Flag Raising Event

Staff advised that there will be a joint flag-raising event with the City of Owen Sound, held on 8th Street West at 4:00 p.m. on Friday February 14, 2025. The gathering is in response to National Flag Day on Saturday February 15, 2025, to show Canadian solidarity as a unified community approach in celebration of the 60th iteration of the Canadian Flag and to encourage supporting and buying local.

Moved By: Councillor Isaac Shouldice

Seconded By: Deputy Mayor Grant Pringle

That Council endorse and authorize members to partake in the jointly hosted celebration of the Canadian Flag on Friday February 14, 2025, at 4:00 p.ms for the purposes of the Council Remuneration Policy.

	<i>For</i>	<i>Against</i>	<i>Conflict</i>
<i>Mayor Sue Carleton</i>	X		
<i>Councillor Cathy Moore Coburn</i>		X	
<i>Deputy Mayor Grant Pringle</i>	X		
<i>Councillor Ryan Thompson</i>		X	
<i>Councillor Rick Winters</i>		X	
<i>Councillor Tobin Day</i>		X	
<i>Councillor Isaac Shouldice</i>	X		
<i>Results</i>	3	4	0

Lost (3 to 4)

15. Notice of Motion/Notice of Discussion

None.

16. Closed Session

None.

17. Confirming By-law

RES2025-036

Moved By: Councillor Cathy Moore Coburn

Seconded By: Deputy Mayor Grant Pringle

That By-law No. 2025-012, being a by-law to confirm the proceedings of Council on February 12, 2025 be read a first, second and third time, finally passed, signed by the Mayor and Clerk, sealed with the Seal of the Corporation and engrossed in the By-law Book.

Carried

18. Adjournment

Mayor Sue Carleton noted that Committee of the Whole will meet as regularly scheduled on February 19, 2025 at 5:00 p.m.

Moved By: Councillor Rick Winters

Seconded By: Councillor Tobin Day

That the meeting be adjourned at 6:32 p.m.

Carried

Mayor, Sue Carleton

Clerk, Carly Craig



Township of Georgian Bluffs Special Council Minutes

February 19, 2025, 6:30 p.m.
Council Chambers
Township Administration Offices
177964 Grey Road 18, RR#3, Owen Sound ON N4K 5N5

Members Present: Mayor Sue Carleton
Councillor Cathy Moore Coburn
Deputy Mayor Grant Pringle
Councillor Rick Winters
Councillor Tobin Day

Members Absent: Councillor Ryan Thompson
Councillor Isaac Shouldice

Staff Present: Brittany Drury, Deputy CAO/Director of Corporate Services
Carly Craig, Manager of Legislative Services/Clerk
Niall Loble, Chief Administrative Officer
Jodi Ward, Legislative Services Coordinator

This document can be made available in other accessible formats or with communications supports as soon as practicable and upon request.

1. Call to Order

Mayor Sue Carleton called the meeting to order at 7:32 p.m.

2. Approval of Agenda/Additions to the Agenda

Moved By: Councillor Rick Winters
Seconded By: Deputy Mayor Grant Pringle

That the agenda be approved as presented.

3. Staff Reports

3.1 COR2025-10 - February 10, 2025, Special Joint Council Meeting Follow Up

RES2025-037

Moved By: Councillor Tobin Day

Seconded By: Councillor Cathy Moore Coburn

Whereas a Special Joint Council Meeting between the Township of Georgian Bluffs and the Township of Chatsworth was held on February 10, 2025, to review the results of a request for quotation process for the preparation of a decommissioning and site rehabilitation plan for the Biodigester; and

Whereas recommendation of the Joint Councils must be considered by each respective Council as decision-making authorities;

Now therefore that the Council of the Township of Georgian Bluffs hereby supports the recommendation of the Joint Councils to award the request for quotation to GHD; and

That \$60,000 be allocated from the Future Capital Reserve for the completion of a Biodigester Full Decommissioning and Site Rehabilitation Plan by GHD; and

That staff be directed to engage with GHD to prepare and present the Plan to the BioGRID Board at their meeting on July 7, 2025, so that plan can be shared with the Councils of Georgian Bluffs and Chatsworth to inform future budgets.

4. Confirming By-law

RES2025-038

Moved By: Councillor Rick Winters

Seconded By: Councillor Tobin Day

That By-law No. 2025-014, being a by-law to confirm the proceedings of Council on February 19, 2025, be read a first, second and third time, finally

passed, signed by the Mayor and Clerk, sealed with the Seal of the Corporation and engrossed in the By-law Book.

Carried

5. Adjournment

Moved By: Deputy Mayor Grant Pringle

Seconded By: Councillor Tobin Day

That the meeting be adjourned at 7:35 p.m.

Carried

Mayor, Sue Carleton

Clerk, Carly Craig

A Proclamation on World Autism Day 2025

Whereas:

World Autism Day is recognized on April 2, 2025, in Canada. Autism Ontario is one of the largest collective voices representing the autism community, and the work we do helps all autistic individuals and families in their communities have access to meaningful support, information, and connections — not only on April 2 but every day throughout the year.

Whereas:

Autism impacts more than 135,000 individuals in Ontario, representing 1 in every 50 Canadian children and youth. It not only influences the lives of autistics but also their friends, families, and communities. It's crucial for us to raise awareness, and acceptance, provide support and promote a more inclusive society.

Whereas:

Autism is a diverse spectrum that varies widely among individuals. Each person's experience with autism can change over time. This evolving journey highlights the uniqueness of every autistic individual, emphasizing the need for understanding and support tailored to their specific needs.

Whereas:

Autism Ontario is the leading source of information and referral on autism, and since 1973, has been providing support, information, and opportunities for thousands of families and individuals across the province.

Whereas:

Autism Ontario is devoted to raising public awareness about autism and addressing the everyday challenges faced by individuals with autism, their families, and the professionals who work alongside them. We urge everyone to recognize and celebrate the unique differences and needs of others, fostering an inclusive environment where all individuals can participate fully in activities and discussions. Together, we can create a society that values and includes everyone.

Now Therefore:

BE IT RESOLVED that I, (insert Mayor name or designate), do hereby recognize April 2 as World Autism Day while committing to embrace awareness and acceptance today and every day throughout the year.

Dated at (municipality), Ontario this 2nd day of April 2025.



CORPORATION OF THE TOWNSHIP OF ZORRA

163 Brock Street, PO Box 189 Thamesford, ON, N0M 2M0
Ph. 519-485-2490 • 1-888-699-3868 • Fax 519-485-2520

Item 14(a)

Date: February 19, 2025

29-02-2025

Moved by Katie Grigg

Seconded by *Crystal Fede*

WHEREAS speeding, distracted driving, and impaired driving are among the leading causes of driving related collisions, injuries, and fatalities in Ontario; and,

WHEREAS municipalities are called upon to modify driver behaviour through expensive infrastructure and even more expensive policing; and,

WHEREAS infrastructure and policing are inherently limited in their effectiveness at reducing speed and distracted driving, and entirely ineffective at reducing impaired driving;

THEREFORE BE IT RESOLVED THAT Zorra Township calls on the Provincial and Federal governments to do everything in their power to limit speeding, distracted driving, and impaired driving, and thereby reduce collisions, injuries, and fatalities in our communities;

THAT the Township of Zorra specifically requests that the Government of Ontario take action to implement the rural road safety program that Good Roads has committed to lead, which will allow Ontario's rural municipalities to make the critical investments needed to reduce the number of people being killed and seriously injured on Ontario's rural roads; and

AND THAT Zorra Township Staff work with Oxford County and all Oxford municipalities on the feasibility of implementing a long term Vision Zero Policy and the Good Roads Rural Road Safety strategy across all of Oxford; and,

THAT a copy of this resolution be forwarded to the Ontario Premier, Ontario Minister of Transportation, Ontario Minister of Infrastructure, Ontario Minister of Agriculture, Ontario Minister of Rural Affairs, Ontario Associate Minister of Emergency Preparedness and Response, and Ontario Minister of Health, and Good Roads; and

FURTHER THAT this resolution be circulated to all Oxford police services boards, Safe and Well Oxford, Good Roads, and all municipalities in Ontario requesting their support.

Carried Defeated Recorded Vote Deferred

Recorded Vote:

	Yea	Nay
Mayor Ryan		
Councillor Stewart		
Councillor Grigg		
Councillor Mitchell		
Councillor Finch		



Mayor



Office of the City Clerk
Woodstock City Hall
P.O. Box 1539
500 Dundas Street
Woodstock, ON
N4S 0A7
Telephone 519-539-1291

February 25, 2025

The Honourable Doug Ford, Premier of Ontario
80 Wellington Street
Ottawa, ON K1A 0A2

Via email: premier@ontario.ca

At the regular meeting of Woodstock City Council held on February 20, 2025, the following resolution was passed:

“Whereas speeding, distracted driving, and impaired driving are among the leading causes of driving related collisions, injuries, and fatalities in Ontario; and,

Whereas municipalities are called upon to modify driver behaviour through expensive infrastructure and even more expensive policing; and,

Whereas infrastructure and policing are inherently limited in their effectiveness at reducing speed and distracted driving, and entirely ineffective at reducing impaired driving;

Therefore be it resolved that the City of Woodstock calls on the Provincial and Federal governments to do everything in their power to limit speeding, distracted driving, and impaired driving, and thereby reduce collisions, injuries, and fatalities in our communities; and,

That the City of Woodstock specifically requests that the Government of Ontario take action to implement the rural road safety program that Good Roads has committed to lead, which will allow Ontario's rural municipalities to make the critical investments needed to reduce the number of people being killed and seriously injured on Ontario's rural roads; and,

That City of Woodstock Staff work with Oxford County and all Oxford municipalities on the feasibility of implementing a long term Vision Zero Policy and the Good Roads Rural Road Safety strategy across all of Oxford; and,

That a copy of this resolution be forwarded to the Ontario Premier, Ontario Minister of Transportation, Ontario Minister of Infrastructure, Ontario Minister of Agriculture, Ontario Minister of Rural Affairs, Ontario Associate Minister of Emergency Preparedness and Response, and Ontario Minister of Health; and,

FURTHER THAT this resolution be circulated to all Oxford police services boards, Safe

and Well Oxford, Good Roads, and all municipalities in Ontario requesting their support.”

Yours Truly,

Jeff Bunn
Manager, Legislative Services/ Deputy City Clerk
City of Woodstock

Cc.

The Hon. Prabmeet Sarkaria, Minister of Transportation - prabmeet.sarkaria@pc.ola.org

The Hon. Kinga Surma, Minister of Infrastructure - kinga.surmaco@pc.ola.org

The Hon. Rob Flack, Minister of Agriculture - minister.omafra@ontario.ca

Trevor Jones, Associate Minister of Emergency Preparedness and Response - trevor.jones3@ontario.ca

The Hon. Sylvia Jones, Minister of Health - sylvia.jones@ontario.ca

Woodstock Police Services - nnovacich@woodstockpolice.ca

Police Services Board - oapsb@oapsb.ca;

Safe and Well Oxford – safewelloxford@gmail.com

Good Roads - info@goodroads.ca

Association of Municipalities Ontario - amo@amo.on.ca

Rural Ontario Municipal Association (ROMA) - roma@roma.on.ca

And all municipalities in Ontario



**TOWNSHIP OF
BRUDENELL, LYNDPOCH AND RAGLAN**

42 Burnt Bridge Road, PO Box 40
Palmer Rapids, Ontario K0J 2E0
TEL: (613) 758-2061 · FAX: (613) 758-2235

February 5, 2025

The Honourable Sylvia Jones,
Minister of Health
5th Floor, 777 Bay St.
Toronto, ON M7A 2J3

RE: Paid-Plasma-Free Zone

Dear Hon. Sylvia Jones,

Please be advised that at the Regular Council Meeting on February 5th, 2025, Council for the Corporation of the Township of Brudenell, Lyndoch and Raglan passed the following resolution, supporting the resolution from the City of Toronto.

Resolution No: 2025-02-05-08
Moved by: Councillor Quade
Seconded by: Councillor Banks

"Be it resolved that the Council for the Corporation of the Township of Brudenell, Lyndoch and Raglan support the City of Toronto's resolution Declaring Toronto a Paid-Plasma-Free Zone.

And further that this resolution be forwarded to Canadian Blood Services, Minister of Health, MPP John Yakabuski, and all Municipalities in Ontario."

Carried.

Sincerely,

Tammy Thompson
Deputy Clerk
Township of Brudenell, Lyndoch and Raglan

City Clerk's Office

Secretariat
Sylvia Przedziecki
Council Secretariat Support
City Hall, 12th Floor, West
100 Queen Street West
Toronto, Ontario M5H 2N2Tel: 416-392-7032
Fax: 416-392-2880
e-mail:
Sylvia.Przedziecki@toronto.ca
web: www.toronto.ca**In reply please quote:**
Ref.: 24-MM23.1

(Sent by Email)

December 20, 2024

ALL ONTARIO MUNICIPALITIES:**Subject: Member Motion Item 23.1**
Declaring Toronto a Paid-Plasma-Free Zone - by Councillor Chris Moise,
seconded by Councillor Alejandra Bravo (Ward All)

City Council on November 13 and 14, 2024, adopted [Item MM23.1](#) and in doing so, has forward this item to Canadian Blood Services, federal, provincial and territorial Ministers of Health, Grifols Pharmaceuticals, and all Ontario Municipalities and requested that they support only voluntary blood and plasma collection, where donors do not receive payment for their blood or plasma.

Yours sincerely,

Niko Markakis, for

for City Clerk

S. Przedziecki/mp

Attachment**Sent to: All Ontario Municipalities**
Chief Executive Officer, Canadian Blood Services
Chief Executive Officer, Grifols Canadac. **City Manager**

City Council

Member Motions - Meeting 23

MM23.1	ACTION	Adopted		Ward: All
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Declaring Toronto a Paid-Plasma-Free Zone - by Councillor Chris Moise, seconded by Councillor Alejandra Bravo

City Council Decision

City Council on November 13 and 14, 2024, adopted the following:

1. City Council express its opposition to the operation of private for-profit blood collection companies in the City.
2. City Council forward this item to Canadian Blood Services, federal, provincial and territorial Ministers of Health, Grifols Pharmaceuticals, and all Ontario Municipalities and request that they support only voluntary blood and plasma collection, where donors do not receive payment for their blood or plasma.

Summary

In the City of Toronto, we uphold the principle of voluntary blood and plasma donation, acknowledging its vital importance as a public good. Our commitment derives from the lessons of Canada’s tainted blood crisis, which tragically claimed approximately 8,000 lives. The subsequent Royal Krever Commission urged a fully voluntary, non-payment oriented blood and plasma donation system.

Within our Ontario healthcare system, we perceive blood donations as a priceless public resource, underscoring the need to safeguard the integrity of the public, voluntary donor system.

The Voluntary Blood Donations Act of Ontario strengthens this stance, legislating against the payment of donors and prohibiting donors from receiving financial compensation for their blood or plasma.

Canada Blood Services plans to open five paid plasma clinics, including one in Toronto, by 2025. This issue needs immediate attention and action. The public health community has raised concerns about Grifols Pharmaceuticals' plans to open a Toronto clinic. It's vital we protect vulnerable residents from exploitation by for-profit plasma collection companies offering cash for blood-plasma, a predatory practice.

In bringing this motion forward, we strive to reinforce the principles of voluntary, non-remunerated blood and plasma donation, protecting both the integrity of Canada’s public blood system and the dignity of blood donors.

Background Information (City Council)

Member Motion MM23.1

<https://www.toronto.ca/legdocs/mmis/2024/mm/bgrd/backgroundfile-249600.pdf>

Attachment 1 - Resolution to Declare the City of Hamilton a "No Paid Plasma Zone"

<https://www.toronto.ca/legdocs/mmis/2024/mm/bgrd/backgroundfile-250144.pdf>



The Corporation of The Township of The Archipelago
Council Meeting

Agenda Number: 16.5.
Resolution Number 25-029
Title: Response to Tariff Threats - Support Canadian Business and Consumers
Date: Friday, February 21, 2025

Moved by: Councillor Manners
Seconded by: Councillor Barton

WHEREAS the Corporation of The Township of The Archipelago (The Archipelago) is a Canadian government entity; and

WHEREAS The Archipelago is committed to fiscal responsibility and prudent management of financial and organizational resources, information databases, and the protection of taxpayer information; and

WHEREAS The Archipelago developed 'guiding principles' for its broadband connectivity project that included 'Canadian solutions first, North American second' in the acquisition of technology and services; and

WHEREAS The Archipelago's projected capital program for 2025 is \$1.5 million; and

WHEREAS all Canadian municipalities have significant purchasing power through capital and infrastructure programs; and

WHEREAS United States President, Donald Trump, issued executive orders to impose tariffs on imports from Canada effective March 12, 2025; and

WHEREAS predatory tariffs by the US government affect all our residents, businesses, and institutions within The Archipelago, the Province of Ontario, and Canada; and

WHEREAS federal, provincial, and municipal leaders are encouraging Canadians to 'buy Canadian'; and

WHEREAS The Archipelago supports Team Canada efforts to stop US tariffs on Canadian goods and services.

NOW THEREFORE BE IT RESOLVED that The Archipelago adopts the following actions:

1. That staff ensure that all municipal data resides within Canada for security and sovereignty interests; and
2. That The Archipelago supports the federal and provincial call to action “Canadian business first” policy in its procurement of capital and infrastructure programs; and
3. That The Archipelago promotes the policy of “Buy Canadian” to encourage the purchase of Canadian goods and services and to support local business in The Archipelago and Parry Sound District; and
4. That all travel to the US for municipal advocacy requires the adoption of a formal position on US tariffs by The Archipelago; and
5. That Staff prepare a Council tariff position and policy for Council approval.
6. That The Archipelago participate in the Parry Sound Chamber of Commerce survey of businesses on the impact of tariffs and support, where possible, actions that follow.

FURTHER BE IT RESOLVED that this resolution be forwarded to: Prime Minister Justin Trudeau, Premier Doug Ford, MP Scott Aitchison – Parry Sound Muskoka, MPP Graydon Smith – Parry Sound Muskoka, Mayors of Parry Sound District Municipalities, Chief Adam Pawis - Shawanaga First Nation, Chief Warren Tabobondung - Wasauksing First Nation, Chief M. Wayne McQuabbie - Henvey Inlet First Nation, Association of Municipalities of Ontario, all Ontario municipalities, Rural Ontario Municipal Association, The Federation of Northern Ontario Municipalities, the Federation of Canadian Municipalities, and community associations in The Archipelago.

Carried

February 20, 2025

Honourable Doug Ford, Premier of Ontario
Via Email

Re: Ontario Deposit Return Program

Please be advised that Council of the Town of Halton Hills at its meeting of Monday, February 10, 2025, adopted Resolution No. 2025-0025 regarding Support for the Town of Bradford West Gwillimbury regarding Ontario Deposit Return Program.

Attached for your information is a copy of Resolution No. 2025-0025.

Respectfully,



Melissa Lawr, AMP
Deputy Clerk – Legislation

cc. Honourable Andrea Khanjin, Minister of Environment, Conservation and Parks
Honourable Peter Bethlenfalvy, Minister of Finance
Association of Municipalities of Ontario (AMO)
Honourable Ted Arnott, MPP Wellington – Halton Hills
Leaders of the Opposition Parties
All Municipalities in Ontario



TOWN OF
HALTON HILLS

THE CORPORATION
OF
THE TOWN OF HALTON HILLS

Resolution No.: 2025-0025
Title: Ontario Deposit Return Program
Date: February 10, 2025
Moved by: Councillor C. Somerville
Seconded by: Councillor J. Fogal

Item No. 12.1

WHEREAS the Ontario Deposit Return Program has successfully incentivized the recycling of alcoholic beverage containers;

AND WHEREAS ON September 20, 2024 the Town of Bradford West Gwillimbury issued a letter endorsing the expansion of the Ontario Deposit Return Program to include nonalcoholic beverage containers;

AND WHEREAS Halton Hills has always shown a leadership role in environmental matters including, passing in 2005, asking the province to create a deposit and return system for wine and liquor bottles;

NOW THEREFORE BE IT RESOLVED THAT the Council for the Town of Halton Hills hereby supports the letter dated September 20, 2024, by the Town of Bradford West Gwillimbury, regarding the Ontario Deposit Return Program;

AND FURTHER THAT a copy of this resolution be sent to the Premier of Ontario, Doug Ford; Minister of Environment, Conservation and Parks, Andrea Khanjin; the Minister of Finance, Peter Bethlenfalvy; the Association of Municipalities of Ontario (AMO); MPP Ted Arnott; Leaders of the Opposition Parties; and all Ontario Municipalities.



Mayor Ann Lawlor

September 20, 2024

BY E-MAIL

Hon. Andrea Khanjin, Minister of the Environment, Conservation and Parks
5th Floor
777 Bay St.
Toronto, ON M7A 2J3

Dear Minister Khanjin:

Ontario Deposit Return Program

I hope this letter finds you well. I am writing to formally address the recent discussions surrounding the Ontario Deposit Return Program, particularly regarding our community residents asking us about the recycling of nonalcoholic beverage plastics.

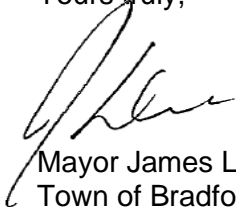
Whereas the Ontario Deposit Return Program has successfully incentivized the recycling of alcoholic beverage containers, resulting in the removal of over 204,000 tonnes of greenhouse gas emissions, we recognize the potential for similar success with nonalcoholic beverages.

The Ministry of the Environment, Conservation and Parks highlighted in their June 2023 letter that they are considering the adoption of a deposit-and-return system for nonalcoholic beverages. This initiative presents a unique opportunity to further promote recycling, reduce litter, and encourage sustainable practices among consumers.

Therefore, I am proud to announce that our Council endorses the expansion of the Ontario Deposit Return Program to include nonalcoholic beverage containers. We believe that this expansion will not only enhance environmental stewardship but also foster a culture of sustainability within our community.

We encourage all stakeholders to support this initiative and work collaboratively towards its implementation. Together, we can make a significant impact on our environment and set a positive example for future generations.

Yours truly,



Mayor James Leduc
Town of Bradford West Gwillimbury

CC:

Hon. Peter Bethlenfalvy, Minister of Finance
Hon. Caroline Mulroney, Member of Provincial Parliament for York-Simcoe
MPP Sandy Shaw, Opposition Environment, Conservation and Parks Critic
Ontario's Municipal Councils and Conservation Authorities

February 13, 2025

The Right Honourable Justin Trudeau
Office of the Prime Minister
80 Wellington Street
Ottawa, ON K1A 0A2

EMAIL: justin.trudeau@parl.gc.ca

Dear Prime Minister,

RE: Request the Redistribution of the Provincial Land Transfer Tax and GST to Municipalities for Sustainable Infrastructure Funding

Please be advised that at its meeting of January 28, 2025, Council of the Town of Niagara on-the-Lake adopted the following resolution:

Whereas municipalities face growing infrastructure needs, including roads, bridges, public transit, water systems, and other critical services, which are essential to community well-being and economic development; and

Whereas the current sources of municipal revenue, including property taxes and user fees, are insufficient to meet these increasing demands for infrastructure investment; and

Whereas the Province of Ontario currently collects the Land Transfer Tax (LTT) on property transactions in municipalities across the province, generating significant revenue that is not directly shared with municipalities; and

Whereas the Federal Government collects the Goods and Services Tax (GST) on property transactions, a portion of which could be directed to municipalities to address local infrastructure needs; and

Whereas redistributing a portion of the Provincial Land Transfer Tax and GST to municipalities would provide a predictable and sustainable source of funding for local infrastructure projects without creating a new tax burden on residents or homebuyers; and

Whereas a redistribution of a portion of the existing Land Transfer Tax and GST would allow municipalities to better plan and invest in long-term infrastructure initiatives, supporting local economic growth and improving the quality of life for residents;

1. Now Therefore Be It Hereby Resolved That Niagara-on-the-Lake Town Council formally requests the Provincial Government to consider redistributing a portion of the Land Transfer Tax collected on property transactions to municipalities; and

2. Be It Further Resolved That Niagara-on-the-Lake Town Council calls on the Federal Government to allocate a percentage of the GST collected on property sales to municipalities; and
3. Be It Further Resolved That this redistribution of the Land Transfer Tax and GST should be structured to provide predictable and sustainable funding to municipalities, allowing for better long-term planning and investment in infrastructure projects that benefit local communities, thus ensuring that local governments receive a fair share of the revenue to address critical infrastructure needs; and
4. Be It Further Resolved That copies of this resolution be forwarded to Prime Minister Justin Trudeau, Premier Doug Ford, the Ontario Minister of Finance, the Minister of Municipal Affairs and Housing, local Members of Parliament (MPs) and Members of Provincial Parliament (MPPs); and
5. Be It Further Resolved That copies of this resolution be forwarded to all 444 Municipalities in Ontario, the Federation of Canadian Municipalities (FCM), and the Association of Municipalities of Ontario (AMO) for their endorsement and advocacy

If you have any questions or require further information, please contact our office at 905-468-3266.

Sincerely,



Grant Bivol
Town Clerk

c.c. Ontario Minister of Finance Hon. Peter Bethlenfalvy - Minister.fin@ontario.ca
Minister of Municipal Affairs and Housing Hon. Paul Calandra - minister.mah@ontario.ca
The Federation of Canadian Municipalities - Info@fcm.ca
The Association of Municipalities of Ontario - resolutions@amo.on.ca
All local Members of Parliament (MPs)
All local Members of Provincial Parliament (MPPs)
All 444 Municipalities of Ontario



The Corporation of the
**Township
of
Uxbridge**

In The Regional Municipality of Durham

SENT VIA E-MAIL

Town Hall
51 Toronto Street South
P.O. Box 190
Uxbridge, ON L9P 1T1
Telephone (905) 852-9181
Facsimile (905) 852-9674
Web www.uxbridge.ca

February 14, 2025

Premier Doug Ford
Legislative Building, Queen's Park
Toronto, Ontario, M7A 1A1
premier@ontario.ca

**RE: IMPLEMENTATION OF "BUY CANADIAN" POLICY
TOWNSHIP FILE: A-00 G**

Please be advised that during the regular meeting of the General Purpose and Administration Committee of February 3, 2025, the following motion was carried:

THAT the Administration and Special Projects Committee receive Report CAO-04/25 regarding the implementation of "Buy Canadian" Policy;

AND THAT the Policy remain in place until such time as there is clear indication from the Provincial and Federal Governments that trade relations have been normalized;

AND THAT the Policy be forwarded to all municipalities in Ontario requesting they implement similar policies;

AND THAT the Policy be forwarded to AMO and ROMA;

AND THAT the Policy be forwarded to the Premier of Ontario, MP O'Connell, all Durham MPP's and appropriate Provincial Ministers;

AND THAT the Policy be forwarded to all Township Committee Chairs for information;

AND THAT Committee support this Policy in principle;

AND THAT the final document be run through the CAO's office for final approval.

I trust you will find the above to be satisfactory.

Yours truly,


Emily Elliott
Deputy Clerk
/ljr

cc: Honourable Jennifer O'Connell, MP
Honourable Peter Bethlenfalvy, MPP (peter.bethlenfalvy@pc.ola.org)
Minister of Finance (Minister.fin@ontario.ca)
Minister of Public and Business Service Deliver (todd.mccarthy@ontario.ca)
AMO (amo@amo.on.ca)
ROMA (roma@roma.on.ca)
All Ontario Municipalities



Georgian Bluffs

DEEPLY ROOTED. SUSTAINABLY GROWING.

Township of Georgian Bluffs Committee of the Whole Minutes

February 19, 2025, 5:00 p.m.

Council Chambers

Township Administration Offices

177964 Grey Road 18, RR#3, Owen Sound ON N4K 5N5

Members Present: Mayor Sue Carleton
Councillor Cathy Moore Coburn
Deputy Mayor Grant Pringle
Councillor Rick Winters
Councillor Tobin Day

Members Absent: Councillor Ryan Thompson
Councillor Isaac Shouldice

Staff Present: Brittany Drury, Deputy CAO/Director of Corporate Services
Brian Anderson, Asset Management Coordinator
Carly Craig, Manager of Legislative Services/Clerk
Samantha Buchanan, Treasurer
Niall Lobley, Chief Administrative Officer
Michael Benner, Director of Development and Infrastructure
Kevin Verkindt, Manager of Infrastructure and Engineering
Jodi Ward, Legislative Services Coordinator

This document can be made available in other accessible formats or with communications supports as soon as practicable and upon request.

1. Call to Order

Mayor Sue Carleton called the meeting to order at 5:00 p.m.

2. Territorial Acknowledgement

Mayor Sue Carleton opened the meeting with the territorial acknowledgment statement.

3. Adoption of Agenda

Moved By: Councillor Tobin Day

Seconded By: Councillor Rick Winters

That the agenda be approved as presented.

Approved

4. Declaration of Pecuniary Interest

None declared.

5. Announcements

Councillor Tobin Day thanked involved Southgate Council, staff, and community members for organizing a month of Black History events by Junction Community Initiatives (JCI). She noted that a number of events had been held throughout Dundalk and Grey Highlands.

Mayor Sue Carleton noted that the Coldest Night of the Year event would take place on Saturday, February 22nd and that Councillor Cathy Moore Coburn participating if anyone would like to sponsor her team. She further noted that the Polar Plunge by the Inter Township Fire Department and the Ontario Provincial Police in support of Special Olympics Ontario would also take place on the 22nd at the Shallow Lake Community Centre.

6. Public Participation

6.1 Presentations

Any person who wishes to make a presentation to Council must register with the Clerk at least seven (7) days in advance of the scheduled meeting. To register you can:

1. Complete the online delegation form:
www.georgianbluffs.ca/delegations.
2. Call the Clerk's Office at 519-376-2729 ext. 603; or
3. Register in Council Chambers with the Clerk prior to the meeting start time (5:00 p.m.)

None.

6.2 Delegations on Agenda Items

Any person who wishes to appear before Council regarding an item on the agenda must register with the Clerk's Office. To register you can:

1. Complete the online delegation form:
www.georgianbluffs.ca/delegations.
2. Call the Clerk's Office at 519-376-2729 ext. 603; or
3. Register in Council Chambers with the Clerk prior to the meeting start time (5:00 p.m.)

6.2.1 PSD Citywide - Asset Management Plan

Sarah Craig from PSD Citywide provided a brief presentation to Council on the regulatory framework, inclusions in the asset management plan (core assets, non-core assets), estimation of replacement costs for assets by category, asset conditions, annual capital requirements, key takeaways, and next steps.

6.3 Corporate Services

6.3.1 COR2024-004 - Asset Management Plan

Council comments and questions included:

- Clarity on tech and communication within the plan, useful life
- Clarity on whether the 1.5% contribution to assets are to replace existing assets like for like or for new assets
- The plan notes a 66% assessed condition value. Does the Township have a list of what doesn't have an assessed condition value?

Staff provided clarity around the contributions discussed above and noted that although like for like replacements of assets were accounted for in the Plan, the Facilities Master Plan will inform new construction or upgrades to buildings and parks.

COW2025-009

Moved By: Councillor Tobin Day

Seconded By: Deputy Mayor Grant Pringle

That the Committee of the Whole receive report COR-2025-004, Asset Management Plan, and

That staff be directed to bring forward a by-law to the March 5, 2025, Council meeting to formally approve the 2024 Asset Management Plan for the Township of Georgian Bluffs, and

That staff be directed to include the 2024 Asset Management Plan into 2026 budget considerations, and

That staff post the approved 2024 Asset Management Plan to the Township website, as well as forward a copy to the Infrastructure Program and Projects Division of the Ontario Ministry of Infrastructure to meet the Township's requirements under O. Reg. 588/17 as it applies to the July 1, 2024, regulatory timelines.

Approved

6.4 Public Inquiries

Any person who wishes to appear before Council with a question or inquiry must register with the Clerk's Office. To register you can:

1. Complete the online delegation form:
www.georgianbluffs.ca/delegations.
2. Call the Clerk's Office at 519-376-2729 ext. 603; or
3. Register in Council Chambers with the Clerk prior to the meeting start time (5:00 p.m.)

None.

7. Recommendation Reports

7.1 Office of the CAO

7.1.1 CAO2025-04 Extension of Waste Management Contract

The CAO provided a brief overview of the report.

Council comments and questions included:

- Clarity around the timelines associated with the advertised RFP.
- Questions about existing contract service levels and whether the Township would continue to work with Waste

Management to improve service and communication during the extension.

COW2025-010

Moved By: Deputy Mayor Grant Pringle

Seconded By: Councillor Rick Winters

That Council direct staff to extend the existing contract with Waste Management for the collection of 'Blue Box' recycling at the same terms and conditions thru December 31st, 2025, and,

That Council direct staff to extend the existing contract with Waste Management for the collection of household solid waste collection at the same terms and condition thru May 31st 2026, and,

That the Mayor and Clerk be authorized to sign an extension agreement extending services as outlined and that such an agreement does not extend beyond May 31st 2026.

Approved

7.2 Development & Infrastructure

7.2.1 DEV2025-21 - Shallow Lake WTP Filter Media, Effluent / Backwash Header and Air Inlet Pipe Replacement

The Manager of Engineering provided a brief overview of the report, noting that the required budget had been reduced to \$44,500.

Council discussed the potential challenges and outcomes associated with the repair, noting that additional repairs may be needed due to the age of equipment. This discussion included questions around whether a quotation from OCWA for a full tank replacement should be obtained. As a result of discussions, the motion was amended as follows:

COW2025-011

Moved By: Councillor Tobin Day

Seconded By: Deputy Mayor Grant Pringle

That Council receive Staff Report DEV2025-21; and

That a capital budget in the amount of \$44,500 be created and funded from the Shallow Lake Water System Reserve to support the necessary construction for the Shallow Lake Water Treatment Plant upgrades as needed; and

That staff be directed to obtain a quotation for additional work be identified for the long-term integrity of the treatment plant prior to the media filter media replacement; and

That staff be directed to seek an estimate for the complete replacement of Filter Housing 1 at the earliest opportunity and prior to the replacement of the filter media.

Approved

8. Updates from Members Appointed to County Council, Committees, and Local Boards

8.1 County Council

Mayor Sue Carleton provided a brief update on County Council business, including:

- The Warden's Forum is scheduled for April 4, 2025, and members of Council are welcome to attend.
- The Economic Development and Leadership Forum is scheduled to take place on October 30, 2025.
- Discussion around the development of a Team Grey Committee to align with the broader works around the Municipal Collaboration Framework. She noted that each municipality would have input into the Terms of Reference in 2025.
- An update on the Closed Session Complaint Investigation from the Grey County All Councils meeting, noting the meeting was found to be in compliance.
- A notice of motion was put forth to establish a Joint Services Ad Hoc Committee for Grey County.
- A report from the CAO on the potential impact of tariffs to businesses in Grey County.
- Updates to the Forrest Management By-Law, noting that the final version would be presented in 2025.

- Assessment and future discussion will be held on the County's Committee of the Whole structure vs. Standing Committee structure.

8.2 Other Boards and Committees

None.

9. Unfinished Business

None.

10. New Business

10.1 Emery Bridge Design and RFP Update

Further to notice of discussion provided by Councillor Rick Winters at the February 5, 2025, meeting of the Committee of the Whole.

Councillor Rick Winters requested an update and expressed concerns with the RFP and noted that Council had not yet had the opportunity to provide input into designs and cost considerations.

The Director of Development and Infrastructure acknowledged the oversight in bringing the design considerations back to Council. It was noted that at the April 17, 2024 meeting, Council provided direction to proceed with "Alternative B", a single lane bridge and discussion was held regarding how bridge could be adjusted to accommodate agricultural equipment. The public attended this meeting and provided input into the design. At this meeting, a single source for the design was awarded to GEI Consultants.

It was noted that the detailed design could have been brought back to Council and staff expressed that in the interest of time, a decision was made to move forward with the cast in place concrete bridge as it provided the least capital cost and higher life cycle. Further, that the tender was released to meet the 2025 construction schedule set by Council. Staff relayed that the RFP took into account the comments provided at that meeting.

Councillor Tobin Day refrained from discussion and noted that she declared a conflict of interest at the April 17th meeting and would be required to do so again if the conversation progressed.

11. Notice of Motion/Notice of Discussion

None.

12. Closed Session

COW2025-012

Moved By: Councillor Rick Winters

Seconded By: Councillor Tobin Day

That Committee of the Whole hereby moves into closed session at 6:26 p.m. in the Sarawak Room with the Chief Administrative Officer, Deputy CAO/Director of Corporate Services and Manager of Legislative Services/Clerk remaining in the room to discuss:

- 12.1 a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board (exemption "k" of section 239(2) of the *Municipal Act, 2001*) - Shared Services.
- 12.2 personal matters about an identifiable individual, including municipal or local board employees (exemption "b" of section 239(2) of the *Municipal Act, 2001*) - MMEWG Community Applications.

Approved

13. Reporting Out of Closed Session

Mayor Sue Carleton reported out of closed session, noting that Council went into closed session under open meeting exemptions "k" and "b" of section 239(2) of the *Municipal Act, 2001*. As a result of closed session discussions, the following actions were taken:

- 12.1 Direction was provided to staff.
- 12.2 Council reviewed applications received for citizen representation on the Multi Municipal Energy Working Group. As a result, the following motion was presented in open session for consideration of Council:

COW2025-013

Moved By: Councillor Cathy Moore Coburn

Seconded By: Councillor Tobin Day

That Michael Pearson be appointed to the Multi Municipal Energy Working Group as the citizen representative for the Township of Georgian Bluffs; and

That staff be directed to present an appointment by-law at the March 5, 2025, meeting of Council.

Approved

14. Adjournment

Mayor Sue Carleton noted that Council will meet as regularly scheduled on March 5, 2025 at 5:00 p.m.

Moved By: Councillor Rick Winters
Seconded By: Councillor Tobin Day

That the meeting be adjourned at 7:27 p.m.

Approved

Mayor, Sue Carleton

Clerk, Carly Craig



Report: Quarter 1 (2025) Council Direction Reporting

Report#: CAO2025-010

Date: Wednesday, March 5, 2025

From: Niall Lobley, Chief Administrative Officer

Information Report

This document and its attachments are public and available in an accessible format upon request.

Analysis

At their meeting on January 18, 2023, Council directed staff to provide quarterly updates on action items as directed via resolution.

In their capacity as administrative support to Council, the Legislative Services department maintains a direction log that is updated following each Council meeting and updated by members of the Leadership Team. The direction log reflective of Q1 2025 updates, is attached as "Appendix A" for Councils information.

Respectfully Submitted:

Niall Lobley, Chief Administrative Officer in consultation with the Leadership Team

Agenda Item	Status	Description	Meeting Type	Meeting Date	Comments
HR2023-04 - CAO Performance Review 360-Degree Assessment	In Progress	12.1.5 HR2023-04 - CAO Performance Review 360-Degree Assessment COW2023-043 Moved By: Councillor Cathy Moore Coburn Seconded By: Councillor Rick Winters Whereas Council of the Township of Georgian Bluffs adopted an Annual CAO Performance Policy in March of 2020; and Whereas since the adoption of said policy, staff have identified areas for revision that may increase its efficiency; Now therefore, be it resolved that Council hereby directs staff to amend the CAO Annual Performance Review Policy as follows: That the 360-Degree Assessment provision be amended so that it is held in the Spring every other year; or sooner at the request of Council; and That Council direct staff to proceed immediately with preparing an RFP for an External Consultant to conduct a 360-degree assessment on the CAO; and That the 360-Degree Assessment summary report be provided to all of Council rather than the Mayor and Deputy Mayor.	Council Meeting	5/10/2023 17:00	To be completed through the 2025 Market Check
CAO2023-11- Building Service Improvements	In Progress	CAO2023-11- Building Service Improvements Read the recommendation: That staff be directed to undertake a review of the Townships Building Bylaw to: <ul style="list-style-type: none"> - Ensure it includes an updated Code of Conduct for Building Officials - Ensure it provides clarity on required documentation required for Permit and Plan Review - Ensure it provides clarity on required inspections for permit issuance And, generally is consistent with the adopted processes of the Township in regards to permit review, inspection and issuance That staff be directed to remove the requirement for Electrical and HVAC submissions as part of the building bylaw and make these discretionary at the direction of the CBO based on building use and function. That staff be directed to ensure that the CloudPermit system adopted by the Building Services Team enables clear labelling of inspections associated with meeting Ontario Building Code (mandatory) and Township Building Bylaw requirements. And, that the Chief Building Official be directed to ensure that all approved drawings be included in the final approval package on CloudPermit.	Council Meeting	10/4/2023 17:00	Early 2025. Following approval of the shared services pilot.
CAO2023-11 - Pottawatomi Water Supply	In Progress	COW2023-143 Moved By: Councillor Rick Winters Seconded By: Mayor Sue Carleton That Council direct staff to engage with staff at the City of Owen Sound to explore feasibility of assuming the responsibility, administration and management of the City water supplies that exist in the Veterans subdivision of Brooke, with the installation of a bulk water meter, and, That staff work with City staff in developing an agreement that the Township may extend this service, at the Townships cost, to Atkins Drive, and, That if it is possible, that such a service includes fire suppression along the length of the new water infrastructure corridor and, That staff will negotiate a proposed connection fee from the City of Owen Sound for establishing 25 new connections to the City water system, and, That only those residents connected to the Pottawatomi Municipal Supply will be connected to an alternative supply at this time, and, That staff be directed to organize and host a community meeting with residents on Atkins Street to answer questions in respect to water supplies, and, That staff be directed to engage the RFP process and, That staff bring back a report as part of budget 2024 on potential costs, funding avenues and timelines for a new service to be established. Approved	Council Meeting	11/22/2023 17:00	Update report scheduled for December 2025.
Town of Cobourg - Affordability of Water and Wastewater Systems	Incomplete	RES2024-055 Moved By: Councillor Tobin Day Seconded By: Deputy Mayor Grant Pringle That staff be directed to bring back further information regarding item 9.3.6 - Town of Cobourg - Affordability of Water and Wastewater Systems and the County of Renou resolution. Carried	Council Meeting	3/20/2024 17:00	
Saugeen Mobility and Regional Transit - Stephan Labelle	In Progress	RES2024-069 Moved By: Councillor Cathy Moore Coburn Seconded By: Councillor Rick Winters That staff be directed to bring back information regarding options to partner with Saugeen Mobility and Regional Transit.	Council Meeting	4/10/2024 17:00	Early 2025.
Principles Integrity - Recommendation Report	In Progress	RES2024-107 Moved By: Deputy Mayor Grant Pringle Seconded By: Councillor Isaac Shouldice That the pay of Councillor Moore Coburn be suspended for a period of 30 days; and That a training session for Council be arranged to be provided by the Integrity Commissioner on the roles and responsibility of members of Council for which training should be mandatory for Councillor Moore Coburn. Carried (4 to 2)	Council Meeting	5/15/2024 17:00	Staff are continuing to attempt arrangement of this training.

Multi Municipal Energy Working Group - Minutes & Agendas	In Progress	RES2024-122 Moved By: Councillor Ryan Thompson Seconded By: Councillor Rick Winters That staff be directed to look into canvas for community representation to represent the Township on the Multi Municipal Energy Working Group. Carried	Council Meeting	6/12/2024 17:00	Projected for completion as of Q1 2025.
Extension of Transportation Services to Georgian Bluffs	In Progress	Extension of Transportation Services to Georgian Bluffs Moved By: Councillor Ryan Thompson Seconded By: Councillor Tobin Day That staff reach out to the Chamber of Commerce to confirm the status of the discussions regarding the extension of transportation services to Georgian Bluffs; and That staff be directed to bring back a report detailing the cost of potential transit services. Carried	Council Meeting	9/11/2024 17:00	Early 2025.
CAO2024-032 - Georgian Bluffs Green Fleet Strategy	In Progress	CAO2024-032- Georgian Bluffs Green Fleet Strategy COW2024-105 Moved By: Councillor Rick Winters Seconded By: Councillor Ryan Thompson That Council acknowledge and recognize the valued contribution of Roger Martins expertise and generous volunteer support in helping to develop a Green Fleet Strategy and a fleet GHG estimating tool for Georgian Bluffs and, That staff be directed to use the tool in developing a draft a long-term strategy for fleet renewal and replacement to be embedded within the Georgian Bluffs Asset Management Plan in 2025, and, That staff be directed to develop a long-term (thru 2050) fleet renewal program that supports the adoption of zero emission vehicles (ZEVs) only as practical ZEVs become available for the Townships various jobs.	Committee of the Whole	10/23/2024 17:00	
COR2024-038 - Functional Road Classifications	Incomplete	12.1.5 COR2024-038- Functional Road Classifications COW2024-108 Moved By: Councillor Ryan Thompson Seconded By: Councillor Rick Winters That Committee of the Whole receive report COR2024-038, Functional Road Classifications, and That staff proceed with drafting a level of service policy for each functional road classification and identified service consistent with current levels of service and inclusive of Committee comments received, and That the draft policy be promoted and shared for public engagement on Engage GB to receive feedback before presenting to Council for adoption.	Committee of the Whole	10/23/2024 17:00	
COR2024-041 - Amendments to Volunteer Recognition Program	Incomplete	13.1.1 COR2024-041 - Amendments to Volunteer Recognition Program RES2024-225 Moved By: Councillor Tobin Day Seconded By: Councillor Ryan Thompson That Council proceed with Option #2 as described in Report COR2024-041 herein; and That staff be directed to author a follow up report that outlines the program framework in detail, in the form of an amended draft Volunteer Recognition Policy for consideration of Council.	Council Meeting	11/6/2024 17:00	
CSD2023-07 - Building Energy Monitoring	Completed	Moved By: Deputy Mayor Grant Pringle Seconded By: Councillor Ryan Thompson That Council direct staff to implement a whole building monitoring system supported by SustainErgy at Shallow Lake Arena/Community Centre and the Administrative Offices supported by the Community Building and Monitoring Grant, up to the cost of \$10,600.	Council Meeting	4/12/2023 17:00	This was updated at Committee on April 17th/Council May 1st in respect to moving forward. FCM/GMF Grant is yet to be confirmed and the project is contingent on that approval. Grant was confirmed and agreement with FCM entered into. All equipment has been installed at both locations and training will be completed before end of Sept. All equipment installed, system active and training scheduled for early November.
FIN2023-07 - Asset Management Plan	Completed	COW2023-046 Moved By: Councillor Isaac Shouldice Seconded By: Mayor Sue Carleton That Council approve waiving By-law 2019-047 being a by-law for the procurement of goods and services, to allow for external advice on a temporary retainer basis, up to a maximum of \$50,000, related specifically to creation of an 10 updated Asset Management Plan to be provided by PSD Citywide Inc.; and That Council endorse the next steps required for creation of an updated Asset Management Plan to meet the requirements as set out in O. Reg. 588/17 Asset Management Planning for Municipal Infrastructure; and That Council direct staff to bring forward an updated Asset Management Plan for final approval by Council. Approved	Council Meeting	6/7/2023 17:00	

Notice of Motion	Completed	COW2023-065 Moved By: Mayor Sue Carleton Seconded By: Councillor Rick Winters That the Clerk be authorized to release the May 17, 2023, closed session recording to Councillor Cathy Moore Coburn; and That staff be directed to bring back an amended Closed Session Policy to allow recording access to Council members upon request. Carried	Council Meeting	6/21/2023 17:00	
Property Concern	Completed	RES2023-148 Moved By: Councillor Tobin Day Seconded By: Councillor Cathy Moore Coburn Whereas staff and Council have received concerns relating to private property in Georgian Bluffs; and Whereas there appear to be concerns related to: 1. alterations of the shore road allowance 2. nuisance complaints associated with a business being run from the property 3. septic system servicing the property 4. drinking water concerns for the neighbouring properties; and Whereas Council wishes to be informed generally, about septic and water permit processes, processes regarding violations and appeals, and which local authorities have jurisdiction over these concerns (Conservation Authority/GSCA, Grey Bruce Public Health, MOE, SON, etc.); Now therefore be it resolved that staff be directed to bring back information about the status of this business on violations/appeals, permits for septic and water service in place and the approval process undergone to date, and that staff invite relevant local authorities to attend and respond to questions about their role in such matters. Carried	Council Meeting	6/21/2023 17:00	Report due in October 2024
Status of Private Road - Big Bay	Completed	RES2023-149 Moved By: Councillor Cathy Moore Coburn Seconded By: Deputy Mayor Grant Pringle Whereas the legal status of Private Road has been called into question; and Whereas there is a lack of clarity over which person/s or agencies are responsible for ongoing maintenance of the road; and Whereas the current condition of the road has been a cause of concern for residents who rely on it for access to their properties; and Whereas it is understood that other residents may have concerns around inappropriate public use and speeding; and Whereas council wishes to be make fully informed decisions about this issue, including who is responsible for ongoing maintenance; Now therefore be it resolved that staff be directed to investigate this situation and bring back information to council, including related documents and legal opinions, such that council can make fully informed decision about the status of Private Road and its future maintenance; and That staff be authorized to spend up to \$10,000 with costs associated with the investigation from the Working Capital Reserve. Carried	Council Meeting	6/21/2023 17:00	Report was delivered to Council
Development and Drainage Impacts on Church Sideroad and Balm Beach Road	Completed	RES2023-172 Moved By: Councillor Cathy Moore Coburn Seconded By: Councillor Tobin Day That Council direct staff to bring back report regarding drainage in Church Sideroad and Balm Beach Area. Carried	Council Meeting	7/12/2023 17:00	Report due on September 18th 2024
CES-2023-15 - Speed Limits Keppel Sarawak School	Completed	COW2023-080 Moved By: Councillor Rick Winters Seconded By: Councillor Cathy Moore Coburn That Council direct Georgian Bluffs staff to work with City of Owen Sound staff in supporting the creation of a school zone at Keppel Sarawak school; and That subject to the approval of Owen Sound Council, Georgian Bluffs staff work with City of Owen Sound staff on implementing a 30 km/hr. speed limit on: - 24th Street between Carney Street and 8th Avenue West - Finden Street at 24th Street for approximately 300 m due north and, - 8th Avenue between 24th Street West and 26th Street West; and That staff be directed to develop a bylaw reflective of these changes as required. Approved	Council Meeting	8/16/2023 17:00	For completion in December 2025.
CAO2023-08 - Emery Bridge Replacement	Completed	12.1.3 CAO2023-08 - Emery Bridge Replacement COW2023-085 Moved By: Councillor Isaac Shouldice Seconded By: Councillor Rick Winters That staff be directed to engage GM Blueplan for Engineering Services to support the planning phases for the replacement of the Emery Bridge on Church Sideroad; and That this work be supported by the Bridges Study budget identified in the 2023 budget process with any overages funded from the Roads Bridges reserve. Approved	Council Meeting	9/13/2023 17:00	

CES2023-20 - Grey County Cycling Route Signposting	Completed	12.1.10 CES2023-20 - Grey County Cycling Route Signposting COW2023-092 Moved By: Councillor Tobin Day Seconded By: Councillor Cathy Moore Coburn That staff be directed to work with staff at Grey County to implement signage on Township roads to promote active transportation and cycling routes as identified in the Grey County Cycling and Trails Master Plan. Approved	Council Meeting	9/13/2023 17:00	
Dark Sky Preservation	Completed	12.1.14 Dark Sky Preservation COW2023-096 Moved By: Mayor Sue Carleton Seconded By: Councillor Rick Winters Whereas the Township of Georgian Bluffs has significant natural heritage assets; and Whereas protecting the dark sky has social, economic, and environmental advantages; and Whereas there is a significant economical impact associated with the cost of wasted outdoor lighting that shines upwards; and Whereas dark sky lighting keeps the sky dark by directing the light downward, reduces light pollution, and conserves energy; and Whereas outdoor dark sky friendly lighting can still provide a sense of security and is inexpensive to implement; and Whereas humans and animals depend on natural light-dark cycles for wellbeing and light pollution disrupts mammal, bird, insect, and amphibian behaviors; and Whereas there is social value associated with dark sky preservation such as the view of the moon, stars, and northern lights, including a value to tourism; and Whereas neighbouring municipalities including the Municipality of Northern Bruce Peninsula and the Municipality of West Grey are undertaking dark sky policy work; and Whereas a collective effort to protect the dark sky is most effective; and Whereas the County of grey Official Plan Update includes a request of lower-tier municipalities to include dark sky policies in their Official Plans for new development; Now therefore, be it resolved that Council of the Township of Georgian Bluffs hereby directs staff to investigate dark sky preservation techniques, including by-laws, that best suit the Township of Georgian Bluffs. Approved	Council Meeting	9/13/2023 17:00	Dark sky work has been embedded in the OP revisions and will be included in subsequent zoning bylaw work. Staff are implementing dark sky focused grants through the CIP and will undertake a further review of street lights in respect to dark skies as part of climate change and ongoing environmental work.
CES2023-21 - Disposal of Surplus Scrap Metal and Machinery	Completed	CES2023-21 - Disposal of Surplus Scrap Metal and Machinery COW2023-103 Moved By: Councillor Cathy Moore Coburn Seconded By: Councillor Rick Winters Whereas the Township of Georgian Bluffs is the sole owner of various equipment and machinery which it received and stored during the preparation and presentation of a proposal to the BioGrid Board of Management to retrofit the facility to accept source separated organics; and Whereas the BioGrid Board of Management subsequently rejected this proposal in 2019, and as agreed in advance, all equipment and machinery were left with the Township; Now therefore, the Committee of the Whole hereby recommends to Council that this equipment and machinery be declared surplus to the needs of the Township; and, That Staff be directed to release a Request for Proposal (RFP) to be distributed to companies that specialize in the removal and recycling of metal to provide bids on the purchase of this material. Approved	Council Meeting	10/4/2023 17:00	Report scheduled for November 13th agenda.
CES2023-19 - Township Accesses at Bass Lake	Completed	12.1.2 CES2023-19 - Township Accesses at Bass Lake COW2023-107 Moved By: Councillor Rick Winters Seconded By: Councillor Isaac Shouldice That no action be taken in respect to the three accesses in the care and control of the Township at Bass Lake so that; - They remain in public ownership stewarded by the Township - That the Township does not seek to install any step or dock infrastructure on these accesses to support access to Bass Lake, and, That the Township be receptive to reviewing and considering a future proposal, if one is made, for a resident group owned and operated access being established on Township property. Approved	Council Meeting	10/18/2023 17:00	
CES2023-20 - Derby Arena Proposal	Completed	12.1.3 CES2023-20 - Derby Arena Proposal COW2023-108 Moved By: Councillor Isaac Shouldice Seconded By: Councillor Cathy Moore Coburn That staff be directed to inform the proponent that Council is uninterested in exploring an agreement for alternative use of the Derby Community Centre; and That a staff report and formal proposal for further consideration of Council is not supported at this time; and That staff be directed to bring back a report outlining opportunities to optimize use of the Derby Community Centre. Approved	Council Meeting	10/18/2023 17:00	Completed. Further report will be the Facilities Master Plan due in late 2025.

Land Acknowledgement Statement	Completed	<p>16.1 Land Acknowledgement Statement RES2023-041 Moved By: Councillor Rick Winters Seconded By: Councillor Cathy Moore Coburn Whereas the Council of the Township of Georgian Bluffs adopted policy ADMIN-03-21 Land Acknowledgement Statement in July of 2021; and Whereas Council of the Township of Georgian Bluffs is committed to meaningful reflection and sharing of the land acknowledgment statement as part of the decision-making process; and Whereas Council approved an amendment to the policy in June of 2023 to provide that the statement be read on a volunteer basis by members of Council and staff, with a personal reflection where possible to reflect on the statements meaning for the work being undertaken by the Township; and Whereas the Township is committed to ensuring the dialogue around truth and reconciliation continues in a meaningful way; Now therefore be it resolved that Council hereby approves the following changes to policy ADMIN-03-21 Land Acknowledgement Statement: 1. That the land acknowledgement statement be amended to include In the spirit of reconciliation, we acknowledge at the beginning. 2. That the reading and personal reflection by members of Council and staff occur at the first Council meeting of each month on a volunteer basis. And that staff be directed to consult Saugeen Ojibway Nation as part of the comprehensive review of the Policy, due in 2023. Carried</p>	Council Meeting	10/18/2023 17:00	
CES2023-023 - Shallow Lake Village Improvement Committee and Proposed Dog Park	Completed	<p>COW2023-123 Moved By: Mayor Sue Carleton Seconded By: Councillor Cathy Moore Coburn That Council directs staff to bring forward a proposal for Township funding in the amount of \$75,000 as part of budget 2024 to support the creation of a Dog Park and associated parking at the Shallow Lake Athletic Fields in partnership with the newly formed Shallow Lake Village Improvement Committee, and, If Council supports the allocation of budget in 2024, that staff work with community members across the Township and in the Shallow Lake Village Improvement Committee to design a dog park area, and, If Council supports the allocation of budget in 2024, that staff be directed to receive funds raised by the community for the dog park and issue tax receipts for such donations, and, 11 That staff be directed to present a by-law for enactment to repeal By-law 2016-041 being a by-law to establish the Shallow Lake Village Improvement Project Board and By-law 2018-051 to appoint members, and, That Council direct staff to work with and support the Shallow Lake Village Improvement Committee where there are works of mutual interest and of benefit to the Township as a whole. Approved</p>	Council Meeting	11/8/2023 17:00	
CES2023-022 - Corporate Climate Action Plan	Completed	<p>COW2023-131 Moved By: Councillor Tobin Day Seconded By: Councillor Ryan Thompson That Council adopt the Corporate Climate Action Plan presented alongside Report CES2023-22, and, That Council direct staff to submit the Plan for recognition through PCP for Milestones 2 and 3, and, That Council direct staff to implement actions within the Plan through subsequent budget cycles, including the upcoming 2024 budget cycle. Approved</p>	Council Meeting	11/8/2023 17:00	
Correspondence - Owen Sound Chamber of Commerce - Sunset Strip Transportation	Completed	<p>Correspondence - Owen Sound Chamber of Commerce - Sunset Strip Transportation COW2023-005 Moved By: Councillor Tobin Day Seconded By: Councillor Ryan Thompson That staff be directed to collaborate with the Owen Sound Chamber of Commerce, City of Owen Sound, and County of Grey to extend public transportation to the Sunset Strip areas and; That staff be directed to come back with a report.</p>	Council Meeting	1/17/2024 17:00	Verbal update to be given on September 11th

DEV2024-006 - Enbridge Franchise Agreement Renewal	Completed	COW2024-016 Moved By: Councillor Isaac Shouldice Seconded By: Councillor Cathy Moore Coburn That Council approve the form of draft by-law and franchise agreement attached as Schedule A to the report and authorizes the submission thereof to the Ontario Energy Board for approval pursuant to the provisions of Section 9 of the Municipal Franchises Act; and That Council request that the Ontario Energy Board issue an Order declaring and directing that the assent of the municipal electors to the draft bylaw and franchise agreement attached as Schedule A to the report pertaining to the Corporation of the Township of Georgian Bluffs is not necessary pursuant to the provisions of Section 9(4) of the Municipal Franchises Act; and That staff be directed to present a by-law at a future meeting of Council authorizing the Mayor and Clerk to execute the franchise agreement attached as Schedule A to the report.	Council Meeting	2/14/2024 17:00	
CES2024-001 - Climate Action Initiatives - Budget Allocation2024	Completed	COW2024-017 Moved By: Councillor Cathy Moore Coburn Seconded By: Councillor Tobin Day That, pending approval of the 2024 Budget, staff be directed to allocate funding from the approved Climate Initiatives funding toward securing an Environmental Initiatives Officer for a 3-year term; and That Council add an additional \$45,000 to the Climate Initiatives Budget to support this position; and That the projects included in the Budget Request 'Corporate Climate Action Plan Implementation' be priorities for the Environmental Initiatives Officer to address; and That a new Reserve be established to support the work of the Township in addressing Climate Change; and That 25% of any Operating Surplus from 2023 and subsequent years, be placed into this new Climate Change Reserve to fund initiatives directed by the approved Climate Action Plan; and That the Environmental Initiatives Officer be directed to explore all relevant external funding opportunities to advance, in Georgian Bluffs, the work of the Corporate Climate Action Plan, 'Committed to Change' and the Grey County Plan, 'Going Green in Grey'; and That the Environmental Initiatives Officer be directed to work in partnership with Grey County and its member municipalities, and the communities in and around Georgian Bluffs to implement and contribute to education and demonstrating leadership in climate change addressing actions.	Council Meeting	2/14/2024 17:00	
Multi-Municipal Energy Working Group - Wind Turbine Projects - "Unwilling Hosts"	Completed	RES2024-037 Moved By: Deputy Mayor Grant Pringle Seconded By: Councillor Rick Winters That Council receive the Township of Georgian Bay and Town of Parry Sound resolutions for information; and That Council direct staff to schedule a delegation with TC Energy and IESO. Carried	Council Meeting	3/6/2024 17:00	
Tay Valley Township - Declaration of a Climate Change Crisis	Completed	RES2024-057 Moved By: Councillor Isaac Shouldice Seconded By: Deputy Mayor Grant Pringle That staff be directed to bring back more information regarding item 9.3.11 - Tay Valley Township - Declaration of a Climate Change Crisis. Carried	Council Meeting	3/20/2024 17:00	
CAO2024-003- Shoreline Road Allowance Background Study	Completed	COW2024-020 Moved By: Councillor Tobin Day Seconded By: Mayor Sue Carleton That Council waive By-Law 2019-047, being a By-law for the procurement of goods and services to allow for the single sourcing of a comprehensive background study of the shoreline road allowance; and That Council direct staff to engage the services of Weir Foulds LLP to work with the Township in a comprehensive background study of the shoreline road allowance.	Council Meeting	3/20/2024 17:00	
Recycling Convenience Drop Off Site	Completed	COW2024-031 Moved By: Councillor Cathy Moore Coburn Seconded By: Deputy Mayor Grant Pringle That staff be directed to respond to the City of Owen Sound that Georgian Bluffs is interested in exploring a Cost Sharing Agreement, subject to further details, with the City of Owen Sound and the Township of Meaford to support the continued provision of a recycling convenience drop off at the Miller Waste Transfer Station, and That staff be directed to ensure that, if developed, a Cost Sharing Agreement is subject to a review prior to January 2026 and, That Miller Waste provide information in the form of an annual report in respect to usage of the Waste Transfer Site by residents to demonstrate the proportional use of the site by Georgian Bluffs residents, and, That entering into the Cost Sharing Agreement be only on the basis of all three parties being willing partners, and, That a Cost Sharing Agreement be brought back to Council for review before signing, and, That funding for this be taken from the Working Capital Reserve in 2024 and be included within future Base Budgets.	Council Meeting	4/10/2024 17:00	Meaford was not willing to partner on the recycling at the waste transfer site. However, while no funding support has been provided, the site remains operational as of September 2024
CES2024-006 - Award of RFT for Supply and Delivery of Bulk Highway Salt	Completed	RES2024-079 Moved By: Councillor Rick Winters Seconded By: Councillor Tobin Day That report CES2024-005 be received for information; and That RFT 2024-09 for the Supply, Hauling, and Placement of Quarry Sourced Granular 'M' Gravel be awarded to Walker Aggregates at a price of \$17.50 per tonne; and That staff be directed to reach out to Walker Aggregates to look into the 2nd year term pricing. Carried	Council Meeting	4/10/2024 17:00	

Volunteer of the Year Program	Completed	RES2024-084 Moved By: Councillor Cathy Moore Coburn Seconded By: Deputy Mayor Grant Pringle Whereas the Township of Georgian Bluffs adopted a Volunteer Recognition Policy in December of 2021; and Whereas program efficiencies may exist and have been identified throughout 2022 and 2023 award cycles, including the frequency and number of awards given out each year; and Whereas the Township is committed to building community, by recognizing its residents who dedicate their time to enhancing and bettering Georgian Bluffs through volunteer efforts in a meaningful way; Now therefore that staff be directed to bring back a report outlining potential opportunities for program efficiencies for consideration of Council. Carried	Council Meeting	4/10/2024 17:00	
CAO2024-006 - Building Shared Services Pilot with the City of Owen Sound	Completed	COW2024-029 Moved By: Councillor Cathy Moore Coburn Seconded By: Councillor Tobin Day That Council direct staff to enter into a Shared Service model with the City of Owen Sound for the provision of Building Services, and, That the CAO be authorized to sign an agreement for the provision of Shared Services as per this report, to extend no later than December, 2024 and, That staff prepare an amended by-law to designate staff of the City of Owen Sound to act as Chief Building Official, Deputy Chief Building Official and Inspector as needed, and, That the agreement specify an agreed on day rate for Building Services to be provided to the Township by the City and that the Township be invoiced on the agreed Day Rate on a monthly basis, and, That a report to Council on the pilot be provided before the end of 2024.	Council Meeting	4/10/2024 17:00	Report scheduled for November 13, 2024.
CES2024-012 - Community Engagement on a Off Leash Dog Park	Completed	COW2024-048 Moved By: Councillor Isaac Shouldice Seconded By: Councillor Tobin Day The staff be directed to complete a Community Engagement process on the potential for establishing an off-leash dog park in Georgian Bluffs. Approved	Council Meeting	5/15/2024 17:00	
Surface Treatment Cost Analysis	Completed	RES2024-116 Moved By: Deputy Mayor Grant Pringle Seconded By: Councillor Rick Winters Whereas Municipal roads and highways are critical infrastructure assets that sustain economic development and facilitate health and social well-being; and Whereas constructing, preserving, and maintaining roads are important yet challenging tasks for municipal governments under budgeting pressures and limited funding availability from upper levels of government; and Whereas the Township of Georgian Bluffs has a vast network of gravel and hard surface-treated roads it is responsible for maintaining; Now therefore be it resolved that staff be directed to prepare a life cycle cost analysis of all road types to determine value for money for application on Township roads. Carried	Council Meeting	5/15/2024 17:00	Report anticipated in October 2024
Asphalt Preservation Program	Completed	RES2024-117 Moved By: Councillor Rick Winters Seconded By: Councillor Tobin Day That staff be directed to bring back a report outlining a hard surface preservation program for the municipalities road system to be implemented in 2024 and not exceed \$500,000.00; and That the hard surface preservation program include as many lane kilometres as possible without exceeding the allocated funds; and That the work be funded from the Working Capital Reserve. Carried	Council Meeting	5/15/2024 17:00	
Township of Georgian Bay - Sustainable Infrastructure Funding for Small Rural Municipalities	Completed	Township of Georgian Bay - Sustainable Infrastructure Funding for Small Rural Municipalities RES2024-123 Moved By: Councillor Isaac Shouldice Seconded By: Councillor Rick Winters That staff be directed to forward a letter in support of the resolution passed by the Township of Georgian Bay. Carried	Council Meeting	6/12/2024 17:00	
Township of Larder Lake - Exotic Animals	Completed	Township of Larder Lake - Exotic Animals RES2024-124 Moved By: Councillor Tobin Day Seconded By: Councillor Rick Winters That staff be directed to bring back a report on Township by laws pertaining to exotic animal control. Carried	Council Meeting	6/12/2024 17:00	Early 2025.

Fees and Charges	Completed	That in drafting the Fees and Charges Policy, staff be directed to consider the following goals and objectives of Council: Ensure the principles of affordability, fairness, and equity. Consideration of fee types for Georgian Bluffs residents vs. non-residents. Consideration of rate subsidies for facilities for registered not-for-profit and youth sports organizations. Ensure our fees are competitive with direct urban/rural mix comparators with similar populations and services. Consider incentives such as reduced fees for climate and environmental renovations and upgrades. Consider upcoming changes to waste collection and maintain a fee for these services. Aim to decrease the burden on the tax base for parks and recreational user fees, at a target of 20% and consider increasing public drop-in fees. Introduce a cap on boat launch passes that are available to residents only and make remaining launch passes be available to non-residents on a first come first served basis. Investigate whether booking outdoor spaces such as pavilions is suitable for the Township. Investigate cemetery fees and charges and opportunities to decrease the tax burden. Maintain the pay-by incentive for dog tag fees. Investigate opportunities for police and fire user fees. Aim for a 100% recuperating rate for the Short-Term Accommodations licensing program. Consider including annual CPI increases for inflation; and That the areas of parks and recreation, planning and engineering and policy and fire be prioritized in 2025.	Special Council Meeting	6/17/2024 9:00	Staff report presented on February 5, 2025 which included information on direction items that are still outstanding and a Draft User Fee Policy (by-law scheduled to be passed on March 5, 2025).
Gordon Eyre - Balmy Beach Road Drainage	Completed	Staff to investigate drainage in this area in conjunction with the greater Balmy Beach Drainage capital project.	Committee of the Whole	7/10/2024 17:00	Report anticipated on Sept 18 2024
DEV2024-035 - Hard Surface Preservation Program	Completed	Staff to gather quotations and execute agreements to conduct the work outlined in the report.	Committee of the Whole	7/10/2024 17:00	
COR2024-022 - Updated Township Donation Policy	Completed	Staff to report back with a revised Donation Policy.	Committee of the Whole	7/10/2024 17:00	
COR2024-024 - Municipal Funding Agreement Canada Community Building Fund	Completed	Staff to coordinate the signing of the agreement with copies retained by each party and append an executed copy to the by-law. Note: will be completed by Clerks, Treasurer cc'd for information and execution of the agreement.	Committee of the Whole	7/10/2024 17:00	
	16-Apr-24	Completed	Publish minutes on website and append to the September consent agenda	Inter Township Joint Board of Management	7/16/2024 14:00
COR2024-028 - 2025 Board Meeting Schedule	Completed	Publish dates on website, escribe and circulate outlook calendar invitations	Inter Township Joint Board of Management	7/16/2024 14:00	
	3-Jul-24	Completed	Print for signing and publish on website.	Council Meeting	7/17/2024 17:00
Consent Agenda	Completed	Prepare and send all correspondence resulting from items pulled from consent and complete other actions contained within.	Council Meeting	7/17/2024 17:00	
Annual Child Care Worker and Early Childcare Worker Appreciation Day - October 24, 2024	Completed	As per Council direction, prepare and post social media content for the acknowledgment of Child Care Worker and Early Childcare Worker Appreciation Day on October 24.	Council Meeting	7/17/2024 17:00	
Invasive Species Program	Completed	Complete directions to staff contained in the motion, including reporting back on existing programs and presenting a budget request in 2025.	Council Meeting	7/17/2024 17:00	This work is completed ready for Council on Sept 27th
CAO2024-018- Bruce C - Notice of Commencement of Impact Assessment; Draft Response	Completed	CAO2024-018- Bruce C - Notice of Commencement of Impact Assessment; Draft Response COW2024-085 Moved By: Councillor Isaac Shouldice Seconded By: Councillor Tobin Day That Council direct staff to submit comments on behalf of the Township in response to the circulation of the Notice of Commencement of Impact Assessment Submission of Bruce C Initial Project Description. Approved	Council Meeting	9/11/2024 17:00	
Waste Collection Services	Completed	RES2024-183 Moved By: Councillor Rick Winters Seconded By: Councillor Isaac Shouldice That staff be directed to write a letter on behalf of Council regarding the service level received by the waste contractor. Carried	Council Meeting	9/11/2024 17:00	
CAO2024-017 - Dog Park Engagement Results Summary	Completed	CAO2024-017 - Dog Park Engagement Results Summary COW2024-084 Moved By: Councillor Rick Winters Seconded By: Councillor Tobin Day That report CAO2024-017 be received for information; and That staff be directed to bring additional information to Council for use and uptake of dog parks in comparable municipalities; and That staff be directed to engage the Shallow Lake Village Improvement Committee to determine the status of any fundraising or interest in fundraising should the project be supported; and That staff be directed to include an analysis for the location of the dog park at the former Shallow Lake Ball Diamond and the Shallow Lake Community Centre. Approved	Council Meeting	9/11/2024 17:00	Early 2025.

Life Directions, Marketing Business Engagement Specialist - Monica Singh Soares	Completed	RES2024-173 Moved By: Councillor Cathy Moore Coburn Seconded By: Councillor Ryan Thompson That Council of the Township of Georgian Bluffs hereby proclaims its support for the recognition of National Disability Employment Awareness Month (NDEAM); and That staff be directed to illuminate Township landmarks and buildings where possible and participate in a social media campaign to encourage community participation. Carried	Council Meeting	9/11/2024 17:00	
CAO2024-023 - Cost Recovery Options for Fire Services	Completed	That the CAO and Clerk be authorized to enter into an agreement with Fire Marque on an initial two-year term with the option to renew for up to five additional years, and, That staff be directed to report back after 12 and 24 months to share information on success of the program, and, That staff be directed to explore other options for cost recovery through insurance, such as for Road Traffic Accidents.	Committee of the Whole	10/2/2024 17:00	
DEV2024-054 - Z06-24 Hutchinson	Completed	That Council receive staff report Z06/24 Hutchinson Public Meeting for information relating to the October 9, 2024 Public Meeting; and That subject to the receipt of additional community and public agency comments and the review of comments arising at the public meeting and any additional information provided by the applicants, it is recommended that Application Z-05/24 and its amending by-laws be forwarded to a future Council meeting for consideration and adoption.	Committee of the Whole	10/9/2024 17:00	Scheduled for December 11th Council meeting
COR2024-036 - Hutten Land Transfer	Completed	That lands described as CON 5 PT LOT 17 RP 16R7880; PART 3, being a vacant 0.015 land parcel, owned by the Township of Georgian Bluffs, be transferred to the ownership of Hutten & Co. Land and Shore; and That the subject parcel, being classified as a public highway, be stopped-up and closed by by-law; and That the subject parcel be merged with the directly abutting 49.89 acre parcel, described as DERBY CON 5 PT LOT 16 RP;16R10169 PART 3; and That staff are hereby directed to prepare the acknowledgement and direction to formalize the transfer of lands to Hutten & Co. Land and Shore.	Committee of the Whole	10/9/2024 17:00	
COR2024-037 - Revised Township Donation Policy/User Fee Waiver Policy	Completed	Whereas, Council received report COR2024-022 being the Updated Township Donation Policy, on July 10, 2024; and Whereas, Council directed the report to be referred to staff and that staff bring back a revised draft policy base on Committee discussions; Now therefore, be it resolved that Council amend the Township donation policy to reflect removal of monetary donations and associated application process; and That Council approves the proposed Fee Waiver Policy as detailed herein; and That staff be directed to present an updated Township Donation Policy, a Fee Waiver Policy and approving By-laws for Councils consideration at an upcoming Council meeting.	Committee of the Whole	10/9/2024 17:00	
CAO2024-031 - Planning Efficiencies with Grey County	Completed	That Council direct staff to provide feedback, as requested, to Grey County in respect to a centralized planning service model as per report CAO2024-031 and additional comments resulting from discussion at the October 16th meeting of Council.	Council Meeting	10/16/2024 17:00	
Clean Yards By-Law	Completed	Whereas the Township of Georgian Bluffs has adopted Committed to Change, a Corporate Climate Action Plan; and Whereas Committed to Change highlights the important role the municipality plays in demonstrating leadership to community; and Whereas nature-based solutions to climate change are recognized in Committed to Change as a significant way of reducing the affects of climate change and mitigating the impacts of emissions; and Whereas natural grasslands are one of the most endangered habitats in Canada having been reduced by 75% as a result of land use changes; and Whereas natural grasslands protect soil and are known to provide one of the most diverse and effective carbon sinks, helping to lock up and store climate changing gases and provide valuable ecosystem services such as clean air and water; and Whereas the government of Canada hosted the United Nation Biodiversity Conference in late 2022 (COP15) and was an author and signatory to the Kunming-Montreal Global Biodiversity Framework (GBF) that recognises that there is a dangerous decline in biodiversity as a result of human activity; and Whereas the GBF seeks to address biodiversity loss, restore ecosystems, and protect Indigenous rights; and Whereas the GBF seeks to 'protect 30 by 30' and see 30% of inland lands and waters protected and restored to natural ecological systems; and Whereas it is understood that land use changes and habitat loss are having a disproportionate impact on pollinating species of insects, particularly species such as bees; and Whereas more than three-quarters of commercial food crops rely on insect pollination to sustain their production; and Whereas heavily manicured and managed gardens and yards in residential areas have potential to be havens for biodiversity, support pollinators, and help to address climate change; and Whereas grasslands, pollinator gardens, winterized gardens, bioretention and rain gardens, habitat features such as rock piles and logs, and native woodland gardens do not always meet our current municipal bylaw requirements; and Whereas Ontario's noxious weed list does not include numerous invasive species that are locally present and Whereas legal precedent in Ontario supports naturalized gardens as freedom of expression; and Whereas the Township of Georgian Bluffs has a Clean Yards Bylaw established in 2017 that restricts the height of grassland on residential properties; Now therefore be it resolved that the Council of Georgian Bluffs demonstrate support for residents and communities that seek to re-establish, develop, and manage natural areas on properties for the benefit of biodiversity and pollinator species; and	Council Meeting	10/16/2024 17:00	Aiming for a new by-law Feb 2025.
DEV2024-051 - Z05-24 Weppler - Public Meeting	Completed	It has been demonstrated that application Z05/24 for Rob and Ena Weppler, which proposes to rezone lands currently zoned as M1-1 to a site-specific Agricultural use to allow the existing building, containing an office and fabrication shop to be repurposed for 3 residential apartments, is consistent with the Ontario Planning Act, the Provincial Policy Statement, the Grey County Official Plan and the general intent and nature of the Township of Georgian Bluffs Zoning By-law. Subject to a receipt of commenting agency comments and the review of comments arising at the public meeting, it is recommended that the amending by-law be forwarded to a future Council meeting for consideration.	Council Meeting	10/16/2024 17:00	Scheduled for December 11th Council meeting
2025 Ontario Volunteer Service Awards	Completed	That a closed session item be added to the November 6, 2024, Council meeting to discuss nominations for the 2025 Ontario Volunteer Service Awards.	Council Meeting	10/16/2024 17:00	

Ashley Feltis - Kemble Playground Petition	Completed	That staff be directed to include a 2025 Budget Request for Kemble Playground at the November 12, 2024, budget meeting.	Council Meeting	10/16/2024 17:00	
Strategic Session - 2025 Draft Budget	Completed	<p>RES2024-235 Moved By: Councillor Tobin Day Seconded By: Deputy Mayor Grant Pringle That Council receive the amended Policy FIN-03-2019 titled Reserve and Reserve Fund Policy; and</p> <p>That Council approves the revised Reserve and Reserve Fund balances as presented in the attachments to this report as of January 1, 2024, as amended to include the following changes:</p> <ol style="list-style-type: none"> 1. That the use of the Weather Stabilization reserve be expanded and that it be renamed the Environmental Stabilization Reserve; and 2. That the Biodigester Reserve be renamed the Georgian Bluffs/Chatsworth Wastewater Treatment Reserve; and 3. That staff be directed to merge the "Gateway Water System" Reserve with the "Oxenden Water System" Reserve, with funds being retained in the Oxenden Water System Reserve; and <p>That Council approves the transfers between Reserve and Reserve Funds as requires to revise the Reserve and Reserve fund schedules; and</p> <p>That staff be directed to take all administrative steps required to</p>	Special Council Meeting	11/12/2024 9:00	Reserve policy was passed
Budget Direction	Completed	<p>RES2024-236 Moved By: Councillor Cathy Moore Coburn Seconded By: Councillor Tobin Day</p> <p>That the 2025 draft budget materials be received for information as presented at the November 12, 2024, Strategic Session; and</p> <p>That staff be directed to present the 2025 draft budget for approval as presented, inclusive of the Grey Sauble Conservation Administrative Centre Renovation, at the January 15th meeting of Council; and</p> <p>That the \$1.5 million hard top surface preservation program budget be used for surface treated roads, replacing the hot mix asphalt work proposed in the 2025 budget request with as many kilometers of surface treated road sections as possible in 2025; and</p> <p>That staff be directed to seek alternatives to purchasing a Water Tank Insert System, including rental options; and</p> <p>That the Kemble Playground budget request be approved conditionally as included in the draft budget, pending the outcome of public engagement around the proposal and a successful grant application; and</p> <p>That staff be directed to submit a delegation request for the 2025 ROMA Conference and work with attending Council members to prepare a presentation if successful, to appeal to the province for</p>	Special Council Meeting	11/12/2024 9:00	Budget passed on January 15, 2025
CAO2024-035 - Georgian Bluffs Vision 2050 and 2025-2030 Strategic Plan	Completed	<p>COW2024-114 Moved By: Mayor Sue Carleton Seconded By: Councillor Tobin Day That the View from the Top Strategic Plan 2025 2030 as appended to report CAO2024-035 be approved; and That staff be directed to present a by-law to adopt the 2025-2030 Strategic Plan at a future meeting of Council.</p>	Council Meeting	11/20/2024 17:00	
COR2024-045 - Award of RFP 2024-14 Surplus Scrap Metal	Completed	<p>COW2024-116 Moved By: Councillor Isaac Shouldice Seconded By: Councillor Rick Winters That report COR2024-045 - Surplus Scrap Metal be received; and That Staff be directed to enter into an agreement with All Ontario Recycling for the sale of surplus scrap metal, machinery, and equipment with All Ontario Recycling to be responsible for all costs associated with the removal of the surplus scrap metal and related waste materials.</p>	Council Meeting	11/20/2024 17:00	

COR2024-047 - Communications and Social Media Use Policies	Completed	COW2024-118 Moved By: Councillor Isaac Shouldice Seconded By: Mayor Sue Carleton That the Communications Policy and Social Media Use Policies as appended to report COR2024-047 be approved to establish consistent, strategic approaches for public communication and social media engagement; and That staff be directed to present a By-Law to adopt the policies at a future meeting of Council.	Council Meeting	11/20/2024 17:00	
DEV2024-059 - Shared Building Services with the City of Owen Sound	Completed	COW2024-115 Moved By: Councillor Tobin Day Seconded By: Councillor Ryan Thompson That staff report DEV2024-059, Shared Building Services with the City of Owen Sound be received for information, and; That pending discussion and approval by the City of Owen Sound Council, staff be directed to transition the Shared Building Services pilot program with the City of Owen Sound into a full Shared Service for the provision of Building Services, and; That pending discussion and approval by the City of Owen Sound Council, staff be directed to present an agreement and corresponding by-law for the provision of Shared Building Services with the City of Owen Sound, as per this report, to be reviewed annually.	Council Meeting	11/20/2024 17:00	Agreement presented at the February 5, 2025, Committee of the Whole meeting.
DEV2024-064 - Award of Contract for Engineering Services for Pottawatomie Watermain Extension	Completed	THAT Staff Report DEV2024-064, Award of Contract for RFP 2024-07, Engineering Services for Watermain Extension to the Community of Pottawatomie be received. AND THAT a contract with the firm of WT Infrastructure Solutions Inc. for RFP 2024-07 in the amount of \$387,885.00 (excluding HST) be awarded. AND THAT the Mayor and Clerk be authorized to execute a contract for services.	Committee of the Whole	12/4/2024 17:00	
DEV2024-070 - Zoning By-law Amendment - Z06-24 (Hutchinson)	Completed	That the application be deferred until such time as the applicants have completed a Servicing Feasibility Study and Karst Assessment.	Council Meeting	12/11/2024 17:00	

Agenda Item	Status	Description	Meeting Type	Meeting Date	Comments
COR2025-06 - 2026-2030 Council Remuneration Committee	Incomplete	That establishment of the 2026-2030 Council Remuneration Committee; and That the 2026-2030 Council Remuneration Committee Terms of Reference, attached hereto as Appendix A be approved; and That staff be directed to prepare an advertisement to invite applications for Committee Membership for review of Council.	Committee of the Whole	2/5/2025 17:00	
COR2025-05 - Alternative Voting Methods - VoteTheBluffs2026	Incomplete	That Council hereby approves both internet and telephone voting methods for implementation in the 2026 Municipal Election with in-person voter help centers; and That staff be hereby directed to draft a request for proposal for voting services.	Committee of the Whole	2/5/2025 17:00	
9.3.9 Town of Halton Hills - Resolution - Sovereignty of Canada	Complete	That Council directs staff to issue a letter of Support for the Town of Halton Hills Resolution - Sovereignty of Canada.	Council Meeting	2/12/2025 17:00	
Short Term Rental Accommodation Licencing Program Update	Incomplete	To direct Staff to bring back a report in March 2025 on the effects and challenges on acceptance of non-compliance regarding the STRA licencing program, with Council being fully informed of all legal considerations.	Council Meeting	2/12/2025 17:00	
COR2025-10 - February 10, 2025, Special Joint Council Meeting Follow Up	Incomplete	Whereas a Special Joint Council Meeting between the Township of Georgian Bluffs and the Township of Chatsworth was held on February 10, 2025, to review the results of a request for quotation process for the preparation of a decommissioning and site rehabilitation plan for the Biodigester; and Whereas recommendation of the Joint Councils must be considered by each respective Council as decision-making authorities; Now therefore that the Council of the Township of Georgian Bluffs hereby supports the recommendation of the Joint Councils to award the request for quotation to GHD; and That \$60,000 be allocated from the Future Capital Reserve for the completion of a Biodigester Full Decommissioning and Site Rehabilitation Plan by GHD; and That staff be directed to engage with GHD to prepare and present the Plan to the BioGRID Board at their meeting on July 7, 2025, so that plan can be shared with the Councils of Georgian Bluffs and Chatsworth to inform future budgets.	Special Council Meeting	2/19/2025 18:30	



Report: Washroom Project Management, Design and Contract Administration

Report#: CAO2025-011

Date: Wednesday, January 15, 2025

From: Niall Loble, CAO

Information Report

This document and its attachments are public and available in an accessible format upon request.

Analysis

During Budget 2025, Council provided direction and budget to undertake the renovation of washrooms at Shallow Lake. \$400,000 was allocated to the redesign and renovation of the male and female washrooms on the ground floor to a modern, gender neutral design that incorporated fully accessible and universal design standards, the renovation and inclusion of accessible and universal design to the outside washroom block at Shallow Lake, and, if budget permitted, the continued renovation of the former 'Referees' changing room to a full accessible, universal design changing, washroom and shower room.

In addition, the Inter Township Fire Department (ITFD) Board approved an allocation of \$100,000 in their 2025 Capital Budget to support the renovation and addition of washroom spaces at the ITFD Firehall.

The Township projects are included within the capital budget approved in 2025 and Council also directed staff to pursue grant funding to support these and, if successful, offset the Townships financial commitment to these projects. Staff have included these projects within the CSRIF (Community Sport and Recreation Infrastructure Fund) application submitted in late 2024, and pending announcement. Staff will continue to apply for relevant funding opportunities as they arise.

In January, staff released an RFP to seek support for Project Management, Design and Contract Management of these washrooms. These works (the work for the Township and the works for the ITFD) were issued for RFP together to



maximize efficiency of resources and competitiveness of costs. The successful proponent will undertake detailed designs through to construction drawings including any structural engineering required, mechanical engineering, architectural services and plumbing design, support the Township in engaging with the Accessibility Advisory Committee on the designs and then support the Township through construction tendering and construction management.

The Township is pursuing an aggressive timeline for these works to minimize impacts to users, seeking to substantially complete the works at the arena between ice seasons. It is anticipated that the Shallow Lake arena washrooms will be completed first, with construction to start after the ice season wraps up in late spring, and completion before the start of hockey season in the late summer/early fall. The outside washrooms may be completed later, but completion before the end of 2025 is being targeted.

Staff undertook an RFP process given the potential value of works being contemplated.

Sixteen bidders expressed interest, seven bidders attended a mandatory site visit and six bids were received by the closing date. Bids were reviewed against a technical submission and pricing submission, weighted equally at 50% of the RFP assessment. A review of pricing was only made for bidders that received a minimum 70% mark on the technical submission.

Four of the six bids received met the technical submission requirements.

Bids were received from:

- Alaimo Architecture Inc.
- MMG Architecture Inc.
- JPM Architecture Inc.
- Cion Corp.
- Barry Bryan Associates
- GH Building Designers

Prices (inclusive of HST) for the four submissions reviewed for pricing having met the technical criteria ranged from \$26,900 to \$110,750 excluding of HST.

When combined with the technical scores and pricing, Alaimo Architecture Inc. both met the minimum technical requirements and submitted the lowest bid.



Alaimo's submission when broken down reflects the following costs:

Shallow Lake Arena Washrooms:	\$5,700.00
Shallow Lake Ball Diamond Washrooms:	\$7,000.00
Provisional Element:	\$1,800.00
Subtotal:	\$14,500.00 (excluding HST)

The ITFD elements of the work represent the different between lowest submitted price and price shown above. ITFD amounts are also within the approved budget and a similar report will be provided to ITFD at their next regular meeting.

The Township allocated a total budget for the completion of the washrooms of \$400,000 and included the completion of the renovation of the referee changing room as a provisional item to be completed if there is sufficient budget. The balance, approximately \$385,000 remains to support construction and staff anticipate a tender and award for these works in late spring or summer, 2025.

As a result of the RFP response being within approval limits, staff have provided direction for the work to commence.

Financial Impact

The financial impact of these works is \$14,500 (exclusive of HST). With an additional 20% contingency and the non-recoverable portion of HST included the total financial impact of these works are: **\$17,706.24**, the 2025 budget proposed this project to be funded from the Parks reserve.

Strategic Priorities

Enhancing Environment and Infrastructure: Building for Today and Tomorrow

- Implement capital upgrades and replacements.

Diversity, Equity, Inclusion and Belonging

These works respond directly to the approved Multi Year Accessibility Plan 2024 – 2028 by delivering accessible facilities that support all community members regardless of ability or identity. In addition, these works respond directly to



Georgian Bluffs

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community concerns that have been raised at Council in respect of a lack of accessible facilities at Shallow Lake Arena.

Truth and Reconciliation

No positive impact.

Climate Change

These works will align with, and be informed by, the Georgian Bluffs Corporate Climate Action Plan: Committed to Change, by seeking to use low energy fittings, automated lights and other energy saving measures. Further, the use of lower impact facilities, such as low flush toilets that meet or exceed building code standards will seek to further reduce the impact on the environment through these renovations.

Respectfully Submitted: Niall Lobley, CAO

Date: Wednesday, March 5, 2025

Meeting Type: Council

From: Carly Craig, Manager of Legislative Services

Subject: Committee of Adjustment Procedure By-Law Amendment – Virtual Participation

Report#: COR2025-012

This document and its attachments are public and available in an accessible format upon request.

Recommendation

That the recommendation of the Committee of Adjustment with respect to 100% virtual meetings be endorsed; and

That staff be directed to present an amending By-law to revise section 11.0 of By-Law 2022-042 with respect to the location of meetings.

Background/Analysis

At their meeting on February 18, 2025, the Committee of Adjustment received [report COR2025-09 – Meeting Efficiencies](#). A link to the report included herein, outlines the justification for the Committee moving to fully virtual participation.

On staff's recommendation, the Committee adopted the following resolution:

Moved By: Member Cathy Moore Coburn

Seconded By: Member Elgin McMillian

That the Committee hereby endorses moving its meetings to virtual participation only; and

That the Committee hereby recommends that section 11.0 of By-Law 2022-042 – Committee of Adjustment Procedure By-Law be amended with respect to the location of meetings.

Approved

Provisions of the Committee of Adjustment Procedure By-Law (2022-042) need to be amended to enact this change. Therefore, the matter is being brought before Council to support and approve an amendment to the By-Law.

Financial Impact

Some cost savings may be found by reducing staff resourcing needs and travel expenses for Committee members.

Conclusion

On recommendation of staff and the Committee of Adjustment, an amendment to By-Law 2022-042 – Committee of Adjustment By-Law be approved to allow meetings to be conducted in a virtual manner.

Respectfully Submitted: Carly Craig, Manager of Legislative Services/Clerk

The Corporation of the Township of Georgian Bluffs

By-law Number 2025-015

This document is public and available in an accessible format upon request.

Being a By-law to adopt a User Fee Policy for the Township of Georgian Bluffs.

Whereas, Section 5 (3) of the *Municipal Act*, 2001, as amended, requires that municipal powers shall be exercised by by-law; and

Whereas, Council of the Township of Georgian Bluffs deems it necessary to adopt a User Fee Policy to provide guidance and establish a framework to ensure a consistent, transparent, efficient, and accountable approach for establishing and managing user fees across Township programs;

Therefore, the Council of the Corporation of the Township of Georgian Bluffs enacts the following:

1. That policy FIN-001-2025 User Fee Policy, attached hereto as Schedule 'A' to this By-law, is hereby adopted.
2. That this by-law shall come into force and effect upon being passed by Council.

Read a first and second time this 5th day of March 2025.

Read a third time and finally passed this 5th day of March 2025.

Mayor – Sue Carleton

Clerk – Carly Craig



Policy FIN-001-2025 User Fee Policy

Implemented: February 2025

Revision Date:

References and Related Documents:

This document is public and available in an accessible format upon request.

Policy Statement

The Township of Georgian Bluffs will collect user fees to recover the cost of services where it is determined that a service provides direct benefits to individuals, groups, and business, unless otherwise directed by Council.

A direct benefit is deemed to accrue, and a user fee will be considered when a service, product or use of Township facilities or resources:

- i. Enables the recipient to obtain a more immediate or substantial benefit that is distinct from or greater than that enjoyed by the general public; or
- ii. Is performed at the request of, or for the convenience of the recipient, and is beyond the services regularly performed for other individuals, groups of individuals, business sectors or for the general public.

User fees will be set to recover the full cost of providing the applicable service, except where the Township has approved a subsidy or exemption; where services are based on competition in the open market; and where fee amounts are legislated by the Province. The amount of a fee must not exceed the full cost of providing the applicable service.

Purpose and Scope

The purpose of this policy is to provide a framework to ensure a consistent, transparent, efficient, and accountable approach for establishing and managing user fees across Township programs that promotes recover of the full cost of services for which user fees are charged and to provide staff with guidelines for updating or establishing user fees, to the extent that there is no conflict with the Township's policy objectives and priorities. Notwithstanding, the service may be subsidized by other sources of revenue if it is determined that full cost recovery would not be consistent with achieving the Township's policy objectives or legislative requirements. Ongoing review of user fees will occur to ensure the purposes of this policy and related procedures is met.



All user fees will be updated annually as part of the operating (base/core) budget process and displayed on the Township website. The full cost of providing each User Fee service shall be determined as the starting point for setting the user fee regardless of whether the full cost is to be recovered. New fees shall not be introduced without knowing the full cost of providing the service for which a fee is being considered. The costing model developed by the Treasury department shall be the basis for the costing of town services.

User fees will be set to recover the full cost of providing the applicable service, except where:

- Council has approved a subsidy or exemption.
- Services benefit the community or general public, and not just the individual, group of individuals or business sectors.
- Services are based on competition in the open market.
- Fee amounts are legislated by the Province.

The amount of a fee must not exceed the full cost of providing the applicable service unless Council has approved otherwise.

Definitions

Full cost – includes direct costs of providing the good or service, including the costs of operations and maintenance.

Market Price/Value – the price of a good or service that is based on competition in the open market. Where there is substantial, competitive demand, market price is determined using the commercial practices such as competitive bidding or by reference to prevailing prices in competitive markets. In the absence of competitive demand, market price is determined by taking into account prevailing prices for products or services that are the same or substantially similar to those provided by the Township.

Pricing Methodology – the process or methodology used to determine the price of a user fee or charge.

Subsidy – is the amount of the full cost of providing a service that is not recovered from user fees but is paid for by the Township, principally from property tax revenues.

User fee – means a fee or charge to individuals or groups and/or businesses for the provision of a service, activity, or product, or for conferring certain rights and privileges, which grant authorization or special permission to a person, or group of persons to access Township-owned resources (including property) or areas of activity.



Policy Requirements

When to Charge a User Fee

Where it is determined that a service or activity provided by the Township confers a direct benefit on individual, identifiable groups or businesses, a user fee will be set to recover the cost of providing the User Fee service. User fee services shall be funded fully through the user fee charged for the service, unless otherwise determined.

To address fairness or equity in user fees, where it is determined that a service or activity provided by the Township confers a direct benefit to individuals, identifiable groups or businesses but also results in benefits to the general public, it will be partially funded by other revenue sources by way of a subsidy.

The characteristics of the service and the nature of the benefits derived will help to determine the type of service and when to charge user fees. Services delivered by government are generally classified into the following major categories:

- Public service: Benefits the general public; it is impossible to exclude someone from using or enjoying the benefits provided by the service.
- Private service: Benefits specific individuals, groups, or businesses; it is possible to exclude someone from using the service.
- Mixed service: Benefits the general public as well as the specific individual, group, or business using the service.

The 'Decision Matrix Chart' attached as Appendix A represents a decision matrix to assist in determining whether a service is to be funded by user fees, property tax revenues, other revenues, or a combination of such, based on the type of service (public or private) and who benefits. As illustrated in the chart, the analysis distinguishes the degree to which a service benefits the community as a whole, an individual, or groups of individuals and how it should be funded.

Notwithstanding that a service qualifies for user fee, the service may be subsidized by other sources of revenue either entirely or partially if it is determined that full cost recovery would not be cost effective or would be inconsistent with achieving the Township's policy objective or legislative requirements.

Every Township service must be reviewed at least once every four years to determine if the cost of providing the service should be recovered through user fees or funded from property tax revenues or any other source of revenue. To accomplish this, staff will determine:

- The degree to which the benefits that each service provides accrue directly to specific individuals or groups of individuals or businesses (a private service), and



- Whether the service should be paid for by users of the service or whether the service benefits the entire community (a public service) and should be funded from the property tax revenues or other revenue source.

Determine the Full-Service Cost

The full cost of providing each User Fee Service shall be determined as the starting point for setting the user fee regardless of whether the full cost will be recovered. New fees will not be introduced without knowing the full cost of providing the service for which a fee is being considered. The costing model developed by the Treasury department will be the basis for the costing of Township services.

The full cost shall include direct costs attributed to the deliver of the service such as salaries and benefits, materials, supplies and purchased services.

Develop the Cost-Recovery Strategy

The major principle of the User Fee Policy is that those who receive the benefits should pay. Therefore, cost recovery strategies are developed to consider the extent of the benefits received by identifiable individuals/groups (private benefit) versus that received by the general public. In situations where full cost recovery is not the appropriate pricing strategy, the level of subsidy is based on the full cost of delivering the service and the reasons for recovering less than the full cost of providing the service stated. This improves consistency, transparency, and accountability in managing user fees and facilitates Council's decision-making process.

The following factors shall be considered when setting user fees and cost recovery levels.

1. Community-wide versus individual benefits. Where the town provides goods or services that have societal benefits, the level of user fees shall reflect the benefits received by the general public relative to the private benefits.
2. Affordability of the service. Where services are specially designed to serve particular groups or segments of the population affordability will be considered in order to achieve public policy outcomes.
3. Where the Township provides a cost recoverable service that is like services provided by the private sector under competitive market conditions, the Township's user fee should be in line with prices charged in the private sector, unless the user fees do not achieve an appropriate level of cost recovery in which case the service provided by the Township should be reviewed to determine its feasibility. To ensure that competitiveness is maintained, the Township's user fees must be compared annual to the prices charged int eh private sector.
4. The fee charged for services can significantly impact demand. In an environment with increasing public demand for services, user fees can be utilized as a



mechanism for allocating scarce resources in an efficient manner. The implementation of full cost recovery generally ensures that the Township is providing a service for which there is a genuine demand that is not overly stimulated by fees that are substantially below cost.

5. Where there are limits set by Township policy objectives or other legislative requirements on the level of cost recovery, pricing shall reflect these limits.

An impact assessment must be conducted to ensure that the value of the benefit provided bears a relation to the user fee associated with the service. The impact assessment should focus on factors such as economic competitiveness and on social factors such as access to Township services by low-income residents.

Subsidy

Notwithstanding the principle that the full cost of user fee services be recovered, certain factors may exist that warrant recovery of less than full cost, or no recovery at all. The amount of the service that is not recovered from user fees would then be subsidized by the Township, principally from property tax revenues.

- Full cost recovery would conflict with Township policy objectives or priorities, or with legislative requirements.
- Consumption of the good or service provides societal benefits more than the value received by those paying for the service. In such cases, the amount of the subsidy should reflect the estimated value of the societal benefit derived from consumption of the service.
- Collecting the user fee is inefficient, not cost effective, or the fee constitutes an insignificant portion of the cost of the applicable service.
- Market conditions preclude setting user fees to recover the full cost of services that are offered in a competitive, open market environment.
- Other conditions exist, based on the extent of societal benefits derived from the general consumption of the service, which justify funding from other revenue sources.

The justification for the level of cost recovery associated with individual user fee services should be clear and explicit. Furthermore, the amount of subsidy shall be well defined and transparent to those providing and monitoring the user fee service.

As new services are introduced or changes to fee structure or cost recovery are recommended, the reason why a particular user fee service should be subsidized, the conditions and criteria will be reported to council prior to the annual update of the Fees and Charges by-law.



Full-Service Cost Review

For services that require 100% cost recovery, the full cost of these services will be updated annually to ensure full cost recovery through user fees.

For services that require less than 100% cost recovery, the full cost of these services shall be updated at least once in a four-year period. Notwithstanding the fact that the full cost of these services will be updated at least once in a four-year period, market-based fees should still be reviewed annually to ensure that market competitiveness is maintained.

User Fees Review

Fees will be updated annual as part of the operating budget process. Fees that require 100% cost recovery will be updated to recover the full cost of providing the service and will be effective on January 1 of each year, subject to Council approval, or the start of the program offering.

Fees that require less than 100% cost recovery will be adjusted for inflationary changes and level or standard of service delivery, and will be effective on January 1 of each year, subject to Council approval, or the start of program offering. Authority is delegated to the appropriate staff member and Treasury department to jointly determine the automatic annual inflationary adjustment to each user fee based on the projected rate of inflation for the upcoming year for the cost of each component of the overall cost of providing the user fee service.

All user fees shall be reviewed at least once in a four-year cycle. The review will re-evaluate the assumptions upon which the user fee is based and the degree to which the User Fee Policy is complied with. The review will be coordinated between the Treasury department and each program Director/Manager and will include the following:

- List of user fees along with primary beneficiaries of the relevant services;
- Full cost of providing each user fee services;
- User fee revenues generated for each service;
- Indication of whether subsidies are to be provided and why along with criteria for waiving the fee in whole or in part, if applicable;
- Service levels and standards established to deliver the service as well as actual performance levels that have been reached, and other relevant performance metrics.

Any changes to the user fees will be incorporated in the rates and fees schedule for Council consideration.



Categories of User Fees

To facilitate the review of user fees and evaluation of cost recovery rates, user fees are categorized based on the following classification:

- **Market-Based:** Fees in this category are compared annually to rates charged by other service providers for the same or similar services to ensure that market competitiveness is maintained.
- **Province-Legislated:** Fees in this category are legislated by the Province.
- **Township Policy:** Fees in the category are determined by Township policy and recover less than the full cost of providing the services.
- **Full Cost Recovery:** Fees in this category recover the full cost of providing the service.

Information Required for Introduction of New User Fees

When introducing a new user fee outside the annual operating budget process, a staff report is to be prepared and submitted to Council requesting approval of the fee. The report to Council is to include the following:

- Service and user fee description;
- Primary users of the service for which the user fee relates;
- Full cost of providing the service;
- Proposed fee amount or rate;
- Justification for implementation of the proposed fee;
- Percentage of the full cost that will be recovered from the fee, and if less than full cost will be recovered the reasons for doing so;
- Estimated annual revenue that the fee will generate;
- Public consultation undertaken – when and how. Provide a summary of consultation outcomes; and
- Service levels and standards, and relevant performance measures.

Notification

User fees will be presented to Council annually as part of the operating budget process for approval and inclusion in the annual operating budget. Notice of this will be provided to the public on the Township's website. Upon Council approval, all user fees will be posted on the Township website.

Responsibilities

Department heads are accountable for ensuring that user fees for services charged for their programs are properly charged, collected, deposited and in general, are administered in compliance with the principles set out in this policy.



Council must authorize all user fees and charges for all programs prior to implementation of the user fee.

Monitoring and Review

This policy will be reviewed periodically and no less than once every four years.



Appendix A to User Fee Policy – Decision Matrix Chart

	Who Benefits	Type of Service	Taxes vs Fees Policy Mix	Example of Service
1	Community	Public	100% Taxes	Snow clearing
2	Primarily Community with less Individual Benefit	Public/Individual	Primarily Taxes and Some User Fees	Fire suppression
3	Primarily Individual with less Community Benefit	Public/Individual	Primarily User Fees and Some Taxes	Community Centre
4	Individual	Individual	100% Fees	Building Permits

The Corporation of the Township of Georgian Bluffs

By-law Number 2025-016

This document is public and available in an accessible format upon request.

Being a By-law to adopt the 2024 Asset Management Plan for the Township of Georgian Bluffs.

Whereas, Section 11 (2) of the *Municipal Act S.O. 2001* as amended provides that a lower-tier municipality and an upper tier municipality may pass by-laws respecting the financial management of the municipality and its local boards; and

Whereas, section 5. (1) of *Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure* requires that every municipality shall prepare an asset management plan in respect of its core municipal infrastructure assets on or before July 1, 2022, and in respect of all of its other municipal infrastructure assets on or before July 1, 2024. As amended by O. Reg. 193/21, s. 1.; and

Whereas, the Council of the Corporation of the Township of Georgian Bluffs deems it expedited and necessary to pass an asset management plan,

Therefore, the Council of the Corporation of the Township of Georgian Bluffs enacts the following:

1. That By-Law 2014-022 to adopt a Capital Asset Management Plan be repealed;
2. That the 2024 Asset Management Plan attached hereto as Schedule A, be adopted;
3. That this by-law shall come into force and effect upon being passed by Council.

Read a first and second time this 5th day of March 2025.

Read a third time and finally passed this 5th day of March 2025.

Mayor – Sue Carleton

Clerk – Carly Craig

2024
ASSET MANAGEMENT
PLAN



Georgian Bluffs

DEEPLY ROOTED. SUSTAINABLY GROWING.

This Asset Management Program was prepared by:



Empowering your organization through advanced
asset management, budgeting & GIS solutions

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Executive Summary

Municipal infrastructure provides the foundation for the economic, social, and environmental health and growth of a community through the delivery of services. The goal of asset management is to balance delivering critical services in a cost-effective manner. This involves the development and implementation of asset management strategies and long-term financial planning.

The overall replacement cost of the asset categories owned by Georgian Bluffs total \$434.8 million. 64% of all assets analysed are in fair or better condition and assessed condition data was available for 66% of all assets. For the remaining assets, assessed condition data was unavailable, and asset age was used to approximate condition – a data gap that persists in most municipalities. Generally, age misstates the true condition of assets, making assessments essential to accurate asset management planning, and a recurring recommendation.

The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. Using a combination of proactive lifecycle strategies (roads) and replacement only strategies (all other assets) to determine the lowest cost option to maintain the current level of service, a sustainable financial plan was developed.

To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Township's average annual capital requirement totals \$7.5 million. Based on a historical analysis of sustainable capital funding sources, the Township is committing approximately \$3.5 million towards capital projects or reserves per year. As a result, the Township is funding 46% of its annual capital requirements. This creates a total annual funding deficit of \$4 million.

Addressing annual infrastructure funding shortfalls is a difficult and long-term endeavour for municipalities. Considering the Township's current funding position, it will require many years to reach full funding for current assets. Short phase-in periods to meet these funding targets may place too high a burden on taxpayers too quickly, whereas a phase-in period beyond 20 years may see a continued deterioration of infrastructure, leading to larger backlogs.

To close annual deficits for capital contributions from tax revenues for asset needs, it is recommended the Township review the feasibility of implementing a 1.5% annual increase in revenues over a 15-year phase-in period.

To close annual deficits for capital contributions from water revenues for asset needs, it is recommended the Township review the feasibility of implementing a 2.2% annual increase in revenues over a 15-year phase-in period for water rates. Funding scenarios over longer time frames are also presented which reduce the annual increases. A water rates study is planned for 2025 and will further evaluate full funding opportunities.

In addition to annual needs, there is also an infrastructure backlog of \$8 million, comprising assets that remain in service beyond their estimated useful life. It is highly unlikely that all such assets are in a state of disrepair, requiring immediate replacements or full reconstruction. This makes targeted and consistent condition assessments integral to refining long-term replacement and backlog estimates.

Risk frameworks and levels of service targets can then be used to prioritize projects and help select the right lifecycle intervention for the right asset at the right time—including replacement or full reconstruction. The Township has developed preliminary risk models which are integrated with its asset register. These models can produce risk matrices that classify assets based on their risk profiles.

Most municipalities across Canada, continue to struggle with meeting infrastructure demands. This challenge was created over many decades and will take many years to overcome. To this end, several recommendations should be considered, including:

- Continuous and dedicated improvement to the Township's infrastructure datasets, which form the foundation for all analysis, including financial projections and needs.
- Continuous refinements to the risk and lifecycle models as additional data becomes available. This will aid in prioritizing projects and creating more strategic long-term capital budgets.
- Development of key performance indicators for all infrastructure programs to establish benchmark data to calibrate levels of service.

The Township has taken important steps in building its asset management program, including developing a more complete and accurate asset register—a substantial initiative. Continuous improvement to this inventory will be essential in maintaining momentum, supporting long-term financial planning, and delivering affordable service levels to the community.

About this Document

The Township of Georgian Bluffs Asset Management Plan (AMP) was developed by PSD Citywide Ltd. in accordance with Ontario Regulation 588/17 ("O. Reg 588/17"). It contains a comprehensive analysis of the Township's infrastructure portfolio. This is a living document that should be updated regularly as additional asset and financial data becomes available.

Ontario Regulation 588/17

As part of the *Infrastructure for Jobs and Prosperity Act, 2015*, the Ontario government introduced Regulation 588/17 - Asset Management Planning for Municipal Infrastructure. Along with creating better performing organizations, more livable and sustainable communities, the regulation is a key, mandated driver of asset management planning and reporting. It places substantial emphasis on current and proposed levels of service and the lifecycle costs incurred in delivering them.

Table 1 Ontario Regulation 588/17 Requirements and Reporting Deadlines

Requirement	2019	2022	2024	2025
Strategic Asset Management Policy	✓		✓	
Asset Management Plans		✓	✓	●
State of infrastructure for core assets		✓		
State of infrastructure for all assets			✓	●
Current levels of service for core assets		✓		
Current levels of service for all assets			✓	
Proposed levels of service for all assets				●
Lifecycle costs associated with current levels of service		✓	✓	
Lifecycle costs associated with proposed levels of service				●
Growth impacts		✓	✓	●
Financial strategy				●

Scope

The scope of this document is to identify the current practices and strategies that are in place to manage public infrastructure and to make recommendations where they can be further refined. Through the implementation of sound asset management strategies, the Township can ensure that public infrastructure is managed to support the sustainable delivery of municipal services.

Asset Category	Source of Funding
Road Network	
Bridges & Culverts	
Buildings	
Land Improvements	
Machinery & Equipment	Tax Levy
Vehicles	
Furniture & Fixtures	
Technology & Communications	
Water Network	User Rates

Limitations and Constraints

The asset management program development required substantial effort by staff, it was developed based on best-available data, and is subject to the following broad limitations, constraints, and assumptions:

- The analysis is highly sensitive to several critical data fields, including an asset's estimated useful life, replacement cost, quantity, and in-service date. Inaccuracies or imprecisions in any of these fields can have substantial and cascading impacts on all reporting and analytics.
- User-defined and unit cost estimates, based typically on staff judgment, recent projects, or established through completion of technical studies, offer the most precise approximations of current replacement costs. When this isn't possible, historical costs incurred at the time of asset acquisition or construction can be inflated to present day. This approach, while sometimes necessary, can produce inaccurate estimates.
- In the absence of condition assessment data, age was used to estimate asset condition ratings. This approach can result in an over- or understatement of asset needs. As a result, financial requirements generated through this approach can differ from those produced by in-field assessments.
- The risk models are designed to support objective project prioritization and selection. However, in addition to the inherent limitations that all models face, they also require availability of important asset attribute data to ensure that asset risk ratings are valid, and assets are properly stratified within the risk breakdown. Missing attribute data can misclassify assets.

These limitations have a direct impact on most of the analysis presented, including condition summaries, age profiles, long-term replacement and rehabilitation forecasts, and shorter term, 10-year forecasts that are generated from the Township's primary asset management system.

These challenges are quite common and require long-term commitment and sustained effort by staff. As the Township's asset management program evolves and advances, the quality of future AMPs and other core documents that support asset management will continue to increase.

An Overview of Asset Management

Municipalities are responsible for managing and maintaining a broad portfolio of infrastructure assets to deliver services to the community. The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks; while maximizing the value and levels of service the community receives from the asset portfolio.

Lifecycle costs can span decades, requiring planning and foresight to ensure financial responsibility is spread equitably across generations. An asset management plan is critical to this planning, and an essential element of the broader asset management program. The industry-standard approach and sequence to developing a practical asset management program begins with a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy, concluding with an Asset Management Plan (AMP).

This industry standard, defined by the Institute of Asset Management (IAM), emphasizes the alignment between the corporate strategic plan and various asset management documents.

Foundational Documents

In the municipal sector, 'asset management strategy' and 'asset management plan' are often used interchangeably. Other concepts such as 'asset management framework', 'asset management system', and 'strategic asset management plan' further add to the confusion; lack of consistency in the industry on the purpose and definition of these elements offers little clarity. To make a clear distinction between the policy, strategy, and the plan see the following sections for detailed descriptions of the document types.

Strategic Plan

The strategic plan has a direct, and cascading impact on asset management planning and reporting, making it a foundational element. Developing alignment with corporate goals and objectives through to service delivery and lifecycle management ensures the Township has line of sight to achieve their strategic objectives.

Asset Management Policy

An asset management policy represents a statement of the principles guiding the Township's approach to asset management activities as well as their commitment. It aligns with the organization and provides clear direction to municipal staff on their roles and responsibilities.

Asset Management Strategy

An asset management strategy outlines the translation of organizational objectives into asset management objectives and provides a strategic overview of the activities required to meet these objectives. It provides greater detail than the policy on how the Township plans to achieve its asset management objectives through planned activities and decision-making criteria.

Key Technical Concepts

Effective asset management integrates several key components, including data management, lifecycle management, risk management, and levels of service.

Asset Hierarchy and Data Classification

Asset hierarchy illustrates the relationship between individual assets and their components, and a wider, more expansive network and system. How assets are grouped in a hierarchy structure can impact how data is interpreted. Key category details are summarized at the asset segment level.

Table 2 Asset Classifications

	AM CATEGORY	AM SEGMENT
Non-Core Assets	Buildings	Administration Landfill Cemetery Recreation Transportation
	Land Improvements	Administration Landfill Cemetery Recreation Transportation
	Furniture & Fixtures	Administration Recreation
	Technology & Communications	Administration Recreation Transportation
	Machinery & Equipment	Administration Landfill Recreation Transportation
	Vehicles	Administration Recreation Transportation

	AM CATEGORY	AM SEGMENT
Core Assets	Road Network	Asphalt Roads Concrete Roads Surface Treated Roads Gravel Roads Guiderails Sidewalks Signs Streetlights
	Bridges & Culverts	Catch Basins Drainage
	Water Network	Booster Station Curb Stops Hydrants Other Structures Storage Valve Chambers Water Equipment Water Treatment Plant Watermains

Replacement Costs

There are a range of methods to determine the replacement cost of an asset, and some are more accurate and reliable than others. The two methodologies are:

- User-Defined Cost and Cost/Unit: Based on costs provided by municipal staff which could include average costs from recent contracts; data from engineering reports and assessments; staff estimates based on knowledge and experience
- Cost Inflation/CPI Tables: Historical cost of the asset is inflated based on Consumer Price Index or Non-Residential Building Construction Price Index

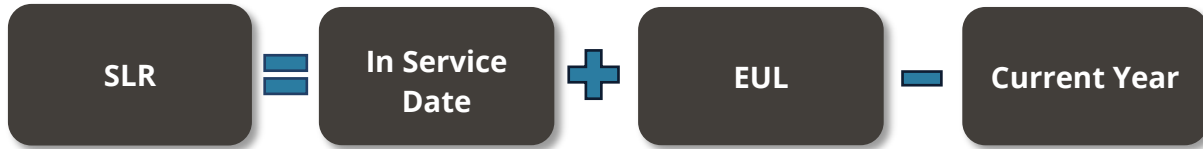
User-defined costs based on reliable sources are a reasonably accurate and reliable way to determine asset replacement costs. Cost inflation is typically used in the absence of reliable replacement cost data. It is a reliable method for recently purchased and/or constructed assets where the total cost is reflective of the actual costs that the Township incurred. As assets age, and new products and technologies become available, cost inflation becomes a less reliable method.

Estimated Useful Life and Service Life Remaining

The estimated useful life (EUL) of an asset is the period over which the Township expects the asset to be available for use and remain in service before requiring replacement or disposal. The EUL for each asset was assigned according to the knowledge and expertise of municipal staff and supplemented by existing industry standards when necessary.

By using an asset’s in-service date and its EUL, the Township can determine the service life remaining (SLR) for each asset. Using condition data and the asset’s SLR, the Township can more accurately forecast when it will require replacement. The SLR is calculated as follows:

Figure 1 Service Life Remaining Calculation



Asset Condition

An incomplete or limited understanding of asset condition can mislead long-term planning and decision-making. Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life.

A condition assessment rating system provides a standardized descriptive framework that allows comparative benchmarking across the Township’s asset portfolio. The figure below outlines the condition rating system used to determine asset condition for all assets in Georgian Bluffs.

Figure 2 Standard Condition Rating Scale

Very Good	Fit for the future	80 - 100
• Well maintained, good condition, new or recently rehabilitated		
Good	Adequate for now	60 - 80
• Acceptable, generally approaching mid-stage of expected service life		
Fair	Requires attention	40 - 60
• Signs of deterioration, some elements exhibit significant deficiencies		
Poor	Increased potential of affecting service	20 - 40
• Approaching end of service life, large portion of system exhibits deficiencies		
Very Poor	Unfit for sustained service	0 - 20
• Near or beyond expected service life, widespread signs of advanced deterioration		

The analysis is based on assessed condition data (only as available). In the absence of assessed condition data, asset age is used as a proxy to determine asset condition. Appendix J: Condition Assessment Guidelines includes additional information on the role of asset condition data and provides basic guidelines for the development of a condition assessment program.

Lifecycle Management Strategies

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment. Asset deterioration has a negative effect on the ability of an asset to fulfill its intended function, and may be characterized by increased cost, risk and even service disruption.

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

There are several field intervention activities that are available to extend the life of an asset. These activities can be generally placed into one of three categories: maintenance, rehabilitation, and replacement. The Figure 3 provides a description of each type of activity and the general difference in cost.

Depending on initial lifecycle management strategies, asset performance can be sustained through a combination of maintenance and rehabilitation, but at some point, replacement is required. Understanding what effect these activities will have on the lifecycle of an asset, and their cost, will enable staff to make better recommendations.

The Township's approach to lifecycle management is described within each asset category. Developing and implementing a proactive lifecycle strategy will help staff to determine which activities to perform on an asset and when they should be performed to maximize useful life at the lowest total cost of ownership.

Figure 3 Lifecycle Management Typical Interventions

Lifecycle Activity	Description	Example (Roads)	Cost
Maintenance	Activities that prevent defects or deteriorations from occurring	Crack Seal	\$
Rehabilitation/ Renewal	Activities that rectify defects or deficiencies that are already present and may be affecting asset performance	Mill & Re-surface	\$\$\$\$
Replacement/ Reconstruction	Asset end-of-life activities that often involve the complete replacement of assets	Full Reconstruction	\$\$\$\$\$\$

Risk Management Strategies

Municipalities generally take a 'worst-first' approach to infrastructure spending. Rather than prioritizing assets based on their importance to service delivery, assets in the worst condition are fixed first, regardless of their criticality. However, not all assets are created equal. Some are more important than others, and their failure or disrepair poses more risk to the community than that of others. For example, a road with a high volume of traffic that

provides access to critical services poses a higher risk than a low volume rural road. These high-value assets should receive funding before others.

By identifying the various impacts of asset failure and the likelihood that it will fail, risk management strategies can identify critical assets, and determine where maintenance efforts, and spending, should be focused.

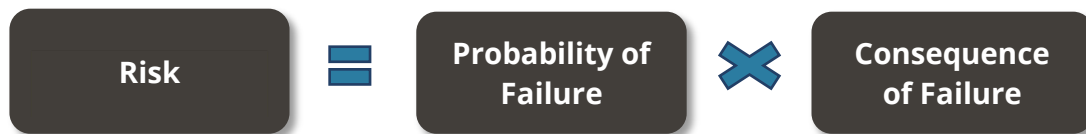
Qualitative Approach to Risk

The qualitative risk assessment involves the documentation of risks to the delivery of services that the municipality faces given the current state of the infrastructure and asset management strategies. These risks can be understood as corporate level risks.

Quantitative Approach to Risk

Asset risk is defined using the following formula:

Figure 4 Risk Equation



The probability of failure relates to the likelihood that an asset will fail at a given time. The probability of failure focuses on two highly imperative impacts for risk assessment – structural and functional impacts. Structural impacts are related to the structural aspects of an asset such as load carrying capacity, condition, or breaks; whereas the functional impacts can include parameters, slope, traffic count, and other impacts that can affect the performance of an asset.

The consequence of failure describes the overall effect that an asset's failure will have on an organization's asset management goals. Consequences of failure can range from non-eventful to impactful.

Each asset has been assigned a probability of failure score and consequence of failure score based on available asset data. These risk scores can be used to prioritize maintenance, rehabilitation, and replacement strategies for critical assets.

Levels of Service

A level of service (LOS) is a measure of what the Township is providing to the community and the nature and quality of that service. Within each asset category, technical metrics and qualitative descriptions that measure both technical and community levels of service have been established and measured as data is available.

These metrics include the technical and community level of service metrics that are required as part of Ontario Regulation 588/17 as well as additional performance measures that the Township has selected in accordance with best practices. The Township measures the level of service provided at two levels: Community Levels of Service, and Technical Levels of Service.

Community Levels of Service

Community levels of service are a simple, plain language description or measure of the service that the community receives. The Township has determined the qualitative descriptions that will be used to determine the community level of service provided. These descriptions can be found in the Levels of Service subsection within each asset category.

Technical Levels of Service

Technical levels of service are a measure of key technical attributes of the service being provided to the community. These include mostly quantitative measures and tend to reflect the impact of the Township's asset management strategies on the physical condition of assets or the quality/capacity of the services they provide.

Current and Proposed Levels of Service

The Township is focused on measuring the current level of service provided to the community. Once current levels of service have been measured, the Township plans to establish proposed levels of service over a 10-year period, in accordance with Ontario Regulation 588/17.

Proposed levels of service should be realistic and achievable within the timeframe outlined by the Township. They should also be determined with consideration of a variety of community expectations, fiscal capacity, regulatory requirements, corporate goals, and long-term sustainability. Once proposed levels of service have been established, and prior to July 2025, the Township must identify a lifecycle management and financial strategy within which these targets can be achieved.

Climate Change

Climate change can cause severe impacts on human and natural systems around the world. The effects of climate change include increasing temperatures, higher levels of precipitation, droughts, and extreme weather events. In 2019, Canada's Changing Climate Report (CCCR 2019) was released by Environment and Climate Change Canada (ECCC).

The report revealed that between 1948 and 2016, the average temperature increase across Canada was 1.7°C; moreover, during this period, Northern Canada experienced a 2.3°C increase. The temperature increase in Canada has doubled that of the global average. If emissions are not significantly reduced, the temperature could increase by 6.3°C in Canada by the year 2100 compared to 2005 levels. Observed precipitation changes in Canada include an increase of approximately 20% between 1948 and 2012.

By the late 21st century, the projected increase could reach an additional 24%. During the summer months, some regions in Southern Canada are expected to experience periods of drought at a higher rate. Extreme weather events and climate conditions are more common across Canada. Recorded events include droughts, flooding, cold extremes, warm extremes, wildfires, and record minimum arctic sea ice extent.

The changing climate poses a significant risk to the Canadian economy, society, environment, and infrastructure. Physical infrastructure is vulnerable to damage and

increased wear when exposed to these extreme events and climate variabilities. Canadian municipalities are faced with the responsibility to protect their local economy, citizens, environment, and physical assets.

Integration Climate Change and Asset Management

Asset management practices aim to deliver sustainable service delivery - the delivery of services to residents today without compromising the services and well-being of future residents. Climate change threatens sustainable service delivery by reducing the useful life of an asset and increasing the risk of asset failure. Desired levels of service can be more difficult to achieve because of climate change impacts such as flooding, high heat, drought, and more frequent and intense storms.

To achieve the sustainable delivery of services, climate change considerations should be incorporated into asset management practices. The integration of asset management and climate change adaptation observes industry best practices and enables the development of a holistic approach to risk management.

Impacts of Growth

The demand for infrastructure and services will change over time based on a combination of internal and external factors. Understanding the key drivers of growth and demand will allow the Township to plan for new infrastructure more effectively, and the upgrade or disposal of existing infrastructure. Increases or decreases in demand can affect what assets are needed and what level of service meets the needs of the community.

As growth-related assets are constructed or acquired, they should be integrated into Georgian Bluffs' asset management program. While the addition of residential units will add to the existing assessment base and offset some of the costs associated with growth, the Township will need to review the lifecycle costs of growth-related infrastructure. These costs should be considered in long-term funding strategies that are designed to, at a minimum, maintain the current level of service.

Reinvestment Rate

As assets age and deteriorate, they require additional investment to maintain a state of good repair. The reinvestment of capital funds, through asset renewal or replacement, is necessary to sustain an adequate level of service. The reinvestment rate is a measurement of available or required funding relative to the total replacement cost. By comparing the actual vs. target reinvestment rate the Township can determine the extent of any existing funding gap.

Portfolio Overview

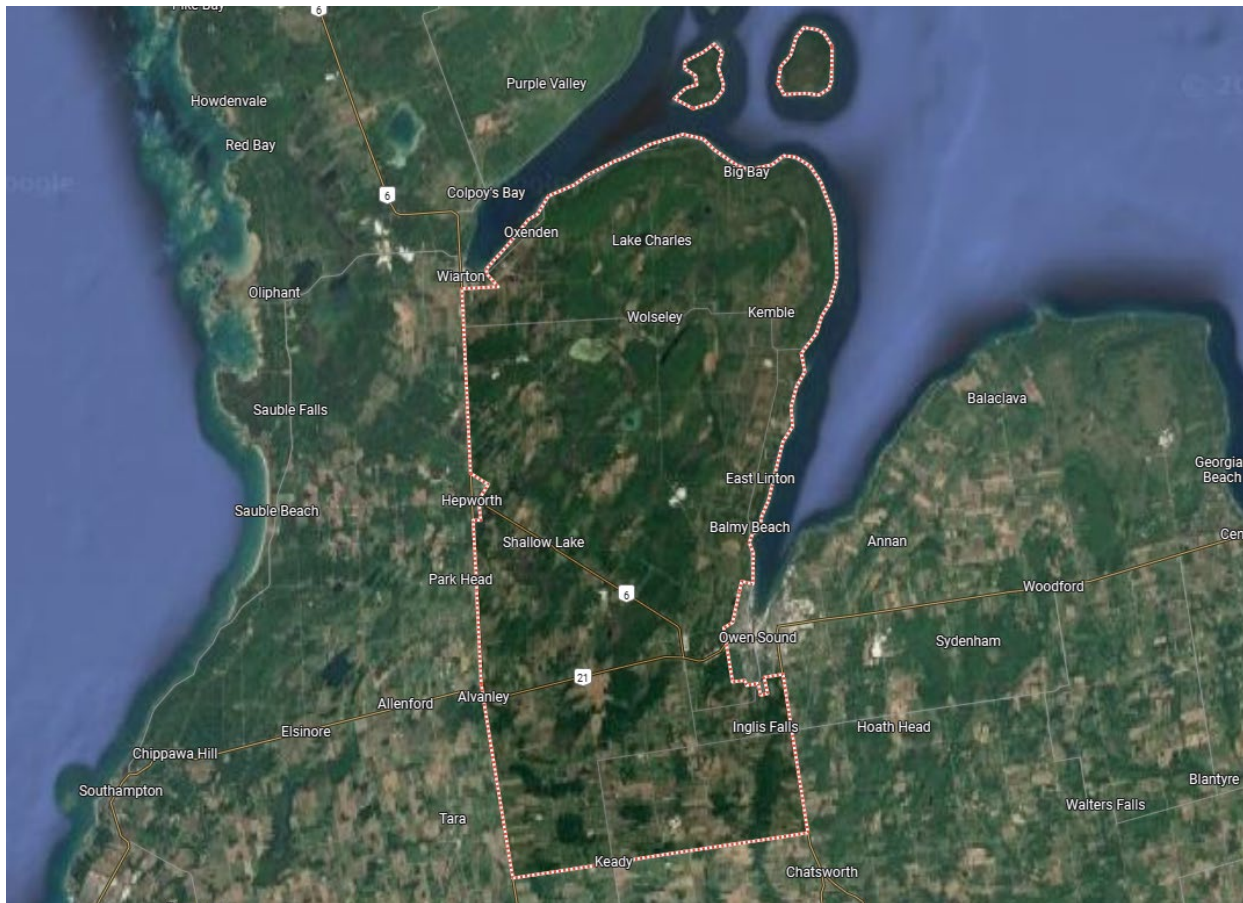
Community Profile

A place of astonishing beauty carved by glaciers into the Niagara Escarpment and inhabited for thousands of years. Today, the people of Georgian Bluffs enjoy friendly and welcoming communities surrounded by a lush natural landscape, rich soil, famed hiking trails and beaches, and an atmosphere of serenity.

The future looks bright from here, with careful stewardship of our resources, events and activities to connect people at every stage of their lives, and economic development supporting local businesses and new investors. An inclusive, diverse, and vibrant community that looks ahead while honouring our shared histories and responsibilities to one another.

This is the place we choose to call home. A place where you're welcome to put down deep roots or just stay awhile to enjoy the view. This is a place that values sustainable growth, investing in the infrastructure, opportunities, and people who will carry this vision forward.

Figure 5: Map Showing the outline of Georgian Bluffs



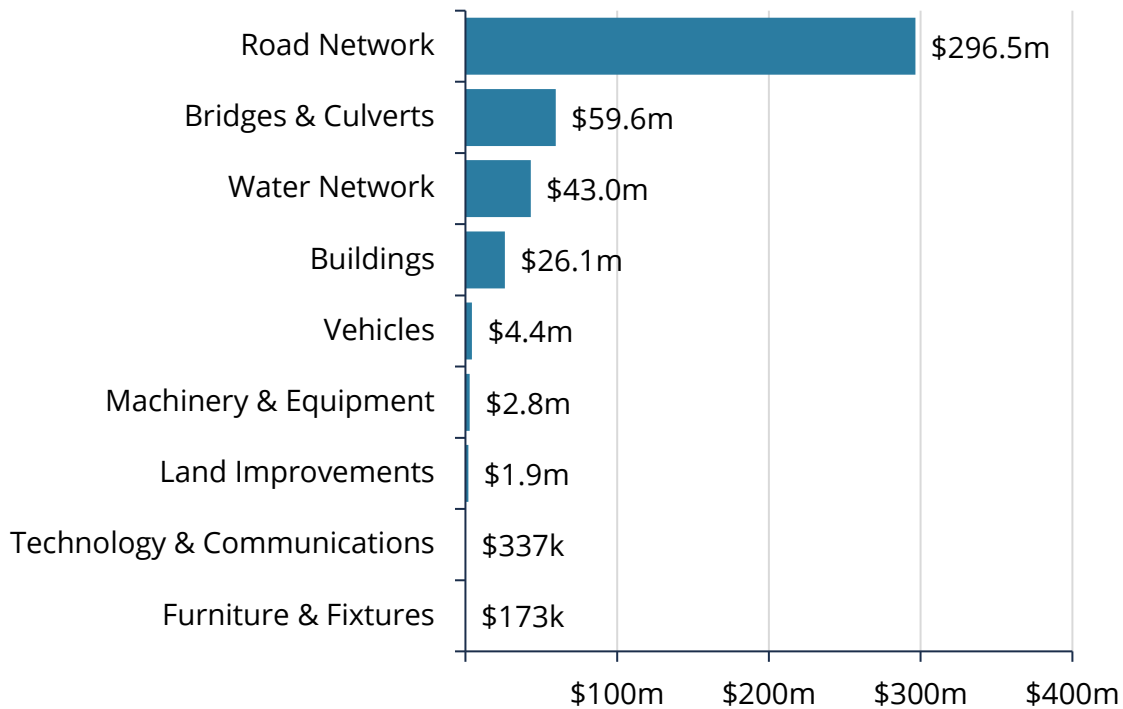
State of the Infrastructure

Asset Category	Replacement Cost	Asset Condition	Financial Capacity	
Road Network	\$296,480,730	Fair (48%)	Annual Requirement:	\$4,534,134
			Funding Available:	\$2,687,641
			Annual Deficit:	\$1,846,494
Bridges & Culverts	\$59,607,183	Good (62%)	Annual Requirement:	\$968,331
			Funding Available:	\$96,898
			Annual Deficit:	\$871,433
Technology & Communications	\$336,670	Poor (30%)	Annual Requirement:	\$64,431
			Funding Available:	\$26,951
			Annual Deficit:	\$37,479
Buildings	\$26,056,580	Fair (45%)	Annual Requirement:	\$538,602
			Funding Available:	\$170,714
			Annual Deficit:	\$367,889
Land Improvements	\$1,912,535	Very Good (81%)	Annual Requirement:	\$81,386
			Funding Available:	\$33,895
			Annual Deficit:	\$47,491
Vehicles	\$4,371,755	Good (76%)	Annual Requirement:	\$262,366
			Funding Available:	\$85,469
			Annual Deficit:	\$176,897
Machinery & Equipment	\$2,839,196	Good (78%)	Annual Requirement:	\$167,999
			Funding Available:	\$54,824
			Annual Deficit:	\$113,175
Water Network	\$43,034,568	Very Good (82%)	Annual Requirement:	\$895,783
			Funding Available:	\$329,600
			Annual Deficit:	\$566,183
Furniture & Fixtures	\$172,583	Fair (57%)	Annual Requirement:	\$13,655
			Funding Available:	\$5,712
			Annual Deficit:	\$7,943
Overall	\$434,811,800	Fair (54%)	Annual Requirement:	\$7,526,688
			Funding Available:	\$3,491,703
			Annual Deficit:	\$4,034,985

Replacement Cost

All Georgian Bluffs' asset categories have a total replacement cost of \$434.8 million based on available inventory data. This total was determined based on a combination of user-defined costs and historical cost inflation. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today.

Figure 6 Replacement Cost by Category

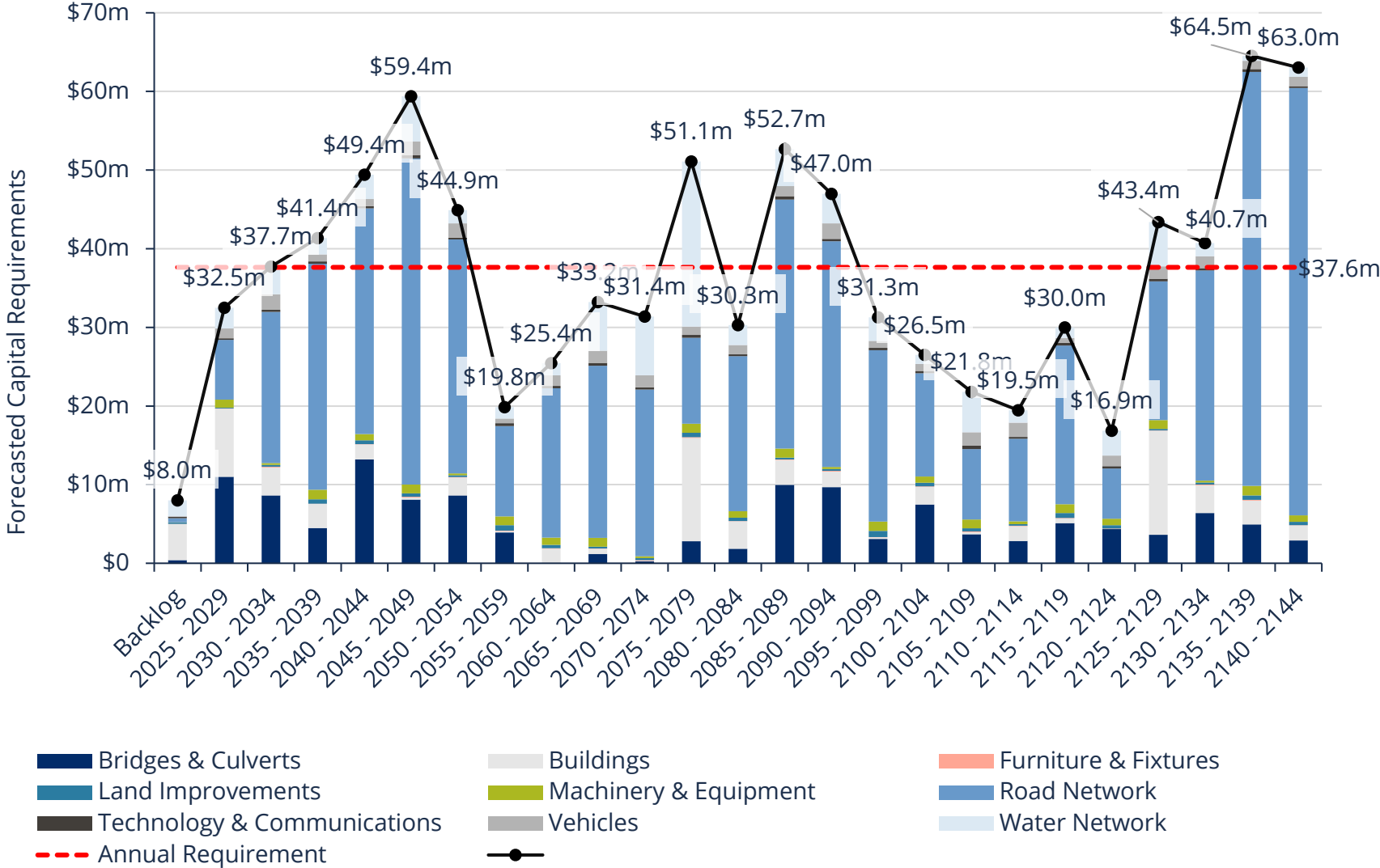


Forecasted Capital Requirements

Aging assets require maintenance, rehabilitation, and replacement. Figure 7 below illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for all asset categories analyzed. Based on the current replacement cost of the portfolio, the average annual capital needs over the lifecycle of all assets total \$7.5 million (red dotted line in 5-year buckets \$37.6 million)

Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise. This figure relies on age and available condition data. Based on the current replacement cost of the portfolio, estimated at \$434.8 million, this represents an annual target reinvestment rate of 1.73%.

Figure 7 Forecasted Capital Requirements



The chart also illustrates a backlog of \$8 million, comprising assets that remain in service beyond their estimated useful life. It is unlikely that all such assets are in a state of disrepair, requiring immediate replacements or major renewals. This makes targeted and consistent condition assessments integral.

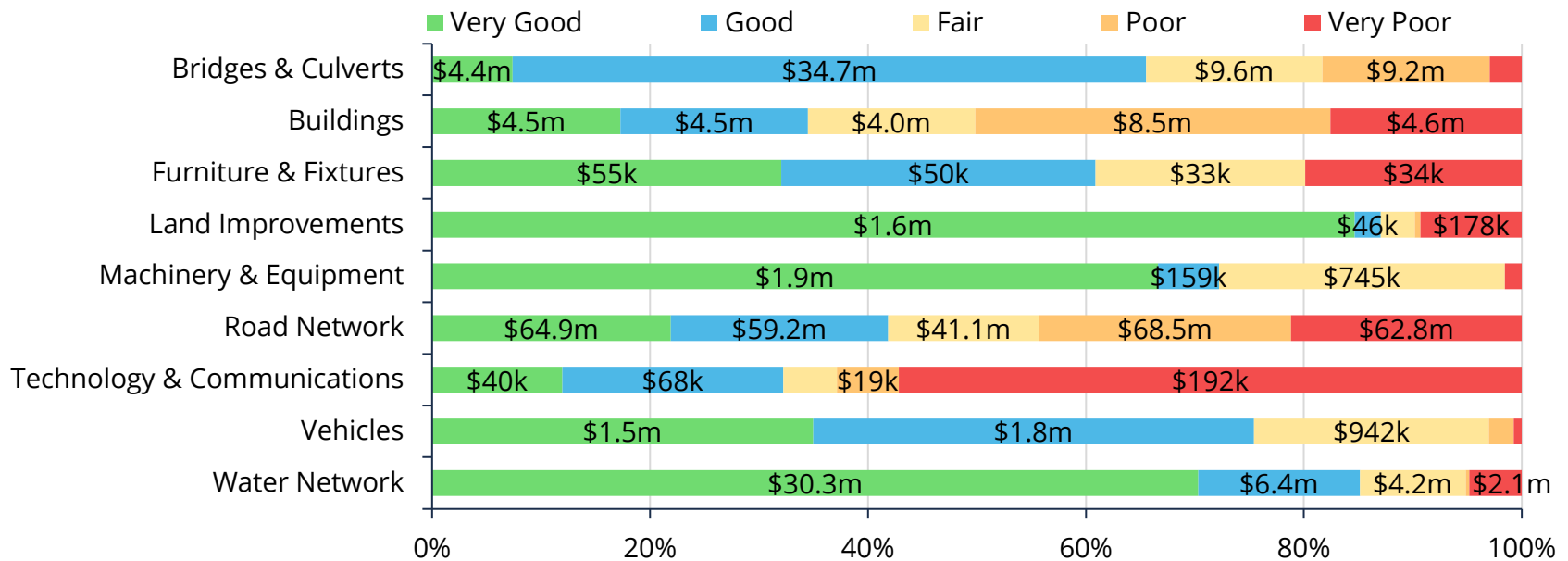
Risk frameworks, proactive lifecycle strategies, and levels of service targets can then be used to prioritize projects, continuously refine estimates for both backlogs and ongoing capital needs and help select the right treatment for each asset.

Condition of Asset Portfolio

The current condition of the assets is central to all asset management planning. Collectively, 64% of assets in Georgian Bluffs are in fair or better condition. This estimate relies on both age-based and field condition data.

Assessed condition data is available for the inventory in the road network, bridges and culverts as well as the parts of the water network; for the remaining portfolio, age is used as an approximation of condition. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions.

Figure 8 Overall Condition Breakdown by Asset Segment and Replacement Cost



Service Life Remaining

Based on asset age, available assessed condition data and estimated useful life, 13% of the Township's assets will require rehabilitation / replacement within the next 10 years. Details of the capital requirements are identified in each asset section.

Risk & Criticality

Georgian Bluffs has noted key trends, challenges, and risks to service delivery that they are currently facing:



Capital Funding Strategies

Major capital rehabilitation and replacement projects are often entirely dependant on the availability of grant funding opportunities. When grants are not available, rehabilitation and replacement projects are often deferred.



Lifecycle Management Strategies & Aging Infrastructure

The current lifecycle management strategy for all asset categories is considered more reactive than proactive. It is a challenge to find the right balance between maintenance, capital rehabilitation, and the replacement of assets. Staff hope to develop better defined strategies that will extend asset lifecycles and result in a lower total cost to the Township.



Asset Data & Information

There is a lack of confidence in the available inventory data and condition data. Staff have been prioritizing data refinement efforts to combine data sets into a single inventory. Staff find it a continuous challenge to organize and manage all the separate data sources for a single asset or category of assets



Organizational Capacity

Both short- and long-term planning requires the regular collection of infrastructure data to support asset management decision-making. Staff find it a continuous challenge to dedicate resources and time towards data collection and condition assessments.



Climate Change & Extreme Weather

Asset deterioration is accelerated due to extreme weather, which in some cases can cause unexpected failures. Freeze-thaw cycles, ice jams, and surface flooding from extreme rainfall have been experienced by the Township in recent years. These events make long-term planning difficult and can result in a lower level of service.



Growth

Growth is a lessor concern it is the changing demographics, rural community is changing to retirees and city residents with different service expectations.

The overall asset risk breakdown for Georgian Bluffs’ asset inventory is portrayed in the figure below.

Figure 9 Overall Asset Risk Breakdown

<p>1 - 4 Very Low \$99,137,237 (23%)</p>	<p>5 - 7 Low \$106,859,693 (25%)</p>	<p>8 - 9 Moderate \$42,104,518 (10%)</p>	<p>10 - 14 High \$152,392,351 (35%)</p>	<p>15 - 25 Very High \$34,318,002 (8%)</p>
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Reviewing the list of very high-risk assets to evaluate how best to mitigate the level of risk the Township is experiencing will help advance Georgian Bluffs’ asset management program.

Levels of Service

Levels of service are a measure of the quality and scope of the services that municipal infrastructure provides to the community. Both quantitative and qualitative metrics are used to measure the current level of service.

Strategic Plan

Georgian Bluffs’ strategic plan was developed in 2024 with an effective date of 2025 – 2030.

Vision

This is Georgian Bluffs. Deeply rooted. Sustainably growing. And a bright vision for the future of our community.

Values

Community - We build connections that bring people together. We collaborate to create a sense of belonging for all. We make Georgian Bluffs a better place.

Service - We put the residents at the heart of all decisions and actions. We proudly act as the caretakers of the resources of Georgian Bluffs. We are known for being responsive, accessible and reliable.

Respect - We appreciate each person’s unique contributions and welcome diverse perspectives. We treat others with compassion, understanding and fairness. We create a supportive environment and engage with others considerately.

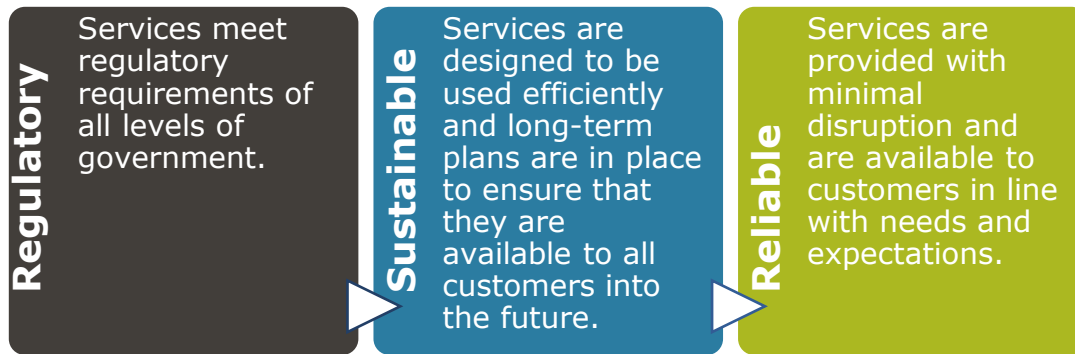
Integrity - We hold ourselves accountable. We do what we say we are going to do. We take responsibility for our actions.

Service Delivery Values

As a guide to developing and measuring service delivery, service delivery values were identified that align staff work practices with community expectations. The corporate service statement that staff developed is as follows:

The Township of Georgian Bluffs is committed to providing service levels that are sustainable, reliable and that are delivered with accountably and integrity.

Figure 10: Service Delivery Values



All the community and technical levels of service will be directly linked to the level of service statement through ensuring sustainability and meeting regulatory requirements for each asset category outlined in the appendix.

Georgian Bluffs Climate Profile

The Township of Georgian Bluffs is a township in southwestern Ontario, in Grey County. The Township is expected to experience notable effects of climate change which include higher average annual temperatures, an increase in total annual precipitation, and an increase in the frequency and severity of extreme events. According to Climatedata.ca – a collaboration supported by Environment and Climate Change Canada (ECCC) – the Township of Georgian Bluffs may experience the following trends:

Higher Average Annual Temperature:

- Between the years 1971 and 2000 the annual average temperature was 6.6 °C
- Under a high emissions scenario, the annual average temperatures are projected to increase by 2.6 °C by the year 2050 and by over 3.8 °C by the end of the century.

Increase in Total Annual Precipitation:

- Under a high emissions scenario, Georgian Bluffs is projected to experience a 12% increase in precipitation by the year 2051 and a 16% increase by the end of the century.

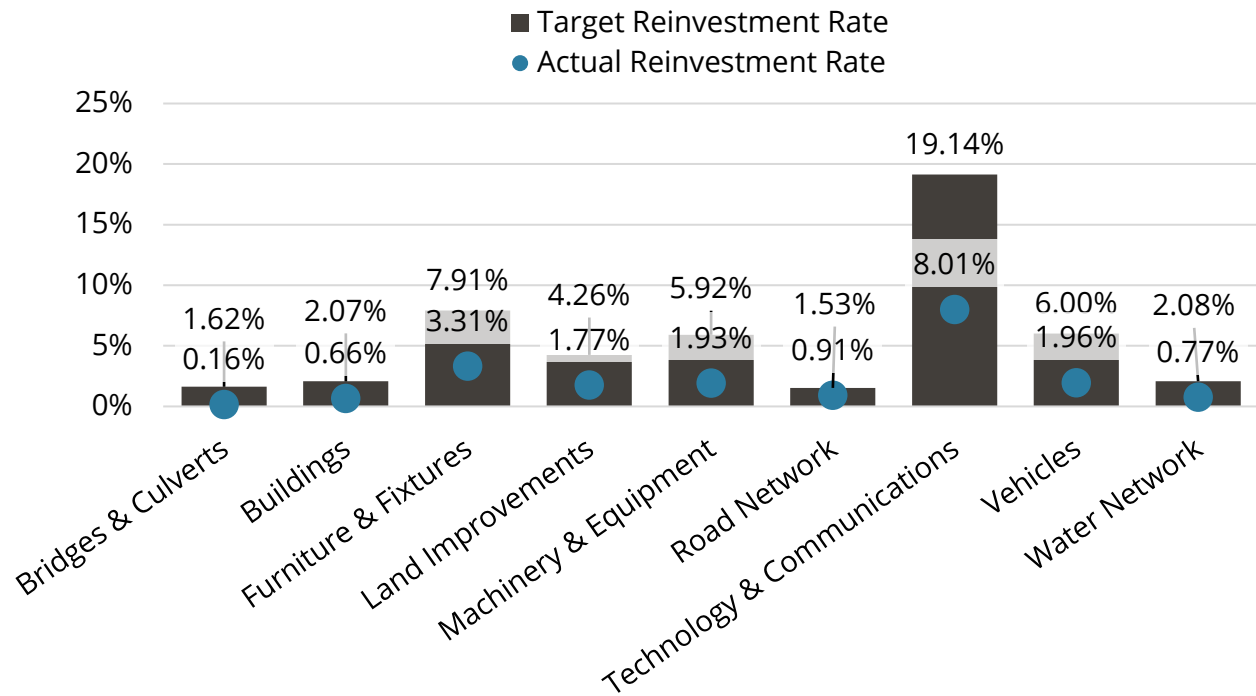
Increase in Frequency of Extreme Weather Events:

- It is expected that the frequency and severity of extreme weather events will change.

Reinvestment Rate

The graph below depicts funding gaps or surpluses by comparing target vs actual reinvestment rate. To meet the long-term replacement needs, the Township is recommended to be allocating approximately \$7.5 million annually, for a target reinvestment rate of 1.73%. Actual annual spending on infrastructure totals approximately \$3.5 million, for an actual reinvestment rate of 0.81%.

Figure 11 Target vs Actual Reinvestment Rates



Impacts of Growth

Understanding the key drivers of growth and demand will allow the Township to plan for new infrastructure effectively, and the upgrade or disposal of existing infrastructure. Increases or decreases in demand can affect what assets are needed and what level of service meets the needs of the community.

The census of population for the Township of Georgian Bluffs highlighted several key facts. First, the Township is home to over 11k individuals, and that the 2016-2021 period saw growth of 5.9% slightly higher than the provincial average.

Table 3 Georgian Bluffs & Ontario Census Information

Census Characteristic	Georgian Bluffs	Ontario
Population 2021	11,100	14,223,942
Population Change 2016-2021	5.9%	5.8%
Total Private Dwellings	5,269	5,929,250
Population Density	18.5/km ²	15.9/km ²
Land Area	599.96 km ²	892,411.76 km ²

Statistics Canada. 2023. (table). Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023. <https://www12.statcan.gc.ca/census-ecensement/2021/dp-pd/prof/index.cfm?Lang=E> (accessed September 7, 2024).

Financial Strategy

Financial Strategy Overview

Each year, the Township of Georgian Bluffs makes important investments in its infrastructure's maintenance, renewal, rehabilitation, and replacement to ensure assets remain in a state of good repair. However, spending needs typically exceed fiscal capacity. In fact, most municipalities continue to struggle with annual infrastructure deficits. Achieving full-funding for infrastructure programs will take many years and should be phased-in gradually to reduce burden on the community.

This financial strategy is designed for the Township's existing asset portfolio and is premised on two key inputs: the average annual capital requirements and the average annual funding typically available for capital purposes. The annual requirements are based on the replacement cost of assets and their serviceable life, and where available, lifecycle modeling. This figure is calculated for each individual asset and aggregated to develop category-level values.

The annual funding typically available is determined by averaging historical capital expenditures on infrastructure, inclusive of any allocations to reserves for capital purposes. For Georgian Bluffs, the proposed capital allocations in 2024, for the tax funded projections and for water, were used to project available funding.

Only reliable and predictable sources of funding are used to benchmark funds that may be available on any given year. The funding sources include:

- Revenue from taxation allocated to reserves for capital purposes
- Revenue from water rates allocated to capital reserves
- The Canada Community Benefits Fund (CCBF), formerly the Federal Gas Tax Fund
- The Ontario Community Infrastructure Fund (OCIF)

Although provincial and federal infrastructure programs can change with evolving policy, these are considered as permanent and predictable.

Annual Capital Requirements

The annual requirements represent the amount the Township should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs, and achieve long-term sustainability. For most asset categories the annual requirement has been calculated based on a "replacement only" scenario, in which capital costs are only incurred at the construction and replacement of each asset.

However, for the road network lifecycle management strategies have been developed to identify costs that are realized through strategic rehabilitation and renewal. The development of these strategies allows for a comparison of potential cost avoidance.

The following table compares two scenarios:

Replacement Only Scenario: Based on the assumption that assets deteriorate and – without regularly scheduled maintenance and rehabilitation – are replaced at the end of their service life.

Lifecycle Strategy Scenario: Based on the assumption that lifecycle activities are performed at strategic intervals to extend the service life of assets until replacement is required.

Table 4 Road Network Annual Capital Requirement Comparison

Asset Segment	Annual Requirements (Replacement Only)	Annual Requirements (Lifecycle Strategy)	Difference
Asphalt Roads	\$1,771,602	\$1,771,602	\$0
Concrete Roads	\$11,248	\$11,248	\$0
Surface Treated Roads	\$3,179,579	\$2,670,900	\$508,679
Guiderails	\$11,558	\$11,558	\$0
Sidewalks	\$11,308	\$11,308	\$0
Signs	\$19,509	\$19,509	\$0
Streetlights	\$38,010	\$38,010	\$0
Total	\$5,042,814	\$4,534,134	\$508,679

The implementation of a proactive lifecycle strategy for surface treated roads, leads to a potential annual cost avoidance of approximately \$500 thousand. This represents a reduction of the annual capital requirement for paved roads of 10%.

Gravel roads lifecycle costs are not considered capital and with the maintenance performed on the roads are considered to never require replacement and as such they are not included in the calculations for the annual requirements.

Table 5 outlines the total average annual capital requirements for existing assets in each asset category. Based on a replacement cost of \$434.8 million, annual capital requirements total approximately \$7.5 million for all the asset categories analysed.

The table also illustrates the system-generated, equivalent target reinvestment rate (TRR), calculated by dividing the annual capital requirements by the total replacement cost of each category. The cumulative target reinvestment for these categories is estimated at 1.73%.

Table 5 Average Annual Capital Requirements

Asset Category	Replacement Cost	Annual Capital Requirements	Target Reinvestment Rate
Bridges & Culverts	\$59,607,183	\$968,331	1.62%
Buildings	\$26,056,580	\$538,602	2.07%
Furniture & Fixtures	\$172,583	\$13,655	7.91%
Land Improvements	\$1,912,535	\$81,386	4.26%
Machinery & Equipment	\$2,839,196	\$167,999	5.92%
Road Network	\$296,480,730	\$4,534,134	1.53%

Technology & Communications	\$336,670	\$64,431	19.14%
Vehicles	\$4,371,755	\$262,366	6.00%
Water Network	\$43,034,568	\$895,783	2.08%
Total	\$434,811,800	\$7,526,688	1.73%

Although there is no industry standard guide on optimal annual investment in infrastructure, the Target Reinvestment Rates above provide a useful benchmark for organizations. In 2016, the Canadian Infrastructure Report Card (CIRC) produced an assessment of the health of municipal infrastructure as reported by cities and communities across Canada. The CIRC remains a joint project produced by several organizations, including the Federation of Canadian Municipalities (FCM), the Canadian Society of Civil Engineers (CSCE), the Canadian Network of Asset Managers (CNAM), and the Canadian Public Works Association (CPWA).

The 2016 version of the report card also contained recommended reinvestment rates that can also serve as benchmarks for municipalities. The CIRC suggest that, if increased, these reinvestment rates can “stop the deterioration of municipal infrastructure.” The report card contains both a range for reinvestment rates that outlines the lower and upper recommended levels, as well as current municipal averages.

Current Funding Levels

Table 6 summarizes how current capital funding levels compare with funding required for each asset category. At existing levels, the Township is funding 46% of its annual capital requirements for all infrastructure analyzed. This creates a total annual funding deficit of \$4 million.

Table 6 Current Funding Position vs Required Funding

	Annual Capital Requirements	Annual Funding Available	Annual Deficit	Funding Level
All Assets	\$7,526,688	\$3,491,703	\$4,034,985	46%

Closing the Gap

Eliminating annual infrastructure funding shortfalls is a difficult and long-term endeavor for municipalities. Considering the Township’s current funding position, it will require many years to reach full funding for current assets.

This section outlines how the Township of Georgian Bluffs can close the annual funding deficits using own-source revenue streams, i.e., property taxation and without the use of additional debt for existing assets.

Full Funding Requirements Tax Revenues

In 2024, Georgian Bluffs will have an annual tax revenue of \$12,920,075. As illustrated in the following table, without consideration of any other sources of revenue or cost containment strategies, full funding would require a 25.3% tax change over time.

To achieve this increase, several scenarios have been developed using phase-in periods ranging from five to twenty years. Shorter phase-in periods may place too high a burden on taxpayers, whereas a phase-in period beyond 20 years may see a continued deterioration of infrastructure, leading to larger backlogs.

Table 7 Phasing in Annual Tax Increases

Total % Increase Needed in Annual Property Taxation Revenues	Phase-in Period			
	5 Years	10 Years	15 Years	20 Years
25.3%	4.6%	2.3%	1.5%	1.1%

Funding 100% of annual capital requirements ensures that major capital events, including replacements, are completed as required. Under this scenario, projects are unlikely to be deferred to future years. This delivers the highest asset performance and customer levels of service.

Reallocating debt payments as they become available is a financial strategy that Georgian Bluffs has considered utilizing once their loans have been paid. That strategy has been included in the strategy values above in Table 7.

Full Funding Requirements - Utility Rate Revenues

For 2024, Georgian Bluffs’ forecasted water rate revenues total \$1,456,750. Annual capital requirements for the water network total \$895,783, against available funding of \$329,600. This creates a funding deficit of \$566,183. To close this annual gap, the Township’s water revenues would need to increase.

To achieve this increases, several scenarios have been developed using phase-in periods ranging from five to twenty years. As with tax revenues, short phase-in periods may require excessive rate increases, whereas more protracted timeframes may lead to larger backlogs and more unpredictable spending on emergency repairs and replacements.

Funding 100% of annual capital requirements ensures that major capital events, including replacements, are completed as required. Table 8 illustrates the % annual increase needed for the water network.

Table 8 Phasing in Rate Increases

Total % Increase Needed in Annual Water Rate Revenues	Phase In Period			
	5 Years	10 Years	15 Years	20 Years
38.9%	6.8%	3.3%	2.2%	1.7%

Use of Debt

For reference purposes, the following table outlines the premium paid on a project if financed by debt. For example, a \$1M project financed at 3.0% over 15 years would result in a 26% premium or \$260,000 of increased costs due to interest payments. For simplicity, the table does not consider the time value of money or the effect of inflation on delayed projects. Although, the use of debt will result in higher costs, debt can be a way to have future residents pay for infrastructure that they use rather than today's residents.

Table 9 Premiums for Debt Financing Projects

Interest Rate	Number of Years Financed					
	5	10	15	20	25	30
7.0%	22%	42%	65%	89%	115%	142%
6.5%	20%	39%	60%	82%	105%	130%
6.0%	19%	36%	54%	74%	96%	118%
5.5%	17%	33%	49%	67%	86%	106%
5.0%	15%	30%	45%	60%	77%	95%
4.5%	14%	26%	40%	54%	69%	84%
4.0%	12%	23%	35%	47%	60%	73%
3.5%	11%	20%	30%	41%	52%	63%
3.0%	9%	17%	26%	34%	44%	53%

Recommendations and Key Considerations

Financial Strategies

Review feasibility of adopting a full-funding scenario that achieves 100% of average annual requirements for the asset categories analyzed. This involves:

- implementing a 1.5% annual tax increase over a 15-year phase-in period and allocating the full increase in revenue towards capital funding
- implementing a 2.2% annual rate increase over a 15-year phase-in period for water and allocating the full increase in revenue towards capital funding. The 2025 rate study will be utilized to review and develop the final strategy.
- continued allocation of OCIF and CCBF funding as previously outlined
- using risk frameworks and staff judgement to prioritize projects, particularly to aid in elimination of existing infrastructure backlogs

NOTE: Although it is difficult to capture inflation costs, supply chain issues, and fluctuations in commodity prices will also influence capital expenditures.

Asset Data

1. Continuously review, refine, and calibrate lifecycle and risk profiles to better reflect actual practices and improve capital projections. In particular:
 - the timing of various lifecycle events, the triggers for treatment, anticipated impacts of each treatment, and costs
 - the various attributes used to estimate the likelihood and consequence of asset failures, and their respective weightings
2. Asset management planning is highly sensitive to replacement costs. Periodically update replacement costs based on recent projects, invoices, or estimates, as well as condition assessments, or any other technical reports and studies. Material and labour costs can fluctuate due to local, regional, and broader market trends, and substantially so during major world events. Accurately estimating the replacement cost of like-for-like assets can be challenging. Ideally, several recent projects over multiple years should be used. Staff judgement and historical data can help attenuate extreme and temporary fluctuations in cost estimates and keep them realistic.
3. Like replacement costs, an asset's established serviceable life can have dramatic impacts on all projections and analyses, including long-range forecasting and financial recommendations. Periodically reviewing and updating these values to better reflect in-field performance and staff judgement is recommended.

Risk and Levels of Service

1. Risk models and matrices can play an important role in identifying high-value assets, and developing an action plan which may include repair, rehabilitation, replacement, or further evaluation through updated condition assessments. As a result, project selection and the development of multi-year capital plans can become more strategic and objective. Initial models have been built into Citywide for all asset groups. As the data evolves and new attribute information is obtained, these models should also be refined and updated.
2. Data on current performance should be centralized and tracked to support any calibration of service levels ahead of O. Reg's 2025 requirements on proposed levels of service.
3. Staff should monitor evolving local, regional, and environmental trends to identify factors that may shape the demand and delivery of infrastructure programs. These can include population growth, and the nature of population growth; climate change and extreme weather events; economic conditions and the local tax base. This data can also be used to review and revise service level targets.

Appendix A: Road Network

State of the Infrastructure

Georgian Bluffs' road network comprises the largest share of its infrastructure portfolio, with a current replacement cost of \$296 million, distributed primarily between asphalt, surface treatment, and gravel roads.

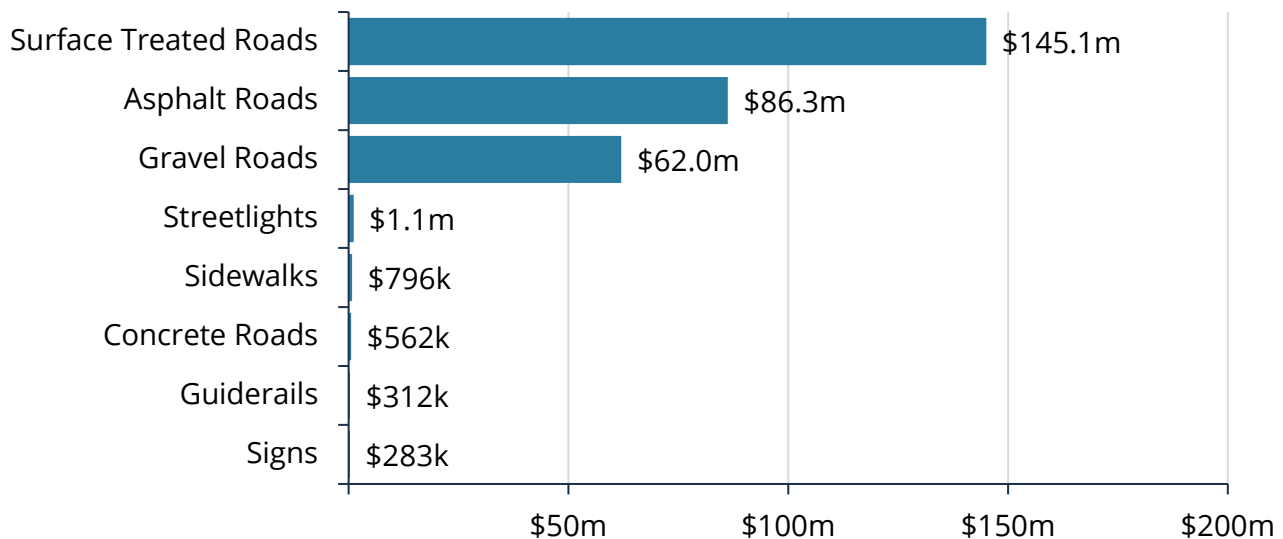
The state of the infrastructure for the road network is summarized below.

Replacement Cost	Condition	Financial Capacity	
\$296 million	Fair (48%)	Annual Requirement:	\$4,534,134
		Funding Available:	\$2,687,641
		Annual Deficit:	\$1,846,494

Inventory & Valuation

The figure below displays the replacement cost of each asset segment in the Township's road inventory.

Figure 12 Road Network Replacement Value by Segment

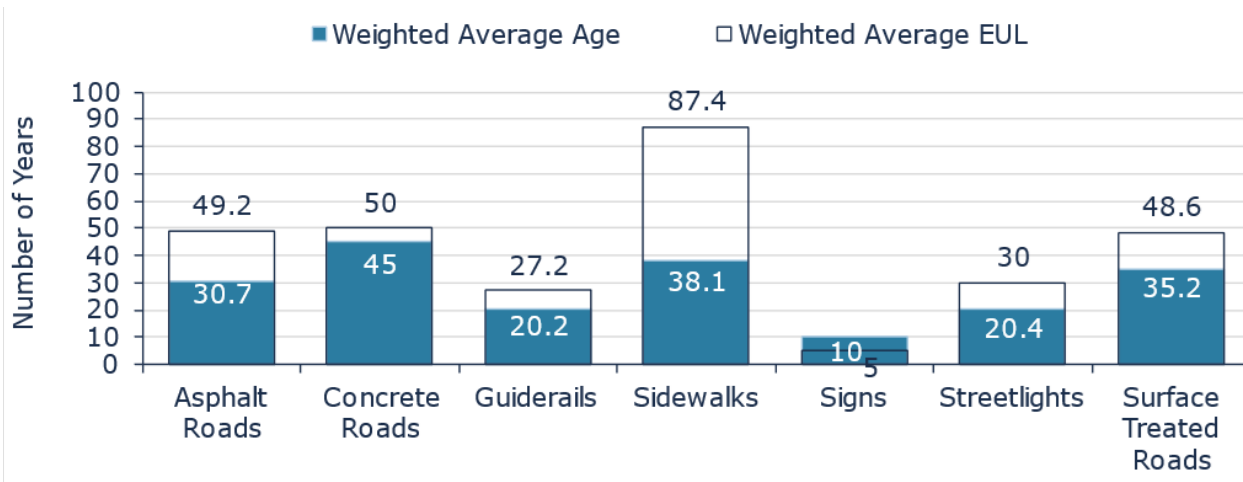


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Asset Condition & Age

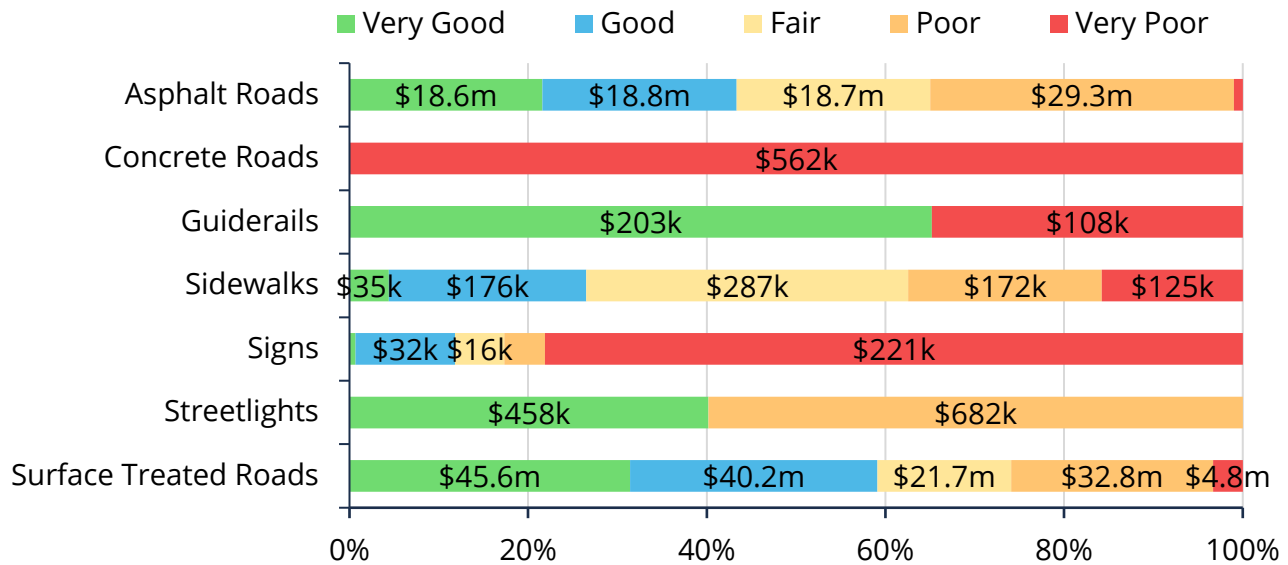
The graph below identifies the average age, and the estimated useful life for each asset segment. It is all weighted by replacement cost.

Figure 13 Road Network Average Age vs Average EUL



The analysis shows that, based on in-service dates, signs and sidewalks continue to remain in operation beyond their expected useful life. The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 14 Road Network Condition Breakdown



To ensure that Georgian Bluffs’ roads continue to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation, and replacement activities is required to increase the overall condition of the roads.

Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The Township is currently developing their approach to assessing their road assets in the field.

The condition scale for roads utilized is from 0 to 100 from Very Poor to Very Good.

Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset’s characteristics, location, utilization, maintenance history and environment.

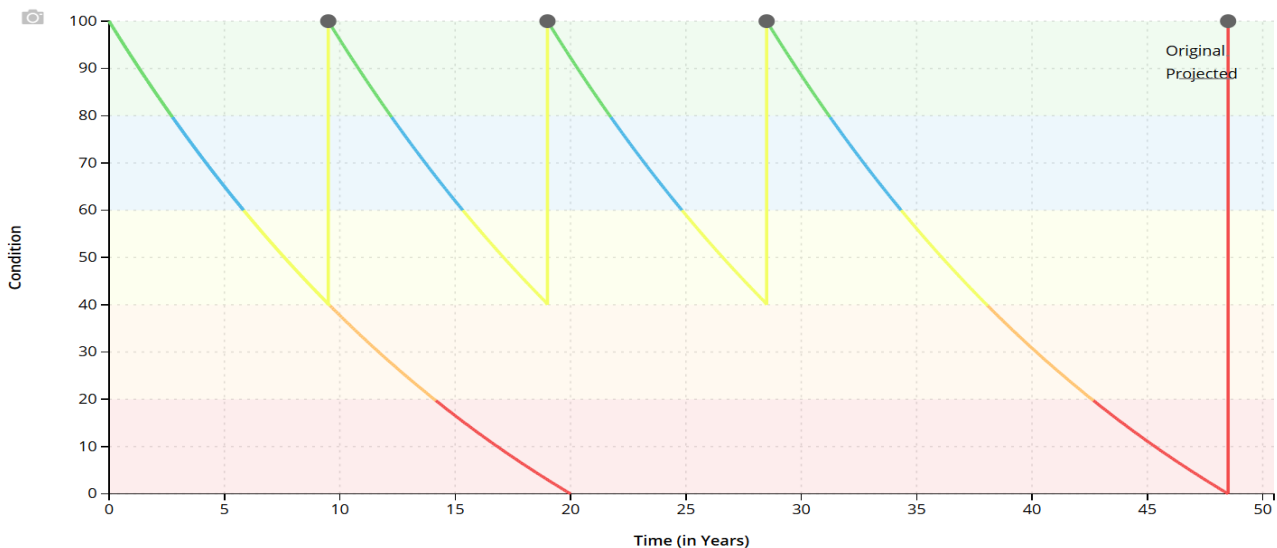
The following lifecycle strategies shown in the table below have been developed as a proactive approach to managing the lifecycle of municipally owned roads. Instead of allowing the roads to deteriorate until replacement is required, strategic rehabilitation is expected to extend the service life of roads at a lower total cost.

Table 10 Road Network Current Lifecycle Strategy

Activity Type	Description of Current Strategy
Maintenance	<ul style="list-style-type: none"> winter control activities gravel roads are graded and dust control applied as required and additional gravel application is done every 5 years
Rehabilitation/ Replacement	<ul style="list-style-type: none"> prioritization is based on road usage activities are more reactive for mill and pave work on asphalt roads only

Lifecycle models used to estimate the cost avoidance to annual capital requirement are shown below in Figure 15 for surface treated roads. Only surface treated roads are utilizing lifecycle activities

Figure 15 Surface Treated Roads (LCB) Road Lifecycle Model



Forecasted Capital Requirements

Figure 16 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Township’s road network. This analysis was run until 2123 to capture at least one iteration of replacement for the longest-lived asset in the asset register.

Georgian Bluffs’ average annual requirements (red dotted line) total \$4.5 million for all assets in the road network. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise. The chart illustrates capital needs through the forecast period in 5-year intervals.

The projections are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades. They are based on asset replacement costs, age analysis, and condition data when available, as well as lifecycle modeling (roads only identified above).

Figure 16 Road Network Forecasted Capital Replacement Requirements

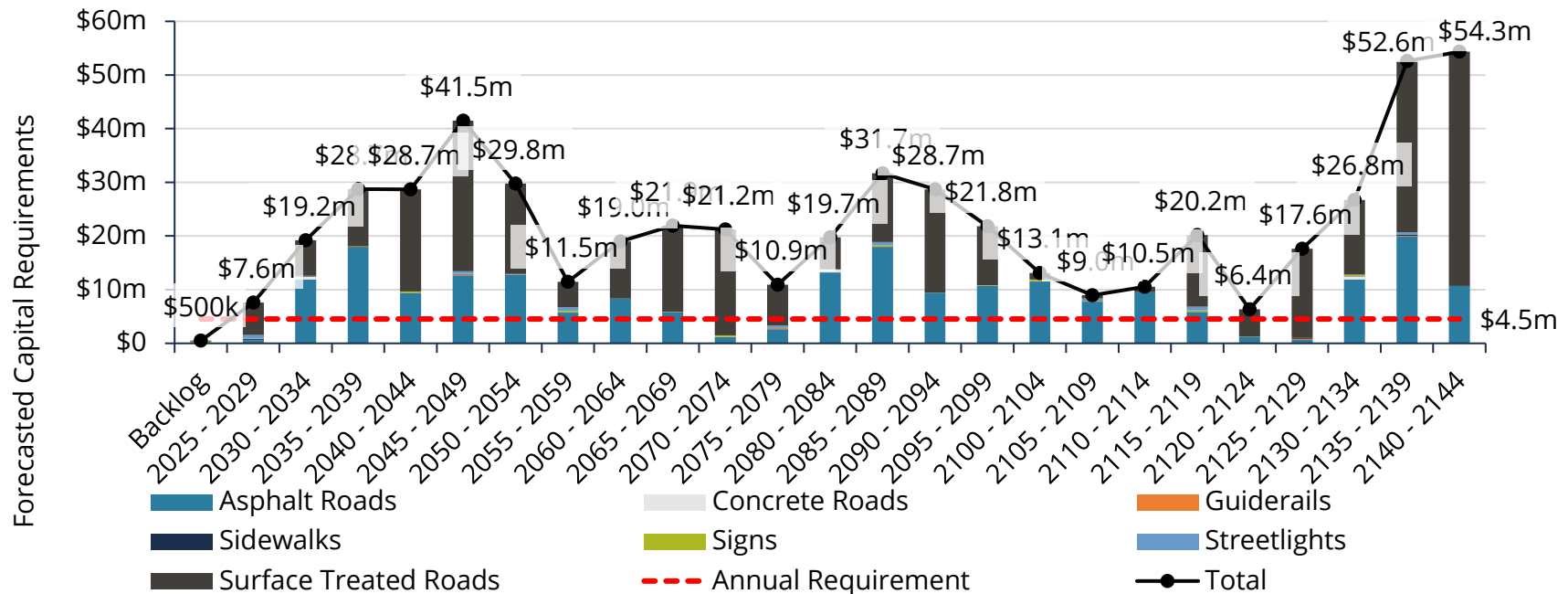


Table 11 below summarizes the projected cost of lifecycle activities (rehabilitation and replacement) that may need to be undertaken over the next 10 years to support current levels of service. These projections are generated in Citywide and rely on the data available in the asset register.

These projections can be different from actual capital forecasts. Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the Township's capital expenditure forecasts.

Table 11 Road Network System-generated 10-Year Capital Costs

Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Asphalt Roads	\$0	\$570k	\$0	\$0	\$0	\$0	\$294k	\$0	\$608k	\$6.0m	\$5.0m
Concrete Roads	\$0	\$0	\$0	\$0	\$0	\$0	\$562k	\$0	\$0	\$0	\$0
Guiderrails	\$108k	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sidewalks	\$45k	\$15k	\$77k	\$58k	\$71k	\$19k	\$54k	\$46k	\$0	\$51k	\$0
Signs	\$221k	\$13k	\$9k	\$7k	\$5k	\$12k	\$15k	\$0	\$0	\$0	\$0
Streetlights	\$0	\$0	\$0	\$682k	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Surface Treated Roads	\$126k	\$1.3m	\$614k	\$1.2m	\$840k	\$2.1m	\$3.1m	\$92k	\$103k	\$1.7m	\$268k
Total	\$500k	\$1.9m	\$701k	\$1.9m	\$916k	\$2.1m	\$4.1m	\$138k	\$711k	\$7.8m	\$5.2m

Risk & Criticality

The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data. See Appendix K: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

Figure 17 Road Network Risk Breakdown

<p>1 - 4 Very Low \$54,984,069 (19%)</p>	<p>5 - 7 Low \$87,004,250 (29%)</p>	<p>8 - 9 Moderate \$29,421,943 (10%)</p>	<p>10 - 14 High \$120,228,841 (41%)</p>	<p>15 - 25 Very High \$4,841,627 (2%)</p>
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This is a high-level model developed by municipal staff and it should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

Levels of Service

The following tables identify the Township's metrics to identify their current level of service for the roads. By comparing the cost, performance (average condition) and risk year-over-year, Georgian Bluffs will be able to evaluate how their services/assets are trending. The Township will use this data to set a target level of service the tables that follow summarize Georgian Bluffs' current levels of service.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the road network.

Table 12 Road Network Community Levels of Service

Service Attribute	Qualitative Description	Current LOS
Regulatory	Description, which may include maps, of the road network in the Township and its level of connectivity	See Figure 18
Reliable	Description or images that illustrate the different levels of road class pavement condition	See Figure 2 for the description of road condition

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the road network.

Table 13 Road Network Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Regulatory	Lane-km of arterial roads (MMS classes 1 and 2) per land area (km/km ²)	0 km/km ²
	Lane-km of collector roads (MMS classes 3 and 4) per land area (km/km ²)	0.168 km/km ²
	Lane-km of local roads (MMS classes 5 and 6) per land area (km/km ²)	0.445 km/km ²
Reliable	Average pavement condition index for paved roads in the municipality	61% - Good
	Average surface condition for unpaved roads in the municipality (e.g., excellent, good, fair, poor)	Fair
	Average Condition Rating	61%
	Average Asset Risk	8.39 (Moderate)
Sustainable	Actual reinvestment rate	0.9%
	Target reinvestment rate	1.6%

Figure 18 Map of Roads



Appendix B: Bridges & Culverts

State of the Infrastructure

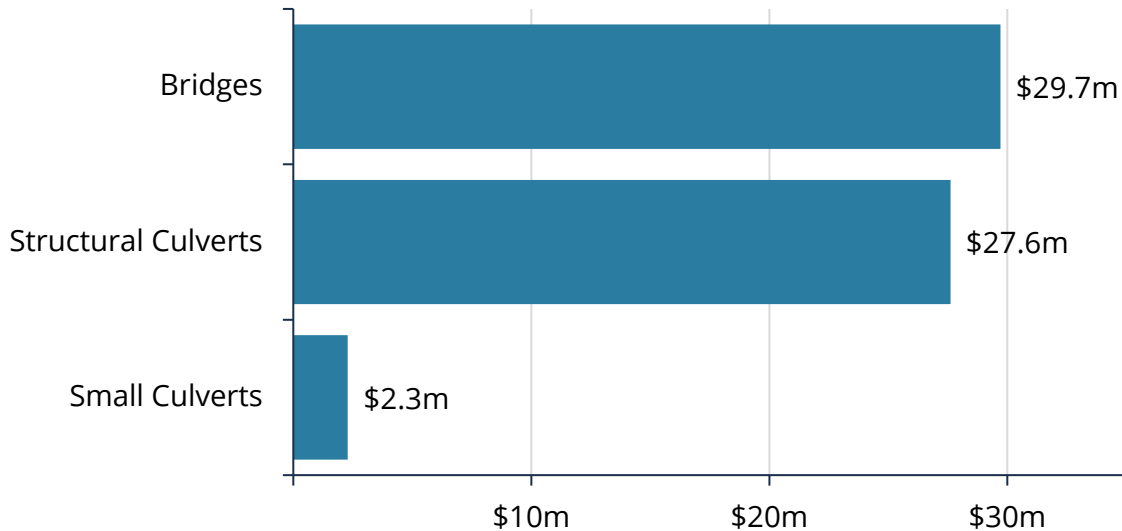
Bridges & culverts represent a critical portion of the transportation services provided to the community. The state of the infrastructure for bridges & culverts is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$59.6 million	Good (62%)	Annual Requirement:	\$968,331
		Funding Available:	\$96,898
		Annual Deficit:	\$871,433

Inventory & Valuation

The figure below displays the replacement cost of each asset segment in the Township's bridges & culverts inventory.

Figure 19 Bridges & Culverts Replacement Cost by Segment

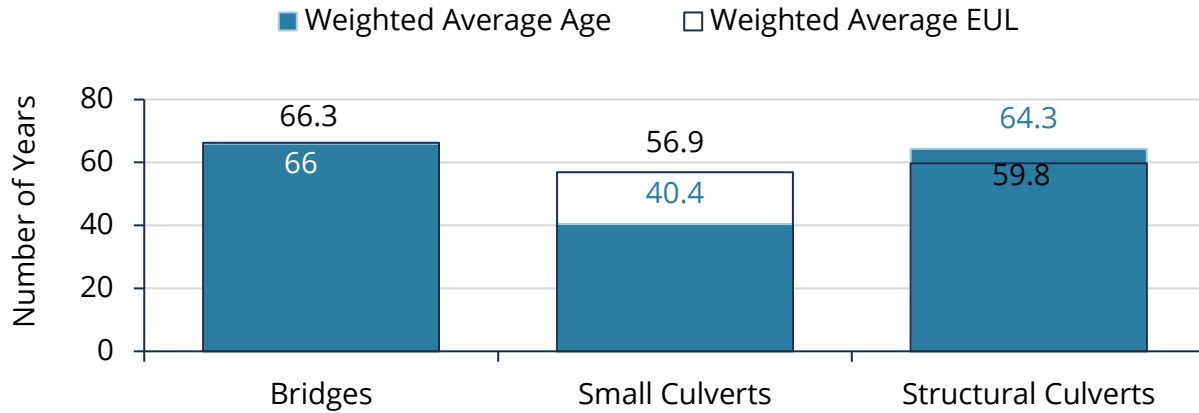


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed. This can be included in the Ontario Structures Inspection Manual (OSIM) inspections as the replacement cost is part of the calculation for the bridge condition index (BCI).

Asset Condition & Age

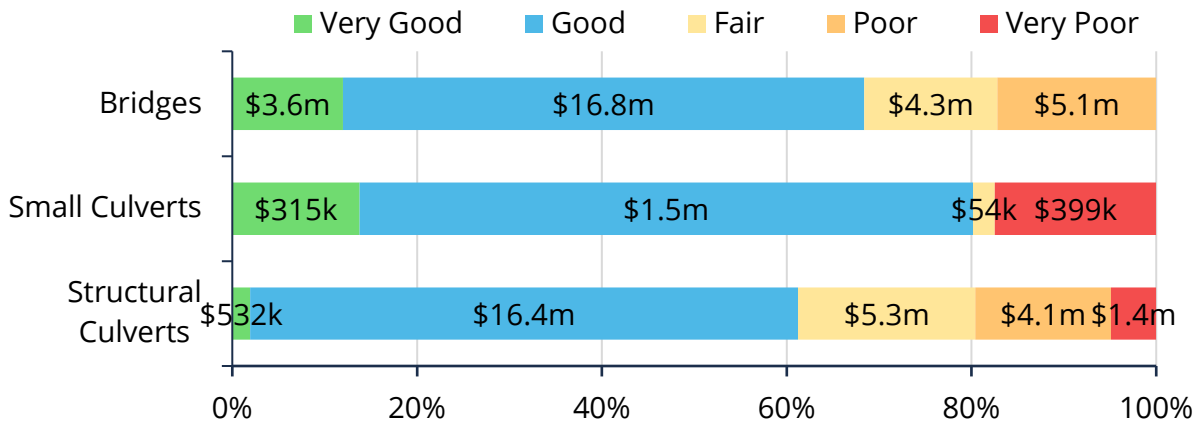
The graph below identifies the average age and the estimated useful life for each asset segment in the bridges & culverts. The values are weighted based on replacement cost.

Figure 20 Bridges & Culverts Average Age vs Average EUL



The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 21 Bridges & culverts Condition Breakdown



To ensure that the Township’s bridges & culverts continue to provide an acceptable level of service, the staff should monitor the average condition of all assets. Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. Georgian Bluff’s current approach is to assess all bridges and structural culverts every 2 years in accordance with the Ontario Structure Inspection Manual (OSIM). The most recent assessment was completed in 2024 by Pearson Engineering.

The condition scale for bridges and culverts utilized is from 0 to 100 from Very Poor to Very Good. See the following images as examples of a good bridge and structural culvert as well as a bridge and structural culvert in poor condition.

Figure 22 Bridge & Culvert Condition Images

Main Street Bridge (BCI - 74 Good)



Photo 1 - View of Structure Facing West.



Photo 2 - View of Structure Facing North.

Sunny Valley Park Culvert (BCI - 70 Good)



Photo 1 - View of Structure Facing East.



Photo 2 - View of South Culvert Ends.

Sideroad 3 Bridge (BCI - 34 Poor)



Photo 1 - View of Structure Facing South



Photo 2 - View of Structure Facing East.

Gleason Culvert (BCI - 33 Poor)



Photo 1 - View of Structure Facing West.



Photo 2 - View of Structure Facing South.

Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the current lifecycle strategy utilized by Georgian Bluffs.

Table 14 Bridges & culverts Current Lifecycle Strategy

Activity Type	Description of Current Strategy
Maintenance	All maintenance and repair activities are driven by the results of inspections completed according to the Ontario Structure Inspection Manual (OSIM) as well as internal staff monitoring
Rehabilitation/ Replacement	Replacement occurs when the OSIM inspection recommends it, and funding is available

Forecasted Capital Requirements

Figure 23 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Township’s bridges & culverts. These projections are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

The analysis was run until 2098 to capture at least one iteration of replacement for the longest-lived asset in the asset register. Georgian Bluffs’ average annual requirements (red dotted line) for bridges & culverts total \$968 thousand. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Figure 23 Bridges & culverts Forecasted Capital Replacement Requirements

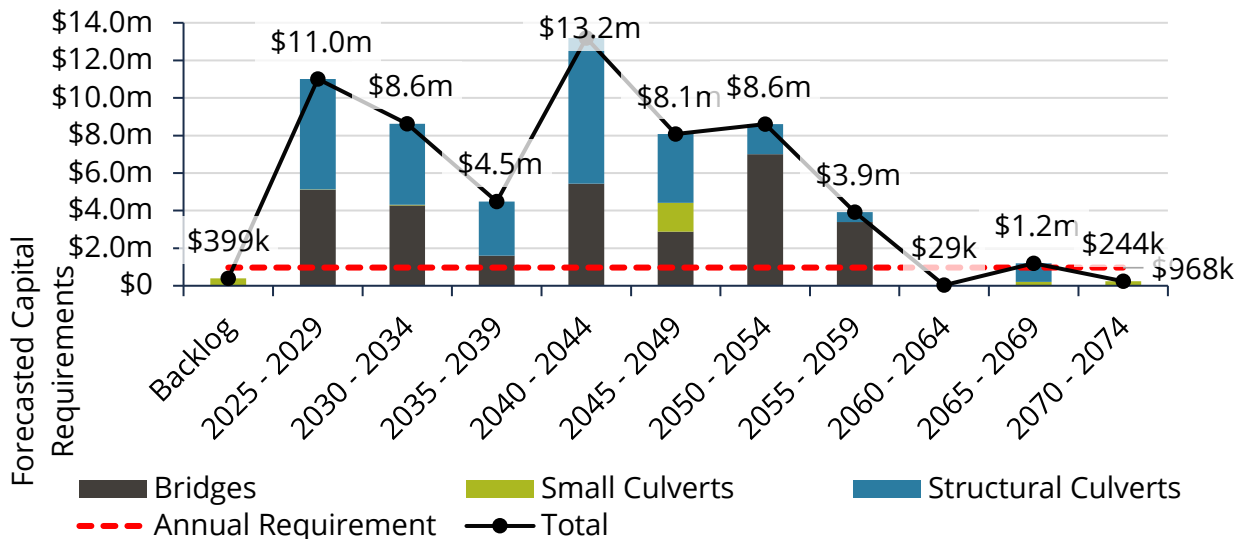


Table 15 below summarizes the projected cost of lifecycle activities (as previously described) that may need to be undertaken over the next 10 years to support current levels of service. These are represented at the major asset level.

Table 15 Bridges & Culverts System-generated 10-Year Capital Costs

Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Bridges	-	-	-	\$1.1m	\$1.1m	\$2.9m	-	\$1.6m	-	-	\$2.7m
Small Culverts	\$399k	-	-	-	\$17k	-	\$38k	-	-	-	-
Structural Culverts	-	\$1.4m	-	\$1.3m	\$1.9m	\$1.3m	-	\$1.0m	\$1.5m	\$407k	\$1.4m
Total	\$399k	\$1.4m	-	\$2.4m	\$3.1m	\$4.2m	\$38k	\$2.6m	\$1.5m	\$407k	\$4.1m

These projections are generated based on the data available in the asset register. Assessed condition data and replacement costs were used to assist in forecasting replacement needs for bridges and structural culverts.

Risk & Criticality

The risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data. See Appendix K: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

This is a high-level model developed by municipal staff and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

Figure 24 Bridges & Culverts Risk Breakdown

<p>1 - 4 Very Low \$5,383,695 (9%)</p>	<p>5 - 7 Low \$11,960,202 (20%)</p>	<p>8 - 9 Moderate \$5,503,180 (9%)</p>	<p>10 - 14 High \$22,698,900 (38%)</p>	<p>15 - 25 Very High \$14,061,206 (24%)</p>
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Levels of Service

The following tables identify the Township’s metrics to identify their current level of service for the bridges and culverts. By comparing the cost, performance (average condition) and risk year-over-year Georgian Bluffs will be able to evaluate how their services/assets are trending. The Township will use this data to set a target level of service and determine proposed levels for the regulation by 2025.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by bridges & culverts.

Table 16 Bridges & Culverts Community Levels of Service

Service Attribute	Qualitative Description	Current LOS
Regulatory	Description of the traffic that is supported by municipal bridges (e.g. heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists)	The traffic supported by the municipal bridges is varied. Large agricultural equipment, heavy transport vehicles, motor vehicles, emergency vehicles, cyclists and pedestrians all utilize the bridges to travel throughout the Township.
Reliable	Description or images of the condition of bridges and culverts and how this would affect use of the bridges and culverts	See Figure 22 Bridge & Culvert Condition Images

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by bridges & culverts.

Table 17 Bridges & Culverts Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Regulatory	% of bridges in the municipality with loading or dimensional restrictions	5 bridges are closed to traffic or have load restrictions
Reliable	Average bridge condition index value for bridges	Good (64)
	Average bridge condition index value for structural culverts	Fair (59)
	Average Condition Rating	60
Sustainable	Average Asset Risk	9.41 (Moderate)
	Actual reinvestment rate	0.16%
	Target reinvestment rate	1.62%

Appendix C: Buildings

State of the Infrastructure

Georgian Bluffs owns and maintains several facilities that provide key services to the community. These include:

- Administrative office
- Cemetery
- Landfill
- Recreation facilities
- Transportation facilities

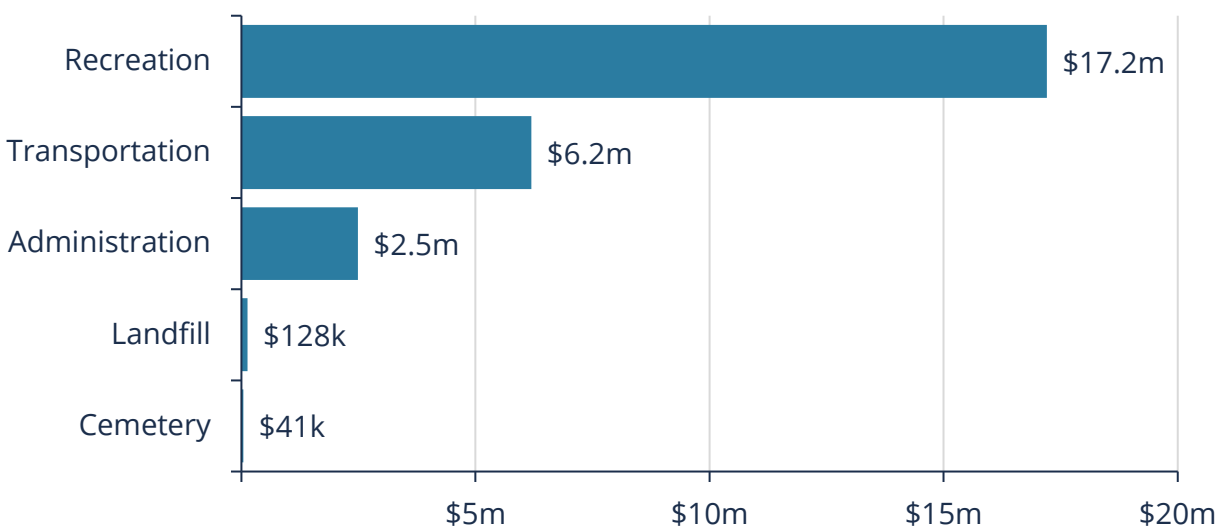
The state of the infrastructure for the buildings is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$26 million	Fair (45%)	Annual Requirement:	\$538,602
		Funding Available:	\$170,714
		Annual Deficit:	\$367,889

Inventory & Valuation

The graph below displays the total replacement cost of each asset segment in Georgian Bluffs' buildings inventory. As the Township has not had a complete componentization of their buildings their inventory tracks buildings as a main asset with some small as replaced componentization.

Figure 25 Buildings Replacement Cost by Segment

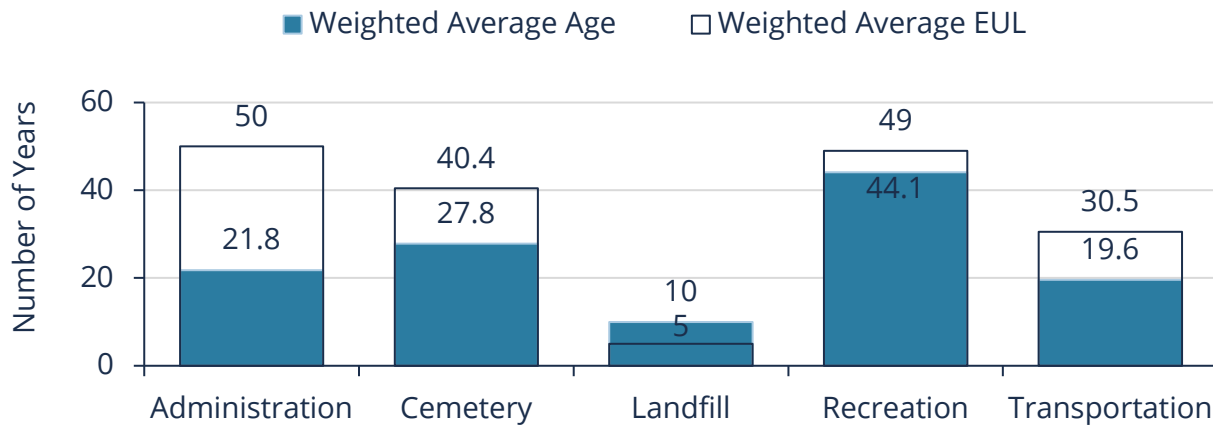


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to represent capital requirements more accurately.

Asset Condition & Age

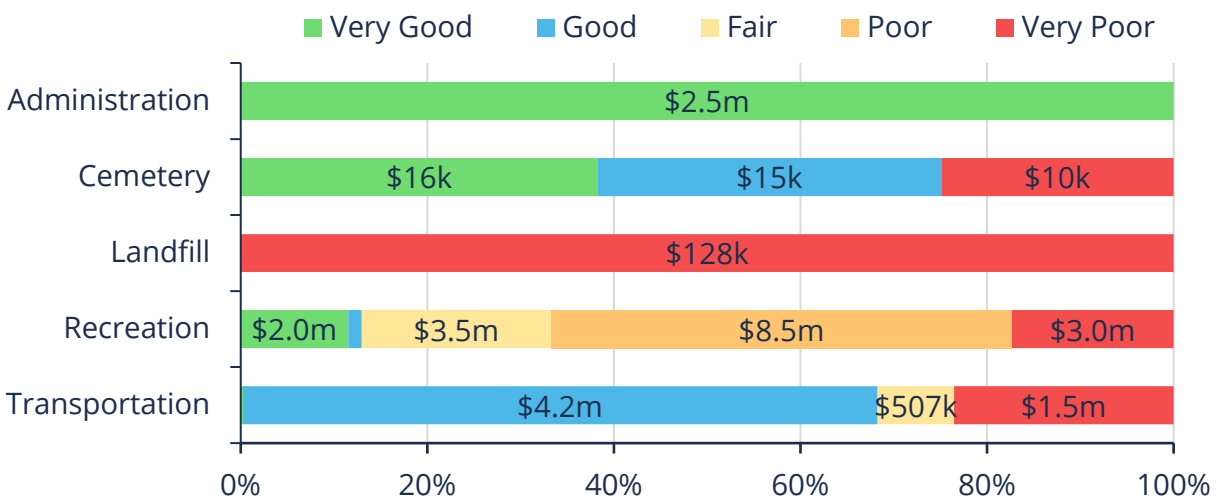
The graph below identifies the average age, and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

Figure 26 Buildings Average Age vs Average EUL



The graph below visually illustrates the average condition for each asset segment on a very good to very poor.

Figure 27 Buildings Condition Breakdown



To ensure that the municipal buildings continue to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the buildings.

Each asset's estimated useful life should also be reviewed to determine whether adjustments need to be made to better align with the observed service life.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. Buildings are repaired as required based on deficiencies identified by outside experts, staff, or residents.

Lifecycle Management Strategy

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the Township’s current lifecycle management strategy.

Table 18 Buildings Current Lifecycle Strategy

Activity Type	Description of Current Strategy
Maintenance	Maintenance of buildings is identified by staff in a reactive breakdown response HVAC systems are maintained semi-annually (spring & fall)
Rehabilitation/ Replacement	Without the availability of up-to-date condition assessment information replacement activities are purely reactive in nature

Forecasted Capital Requirements

The annual capital requirement represents the average amount per year that Georgian Bluffs should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 45 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average capital requirements at \$539 thousand.

Figure 28 Buildings Forecasted Capital Replacement Requirements

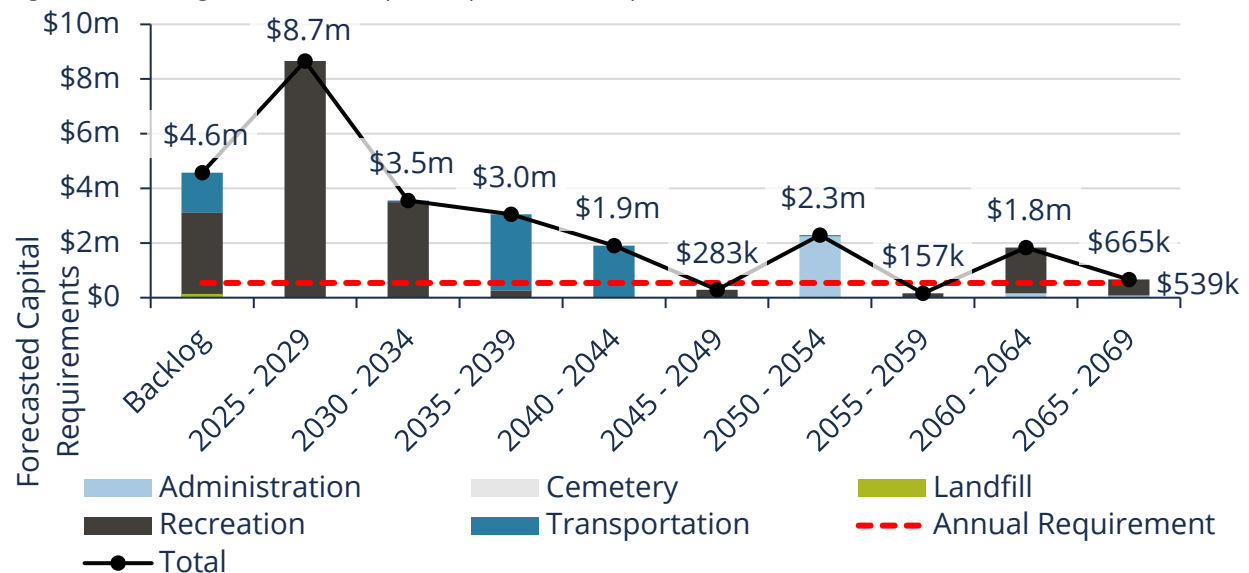


Table 19 below summarizes the projected cost of lifecycle activities (capital activities only) that may need to be undertaken over the next 10 years to support current levels of service.

Table 19 Buildings System-Generated 10-Year Capital Costs

Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cemetery	\$10k	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landfill	\$128k	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Recreation	\$3.0m	\$0	\$0	\$8.7m	\$0	\$0	\$3.5m	\$9k	\$0	\$0	\$0
Transportation	\$1.5m	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$41k	\$7k	\$0
Total	\$4.6m	\$0	\$0	\$8.7m	\$0	\$0	\$3.5m	\$9k	\$41k	\$7k	\$0

These projections rely on the data available in the asset register, which was limited to asset age, replacement cost, and useful life.

Risk & Criticality

The risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data. See Appendix K: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

Figure 29 Buildings Risk Breakdown

<p>1 - 4 Very Low \$4,521,326 (17%)</p>	<p>5 - 7 Low \$2,406,824 (9%)</p>	<p>8 - 9 Moderate \$2,057,395 (8%)</p>	<p>10 - 14 High \$4,110,151 (16%)</p>	<p>15 - 25 Very High \$12,960,884 (50%)</p>
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This is a high-level model that has been developed based on information currently available and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

The identification of critical assets allows the Township to determine risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

Levels of Service

By comparing the cost, performance (average condition) and risk year-over-year, the Township will be able to evaluate how their services/assets are trending.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by buildings.

Table 20 Buildings Community Levels of Service

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the services being provided	The Township's building services provide regulatory and reliable programming while ensuring sustainability in service delivery.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by municipal buildings.

Table 21 Buildings Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Reliable	Average Asset Risk	12.2 (High)
	Average Condition Rating	Fair (44%)
Sustainable	Actual reinvestment rate	0.9%
	Target reinvestment rate	2.1%

Appendix D: Land Improvements

State of the Infrastructure

Georgian Bluffs’ land improvement infrastructure is comprised of cemeteries, landscaping, fence, walkways and parking lots, and parks and sports fields.

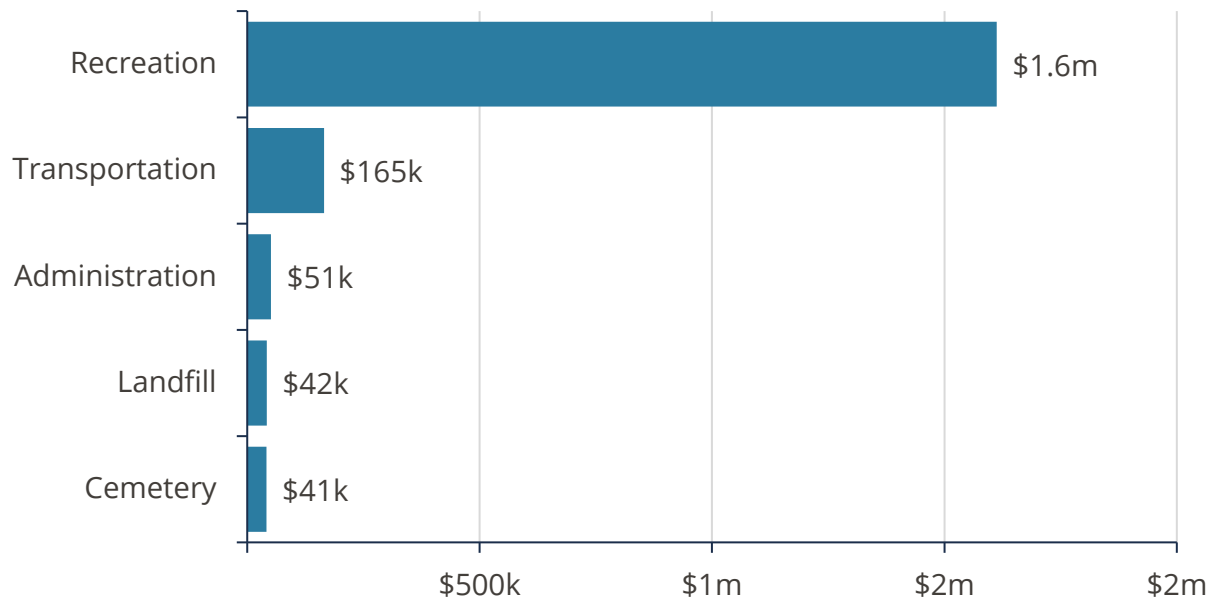
The state of the infrastructure for the land improvements is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$1.9 million	Very Good (81%)	Annual Requirement:	\$81,386
		Funding Available:	\$33,895
		Annual Deficit:	\$47,491

Asset Inventory & Valuation

The graph below displays the replacement cost of each asset segment in the Township’s land improvement inventory.

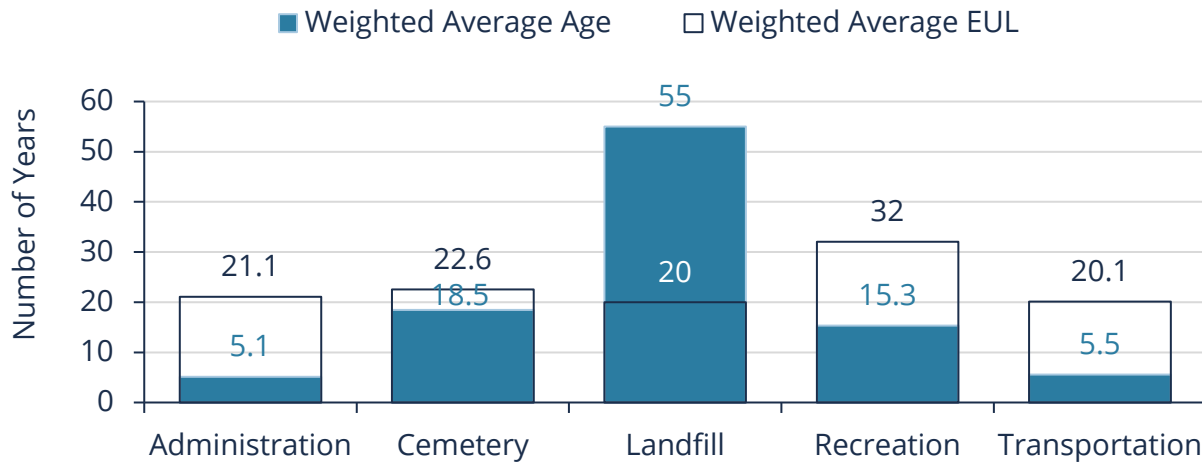
Figure 30 Land Improvements Replacement Cost by Segment



Asset Condition & Age

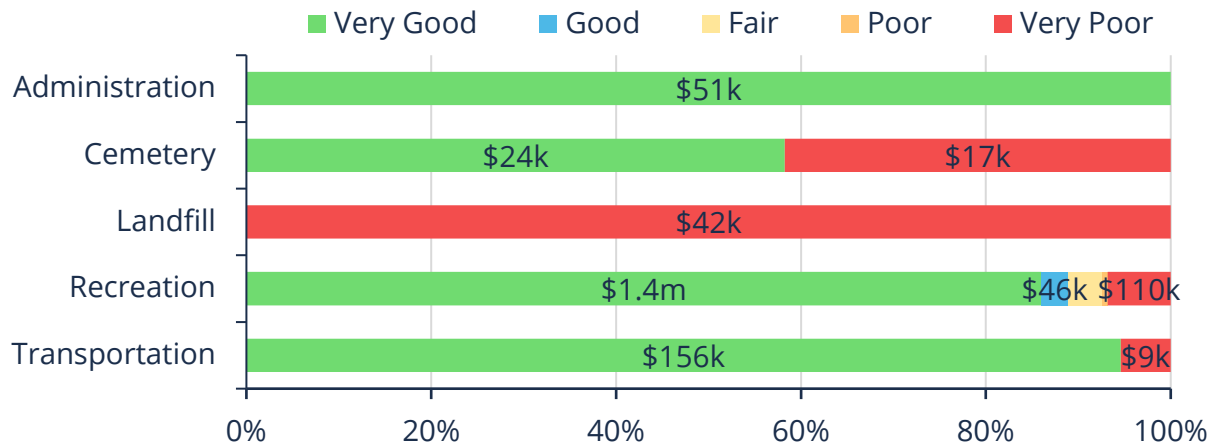
The graph below identifies the average age, and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

Figure 31 Land Improvements Average Age vs Average EUL



Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type. The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 32 Land Improvement Condition Breakdown



To ensure that the Township’s land improvements continue to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination activities is required to increase the overall condition of the land improvements.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. Due to the varied nature of the asset category the assets are managed individually by each department responsible.

Lifecycle Management Strategy

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines Georgian Bluffs' current lifecycle management strategy.

Table 22 Land Improvements current lifecycle strategy

Activity Type	Description of Current Strategy
Maintenance	All playgrounds are inspected as per CSA recommendations
Rehabilitation/ Replacement	Replacement activities are purely reactive in nature

Forecasted Capital Requirements

The figure below illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Township's land improvement infrastructure. This analysis was run until 2109 to capture at least one iteration of replacement for the longest-lived asset in the asset register. Georgian Bluffs' average annual requirements (red dotted line) total \$81 thousand for all land improvement assets. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

Figure 33 Land Improvements Forecasted Capital Replacement Requirements

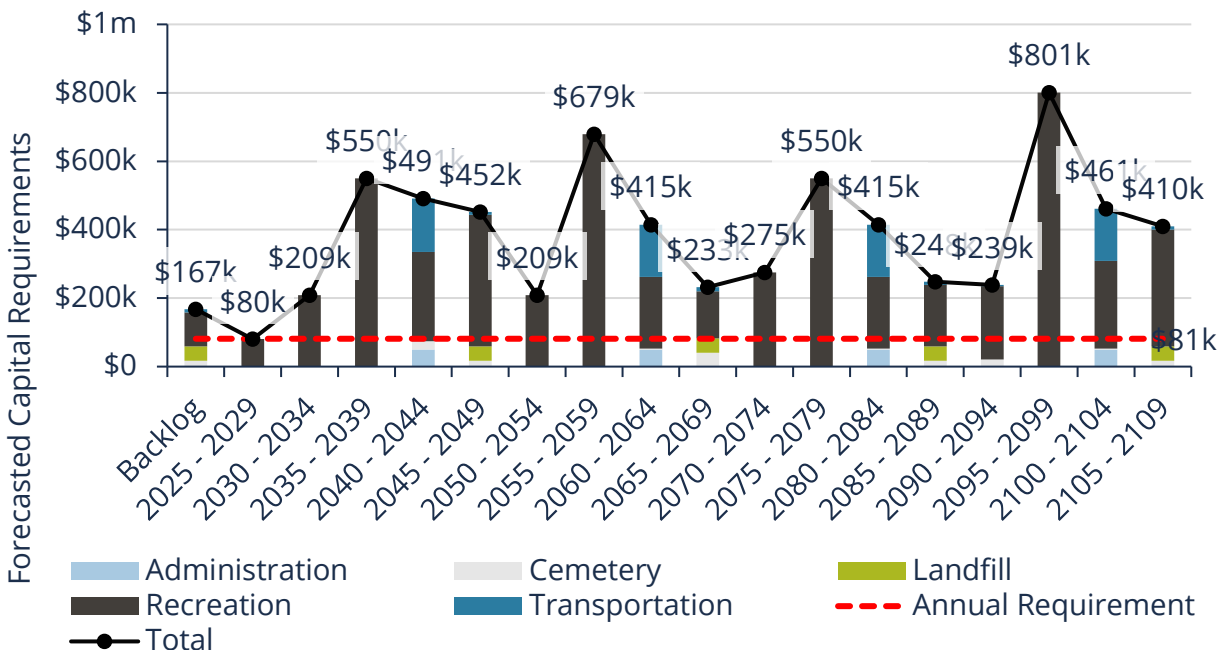


Table 23 below summarizes the projected cost of lifecycle activities (capital replacement only) that will need to be undertaken over the next 10 years to support current levels of service. These projections rely on the data available in the asset register, which was limited to asset age, replacement cost, and useful life.

Table 23 Land Improvements System-Generated 10-Year Capital Costs

Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cemetery	\$17k	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landfill	\$42k	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Recreation	\$94k	\$21k	\$0	\$0	\$60k	\$0	\$46k	\$0	\$0	\$163k	\$0
Transportation	\$9k	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$162k	\$21k	\$0	\$0	\$60k	\$0	\$46k	\$0	\$0	\$163k	\$0

Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the Township’s capital expenditure forecasts.

Risk & Criticality

The following risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data. See Appendix K: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

Figure 34 Land Improvement Risk Breakdown

<p>1 - 4 Very Low \$674,201 (35%)</p>	<p>5 - 7 Low \$990,668 (52%)</p>	<p>8 - 9 Moderate - (0%)</p>	<p>10 - 14 High \$141,114 (7%)</p>	<p>15 - 25 Very High \$106,552 (6%)</p>
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This is a high-level model developed by municipal staff and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure. The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options.

Levels of Service

The following tables identify Georgian Bluff’s metrics to identify the current level of service for the land improvement assets. By comparing the cost, performance (average condition) and risk year-over-year the Township will be able to evaluate how their services/assets are trending. Georgian Bluffs will use this data to set a target level of service and determine proposed levels for the regulation by 2025.

Community Levels of Service

The following table outlines the qualitative descriptions that determine the community levels of service provided by the Township's land improvement assets.

Table 24 Land Improvements Community Levels of Service

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the services being provided	The Township's land improvements provide reliable and sustainable service while ensuring regulatory requirements are met.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by land improvements.

Table 25 Land Improvements Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Reliable	Average Asset Risk	5.59 (Low)
	Average Condition Rating	Very Good (82%)
Sustainable	Actual reinvestment rate	1.8%
	Target reinvestment rate	4.2%

Appendix E: Technology & Communications

State of the Infrastructure

To maintain the quality stewardship of Georgian Bluffs’ infrastructure and support the delivery of services, municipal staff own and employ various types of technology & communications. This includes:

- Phone system
- Computers
- Printers
- Software
- Mobile radios
- Security Systems

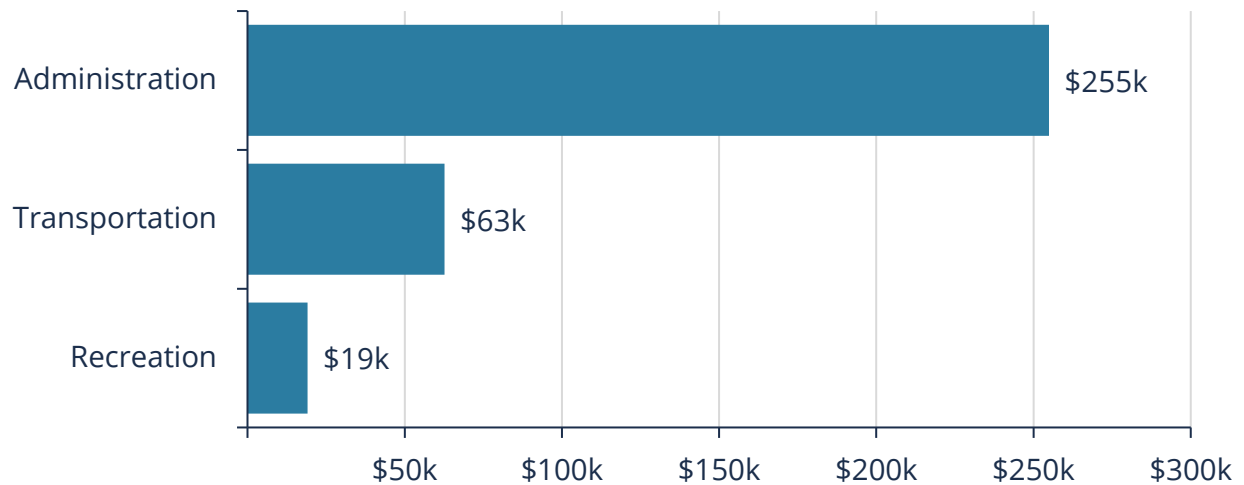
The state of the infrastructure for technology & communications is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$0.3 million	Poor (30%)	Annual Requirement:	\$64,431
		Funding Available:	\$26,951
		Annual Deficit:	\$37,479

Inventory & Valuation

The graph below displays the total replacement cost of each asset segment in the Georgian Bluffs’ technology & communications inventory.

Figure 35 Technology & communications Replacement Costs

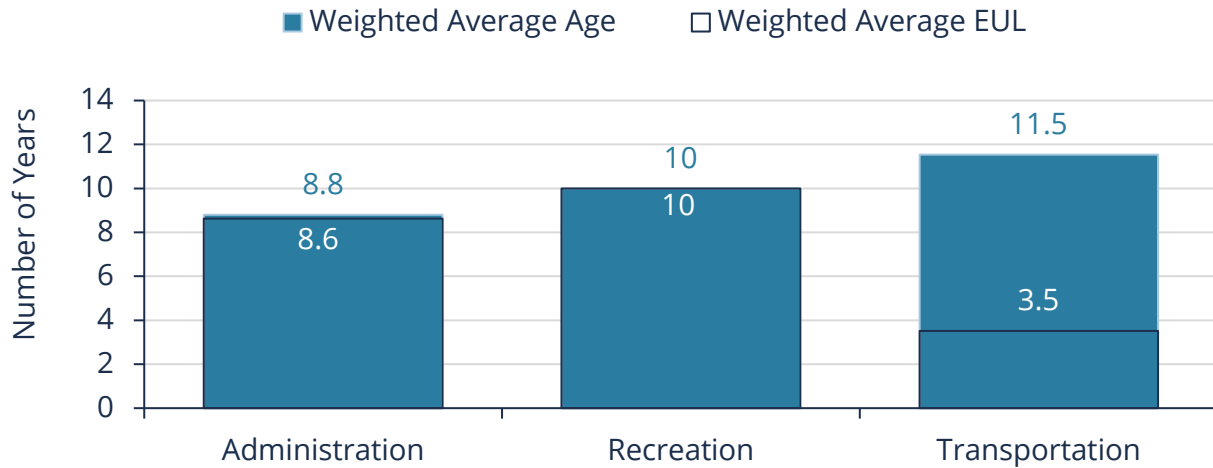


Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent capital requirements.

Asset Condition & Age

The graph below identifies the average age and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

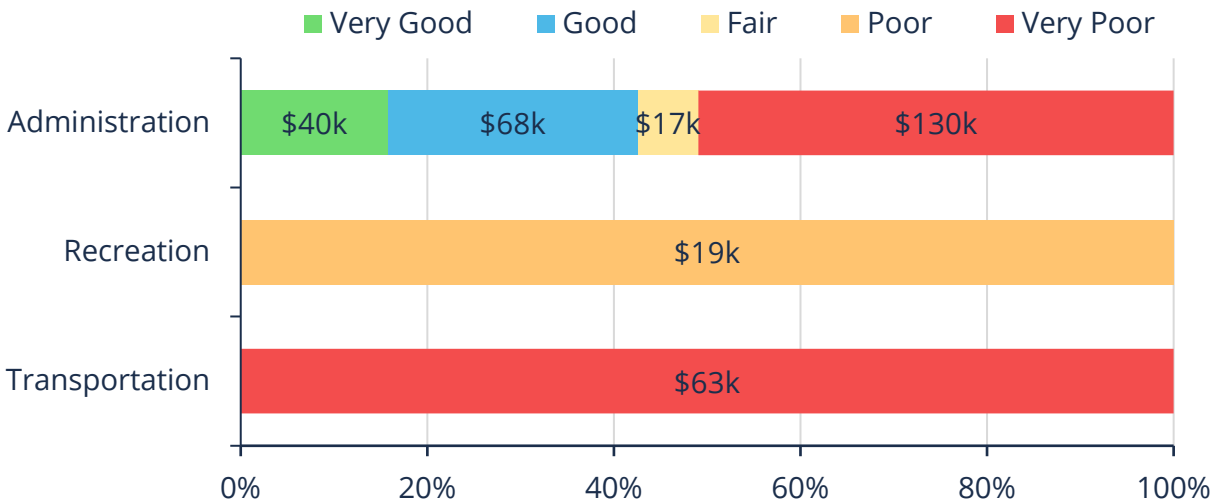
Figure 36 Technology & communications Average Age vs Average EUL



Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 37 Technology & communications Condition Breakdown



To ensure that the Township’s technology & communications continues to provide an acceptable level of service, Georgian Bluffs should continue to monitor the average condition. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The current approach is varied because of the broad range of types of technology & communications assets included in this category.

Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meet the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. Georgian Bluffs currently replaces their technology & communications assets at end of expected useful life.

Forecasted Capital Requirements

The following graph identifies capital requirements over the next 45 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average annual capital requirements at \$64 thousand.

Figure 38 Technology & Communications Forecasted Capital Replacement Requirements

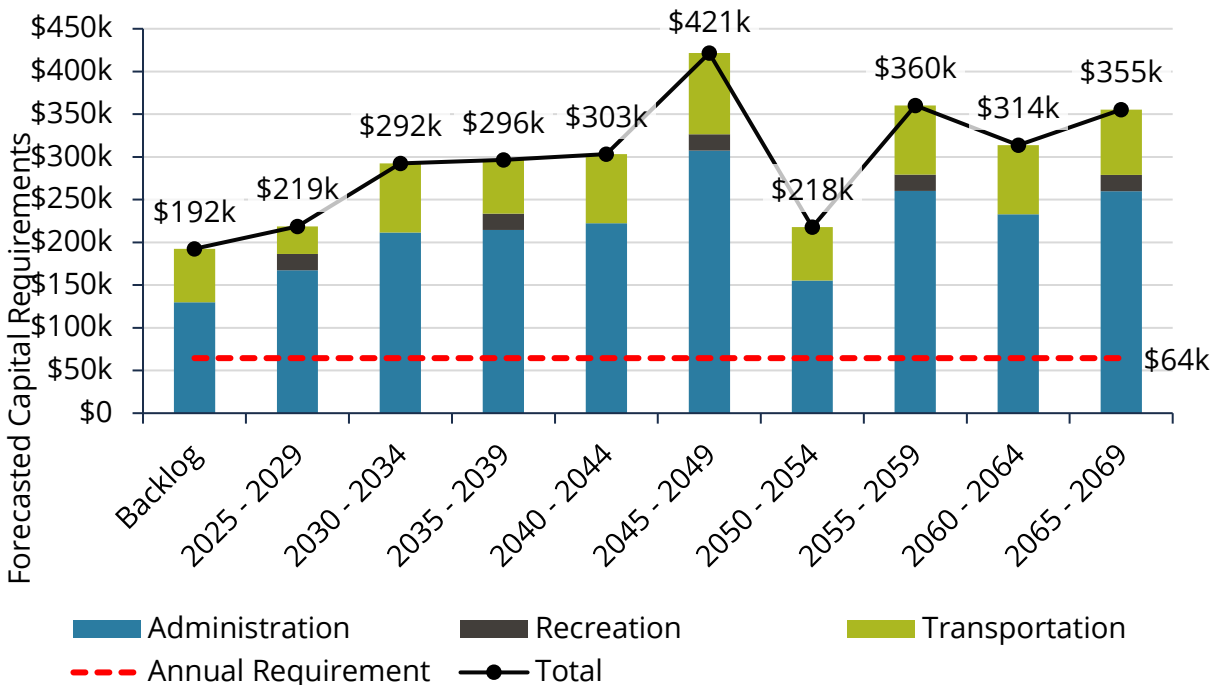


Table 26 below summarizes the projected cost of lifecycle activities (capital replacement only) that may need to be undertaken over the next 10 years to support current levels of service. These projections are generated in Citywide and rely on the data available in the asset register.

Table 26 Technology & Communications System-Generated 10-Year Capital Costs

Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Administration	\$130k	\$17k	\$9k	\$59k	\$46k	\$37k	\$64k	\$65k	\$0	\$37k	\$46k
Recreation	\$0	\$19k	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transportation	\$63	\$0	\$0	\$0	\$18k	\$14k	\$30k	\$18k	\$0	\$14k	\$18k
Total	\$192k	\$36k	\$9k	\$59k	\$64k	\$51k	\$94k	\$83k	\$0	\$51k	\$64k

As no assessed condition data was available for the technology & communications, only age was used to determine forthcoming replacement needs. These projections can be different from actual capital forecasts. Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the Township’s capital expenditure forecasts.

Risk & Criticality

The risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data. See Appendix K: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

This is a high-level model that has been developed based on information currently available and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

Figure 39 Technology & Communications Risk Breakdown

<p>1 - 4 Very Low \$49,112 (15%)</p>	<p>5 - 7 Low \$69,188 (21%)</p>	<p>8 - 9 Moderate - (0%)</p>	<p>10 - 14 High \$43,916 (13%)</p>	<p>15 - 25 Very High \$174,454 (52%)</p>
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Levels of Service

By comparing the cost, performance (average condition) and risk year-over-year, Georgian Bluffs will be able to evaluate how their services/assets are trending. The Township will use this data to set a target level of service and determine proposed levels for the regulation by 2025.

Community Levels of Service

The qualitative descriptions that determine the community levels of service provided by technology & communications are outlined below:

Table 27 Technology & Communications Community Levels of Service

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the types of services provided.	Technology & communications assets provide reliable and sustainable service while ensuring all regulatory requirements are met.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by technology & communications.

Table 28 Technology & Communications Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Reliability	Average Asset Risk	11.14 (High)
	Average Condition Rating	Poor (30%)
Sustainable	Actual reinvestment rate	8.0%
	Target reinvestment rate	19.1%

Appendix F: Furniture & Fixtures

State of the Infrastructure

To maintain the quality stewardship of Georgian Bluffs’ infrastructure and support the delivery of services, municipal staff own and employ various types of furniture & fixtures. This includes:

- Vault filing systems
- Office furniture
- Protective netting

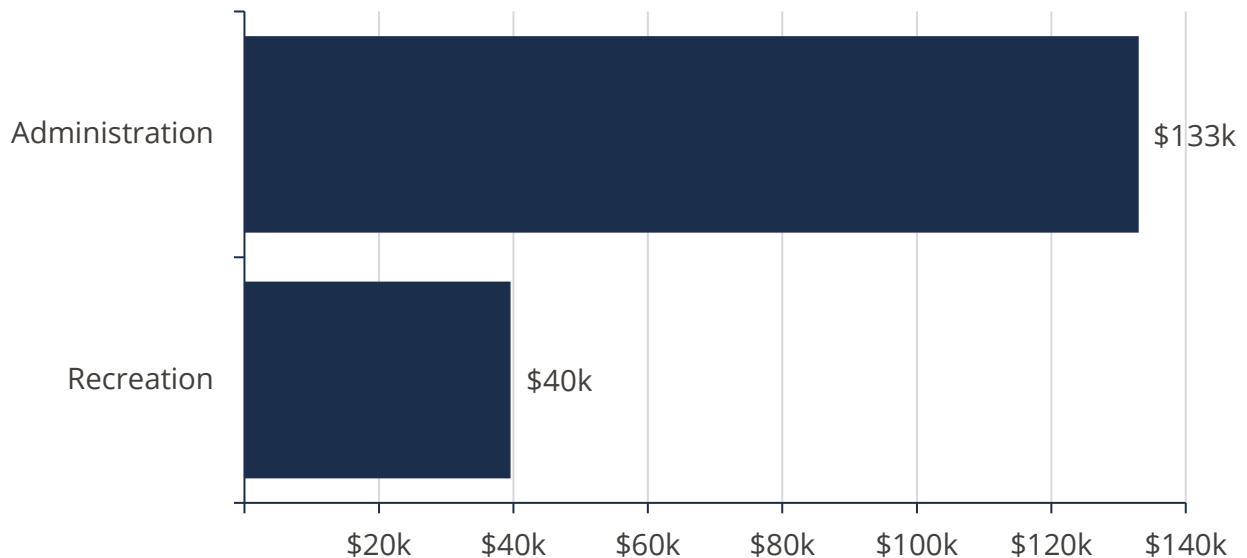
The state of the infrastructure for furniture & fixtures is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$0.17 million	Fair (57%)	Annual Requirement:	\$13,655
		Funding Available:	\$5,712
		Annual Deficit:	\$7,943

Inventory & Valuation

The graph below displays the total replacement cost of each asset segment in the Georgian Bluffs’ furniture & fixtures inventory.

Figure 40 Furniture & fixtures Replacement Costs by Segment

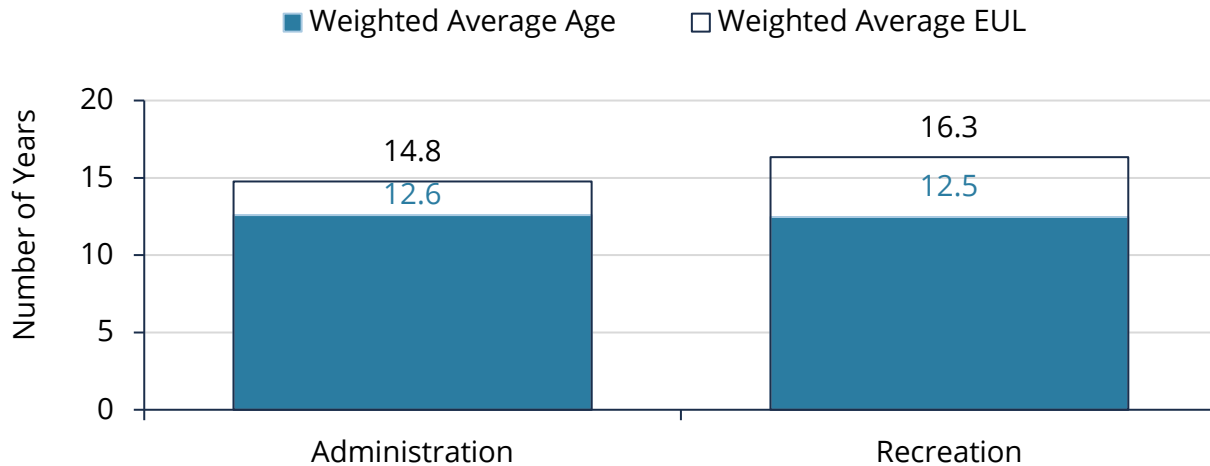


Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent capital requirements.

Asset Condition & Age

The graph below identifies the average age and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

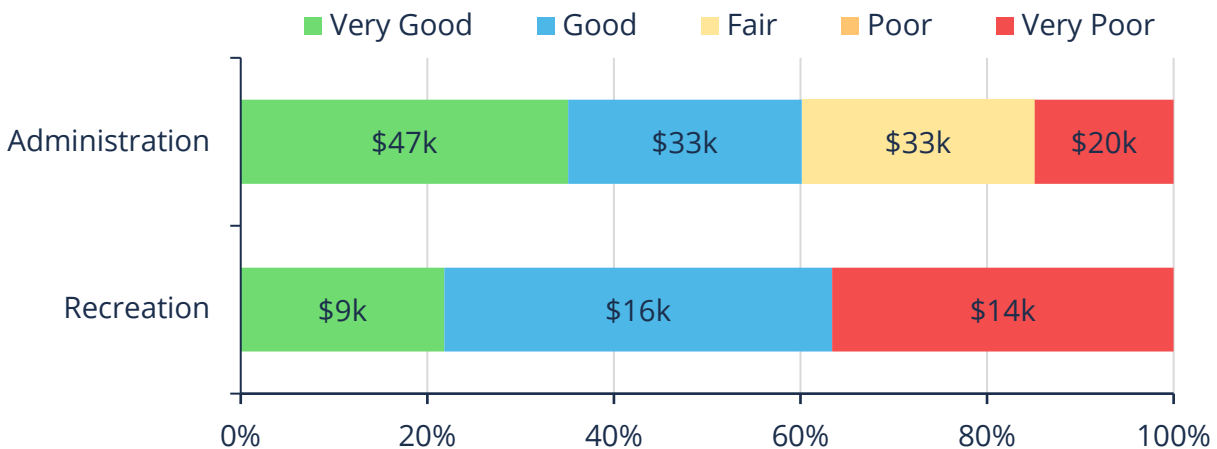
Figure 41 Furniture & Fixtures Average Age vs Average EUL



Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 42 Furniture & Fixtures Condition Breakdown



To ensure that the Township’s furniture & fixtures continues to provide an acceptable level of service, Georgian Bluffs should continue to monitor the average condition. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The current approach is varied because of the broad range of types of furniture & fixtures assets included in this category.

Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meet the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. Georgian Bluffs currently replaces their furniture and fixtures assets at the end of their expected useful life.

Forecasted Capital Requirements

The following graph identifies capital requirements over the next 15 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average annual capital requirements at \$14 thousand.

Figure 43 Furniture & Fixtures Forecasted Capital Replacement Requirements

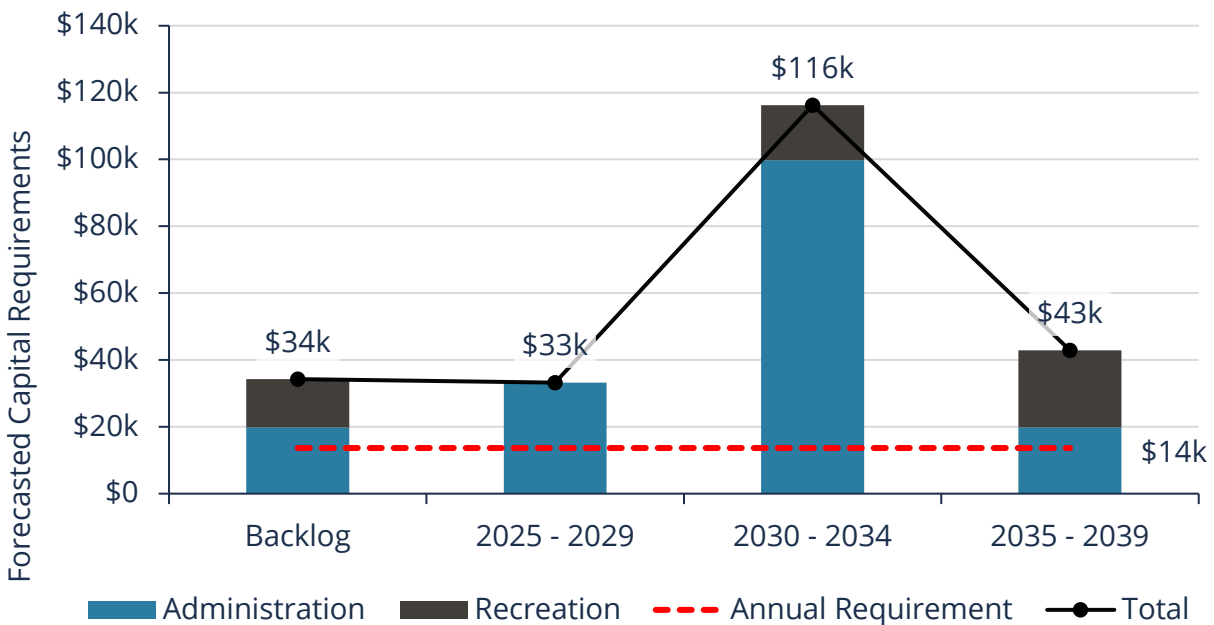


Table 29 below summarizes the projected cost of lifecycle activities (capital replacement only) that may need to be undertaken over the next 10 years to support current levels of service. These projections are generated in Citywide and rely on the data available in the asset register.

Table 29 Furniture & fixtures System-Generated 10-Year Capital Costs

Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Administration	\$20k	\$0	\$28k	\$6k	\$0	\$0	\$20k	\$80k	\$0	\$0	0
Recreation	\$14k	\$0	\$0	\$0	\$0	\$0	\$0	\$16k	\$0	\$0	0
Total	\$34k	\$0	\$28k	\$6k	\$0	\$0	\$20k	\$96k	\$0	\$0	\$0

As no assessed condition data was available for the furniture and fixtures, only age was used to determine forthcoming replacement needs. These projections can be different from actual capital forecasts. Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the Township’s capital expenditure forecasts.

Risk & Criticality

The risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data. See Appendix K: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

This is a high-level model that has been developed based on information currently available and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

Figure 44 Furniture & Fixtures Risk Breakdown

1 - 4 Very Low \$55,579 (32%)	5 - 7 Low \$54,993 (32%)	8 - 9 Moderate \$27,721 (16%)	10 - 14 High \$34,290 (20%)	15 - 25 Very High - (0%)
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Levels of Service

By comparing the cost, performance (average condition) and risk year-over-year, Georgian Bluffs will be able to evaluate how their services/assets are trending.

Community Levels of Service

The qualitative descriptions that determine the community levels of service provided by furniture & fixtures are outlined below:

Table 30 Furniture & Fixtures Community Levels of Service

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the types of services provided.	Furniture & fixtures assets provide reliable and sustainable service while ensuring regulatory requirements are met

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by furniture & fixtures.

Table 31 Furniture & Fixtures Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Reliability	Average Asset Risk	6.11 (Low)
	Average Condition Rating	Fair (57%)
Sustainable	Actual reinvestment rate	3.3%
	Target reinvestment rate	7.9%

Appendix G: Machinery & Equipment

State of the Infrastructure

To maintain the quality stewardship of Georgian Bluffs’ infrastructure and support the delivery of services, municipal staff own and employ various types of equipment. This includes:

- Generators
- Transportation equipment to support roadway maintenance
- Recreation equipment to support recreation programs

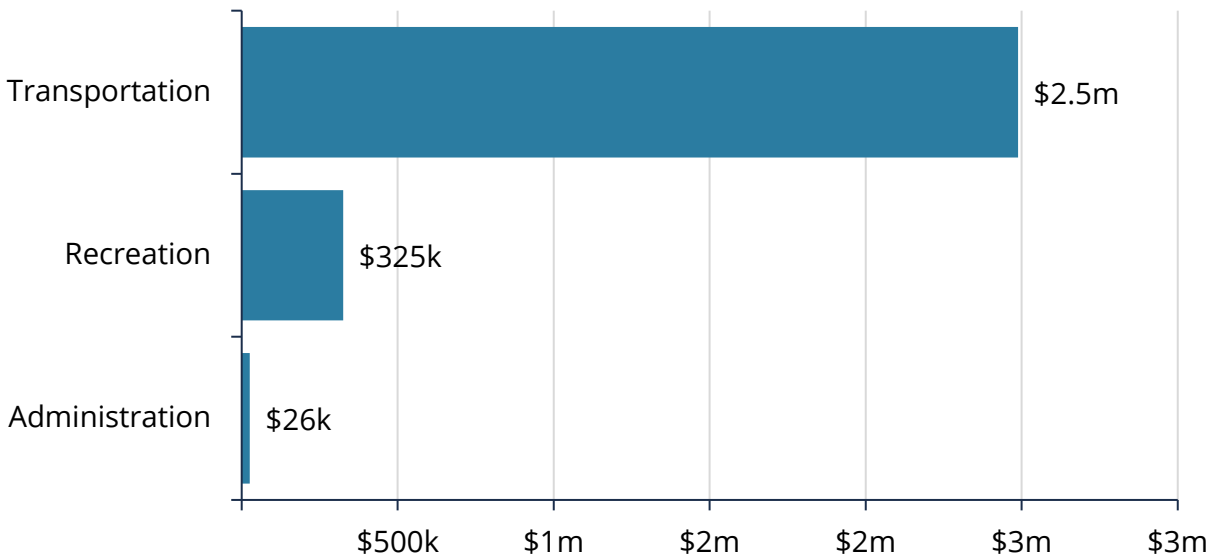
The state of the infrastructure for equipment is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$2.8 million	Good (78%)	Annual Requirement:	\$167,999
		Funding Available:	\$54,824
		Annual Deficit:	\$113,175

Inventory & Valuation

The graph below displays the total replacement cost of each asset segment in the Georgian Bluffs’ equipment inventory.

Figure 45 Machinery & Equipment Replacement Costs by Segment

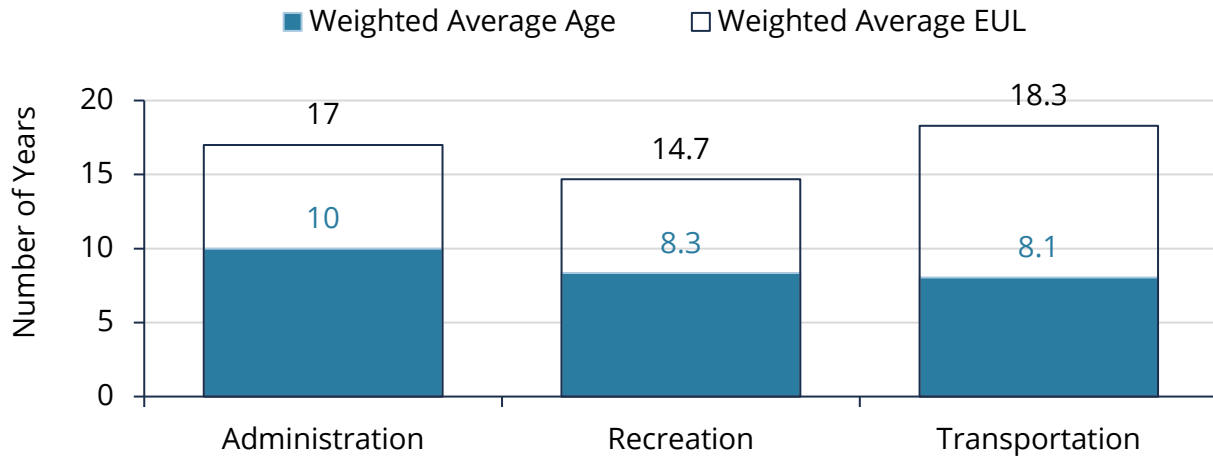


Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent capital requirements.

Asset Condition & Age

The graph below identifies the average age and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

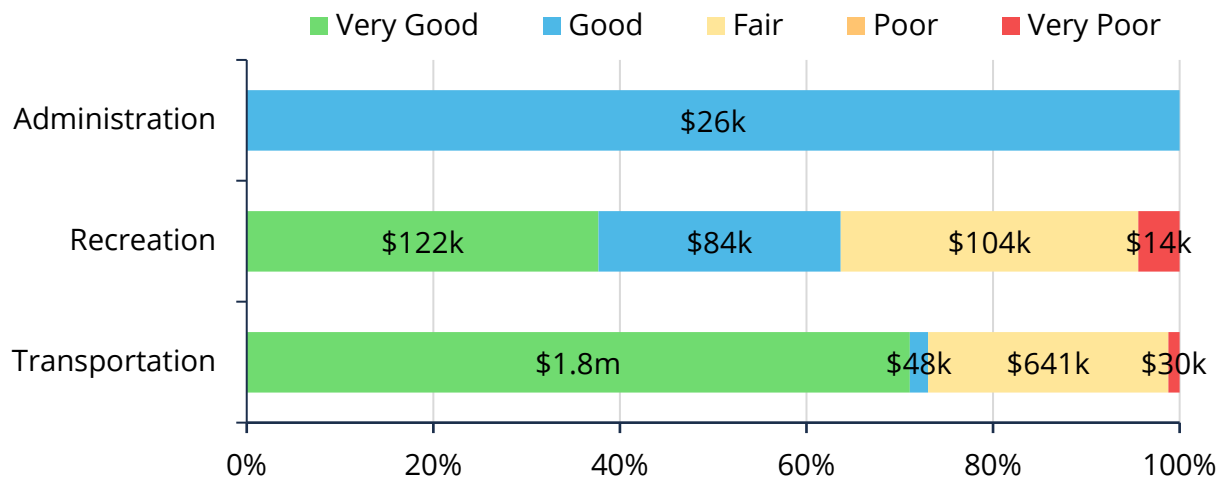
Figure 46 Machinery & Equipment Average Age vs Average EUL



Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 47 Machinery & Equipment Condition Breakdown



To ensure that the Township’s equipment continues to provide an acceptable level of service, Georgian Bluffs should continue to monitor the average condition. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. The current approach is varied because of the broad range of types of equipment included in this category.

Lifecycle Management Strategy

The condition or performance of most assets will deteriorate over time. To ensure that municipal assets are performing as expected and meet the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

Table 32 Land Improvements current lifecycle strategy

Activity Type	Description of Current Strategy
Maintenance	Staff perform maintenance as required and hire external contractors as needed.
Rehabilitation/ Replacement	Replacement activities are based on life expectancy and staff recommendations

Forecasted Capital Requirements

The following graph identifies capital requirements over the next 40 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average annual capital requirements at \$168 thousand.

Figure 48 Machinery & Equipment Forecasted Capital Replacement Requirements

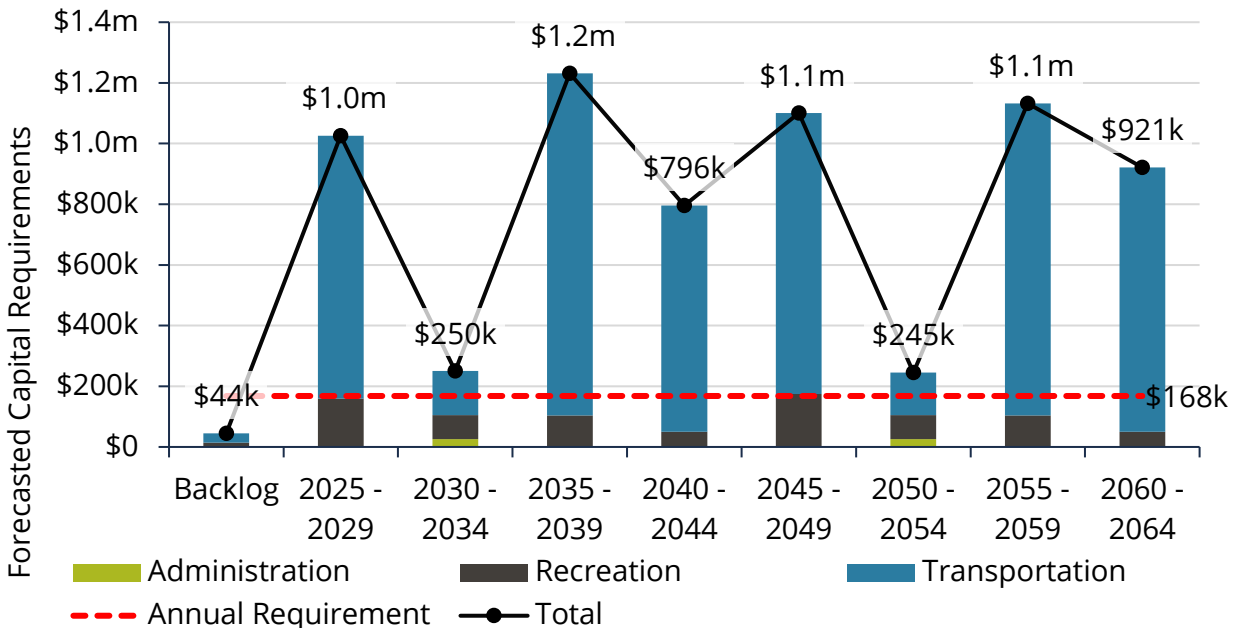


Table 33 below summarizes the projected cost of lifecycle activities (capital replacement only) that may need to be undertaken over the next 10 years to support current levels of service. These projections are generated in Citywide and rely on the data available in the asset register.

Table 33 Machinery & Equipment System-Generated 10-Year Capital Costs

Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26k	\$0	\$0
Recreation	\$14k	\$10k	\$0	\$0	\$94k	\$56k	\$25k	\$0	\$48k	\$0	\$6k
Transportation	\$30k	\$105k	\$6k	\$403k	\$126k	\$225k	\$57k	\$0	\$49k	\$19k	\$0
Total	\$44k	\$115k	\$6k	\$403k	\$220k	\$281k	\$82k	\$0	\$123k	\$19k	\$6k

As no assessed condition data was available for the equipment, only age was used to determine forthcoming replacement needs. These projections can be different from actual capital forecasts. Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the Township’s capital expenditure forecasts.

Risk & Criticality

The risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data. See Appendix K: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

This is a high-level model that has been developed based on information currently available and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

Figure 49 Machinery & Equipment Risk Breakdown

<p>1 - 4 Very Low \$1,891,423 (67%)</p>	<p>5 - 7 Low \$173,616 (6%)</p>	<p>8 - 9 Moderate \$498,022 (18%)</p>	<p>10 - 14 High \$254,875 (9%)</p>	<p>15 - 25 Very High \$21,260 (<1%)</p>
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Levels of Service

By comparing the cost, performance (average condition) and risk year-over-year, Georgian Bluffs will be able to evaluate how their services/assets are trending. The Township will use this data to set a target level of service and determine proposed levels for the regulation by 2025.

Community Levels of Service

The qualitative descriptions that determine the community levels of service provided by equipment are outlined below:

Table 34 Machinery & Equipment Community Levels of Service

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the types of services provided.	Machinery and equipment assets provide reliable and sustainable service while ensuring regulatory requirements are met.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by equipment.

Table 35 Machinery & Equipment Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Reliable	Average Asset Risk	6.17 (Low)
	Average Condition Rating	Good (78%)
Sustainable	Actual reinvestment rate	1.93%
	Target reinvestment rate	5.92%

Appendix H: Vehicles

State of the Infrastructure

Vehicles allow staff to efficiently deliver municipal services and personnel. Municipal vehicles are used to support several service areas, including:

- Administration vehicles
- Recreation trucks
- Transportation vehicles and plow trucks

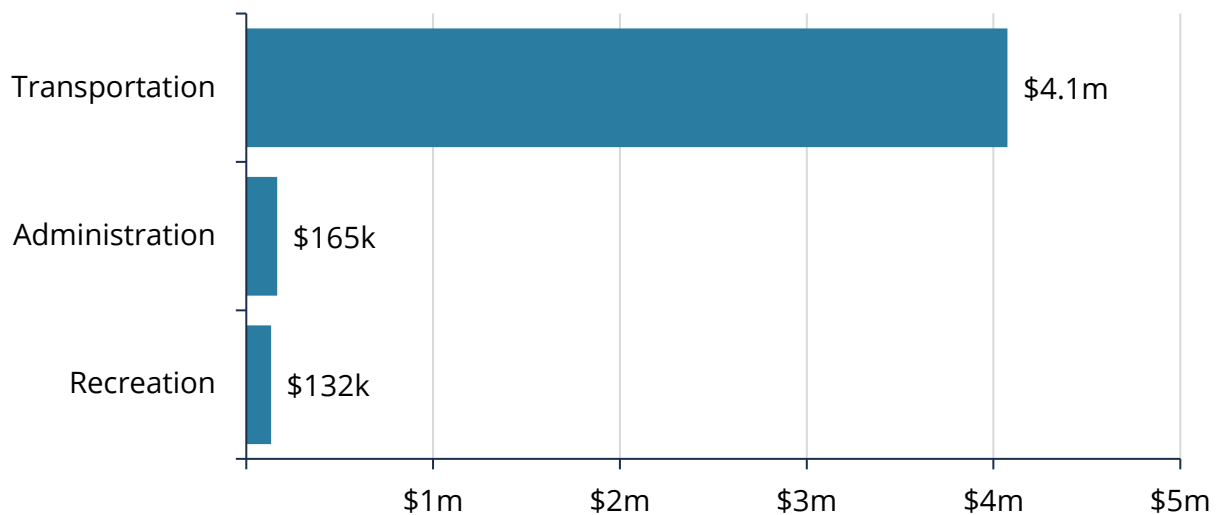
The state of the infrastructure for the vehicles is summarized in the following table.

Replacement Cost	Condition	Financial Capacity	
\$4.4 million	Good (76%)	Annual Requirement:	\$262,366
		Funding Available:	\$85,469
		Annual Deficit:	\$176,897

Inventory & Valuation

The graph below displays the total replacement cost of each asset segment in the vehicle inventory.

Figure 50 Vehicle Replacement Costs by Segment

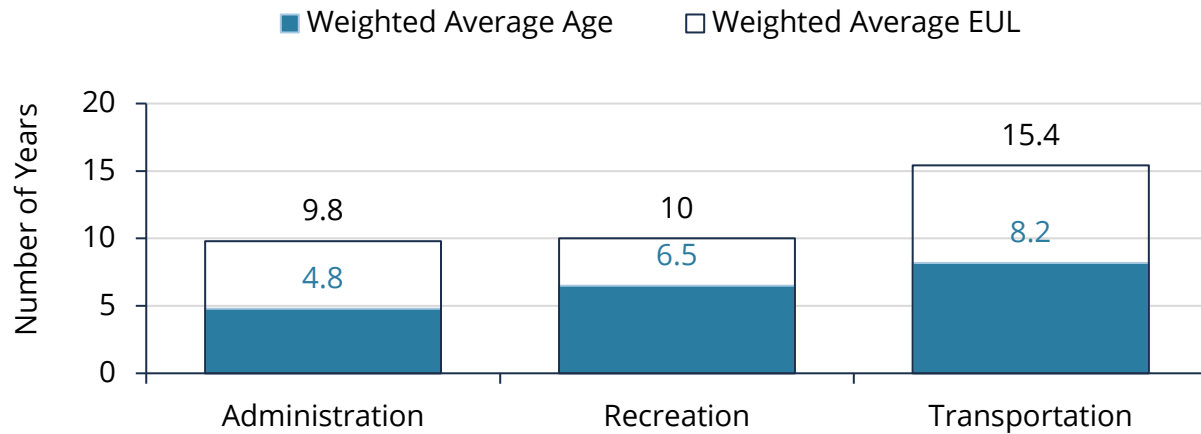


Each asset’s replacement cost should be reviewed periodically to determine whether adjustments are needed to represent capital requirements more accurately.

Asset Condition & Age

The graph below identifies the average age and the estimated useful life for each asset segment. The values are weighted based on replacement cost.

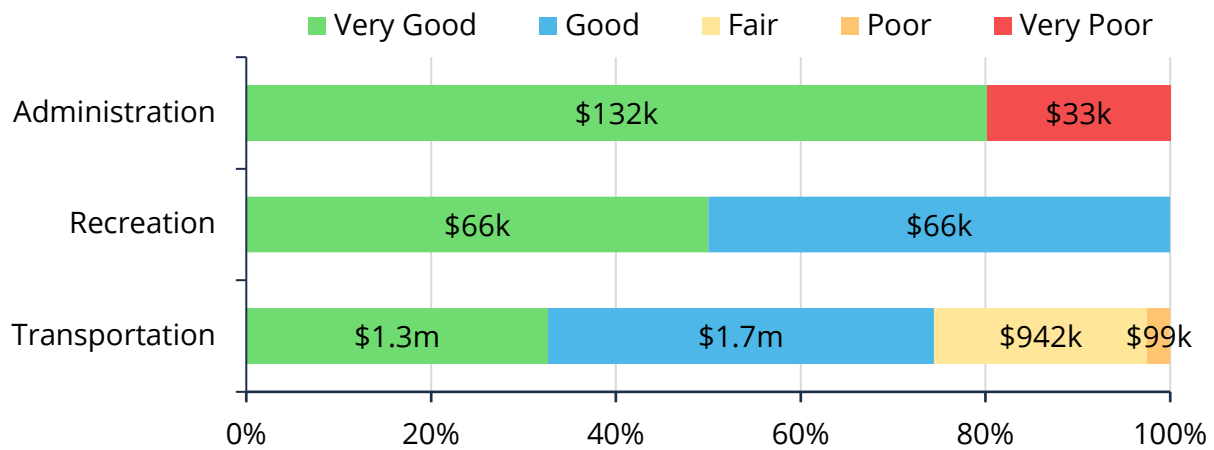
Figure 51 Vehicles Average Age vs Average EUL



Each asset’s estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

The graph below visually illustrates the average condition for each asset segment on a very good to very poor scale.

Figure 52 Vehicles Condition Breakdown



To ensure that the Township’s vehicles continue to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the vehicles.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. An example of the Township’s current approach is staff complete regular visual inspections of vehicles to ensure they are in state of adequate repair prior to operation.

Lifecycle Management Strategy

The condition or performance of assets will deteriorate over time. To ensure vehicles are performing as expected, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

Table 36 Vehicles current lifecycle strategy

Activity Type	Description of Current Strategy
Maintenance	Annual Safety inspection for CVOR vehicles Maintenance is completed by external resources based on mileage/ time
Rehabilitation/ Replacement	Replacement activities are based on life expectancy, mileage / time and staff recommendations

Forecasted Capital Requirements

The annual capital requirement represents the average amount per year that the Township should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 20 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average annual capital requirements at \$262 thousand.

Figure 53 Vehicle Forecasted Capital Replacement Requirements

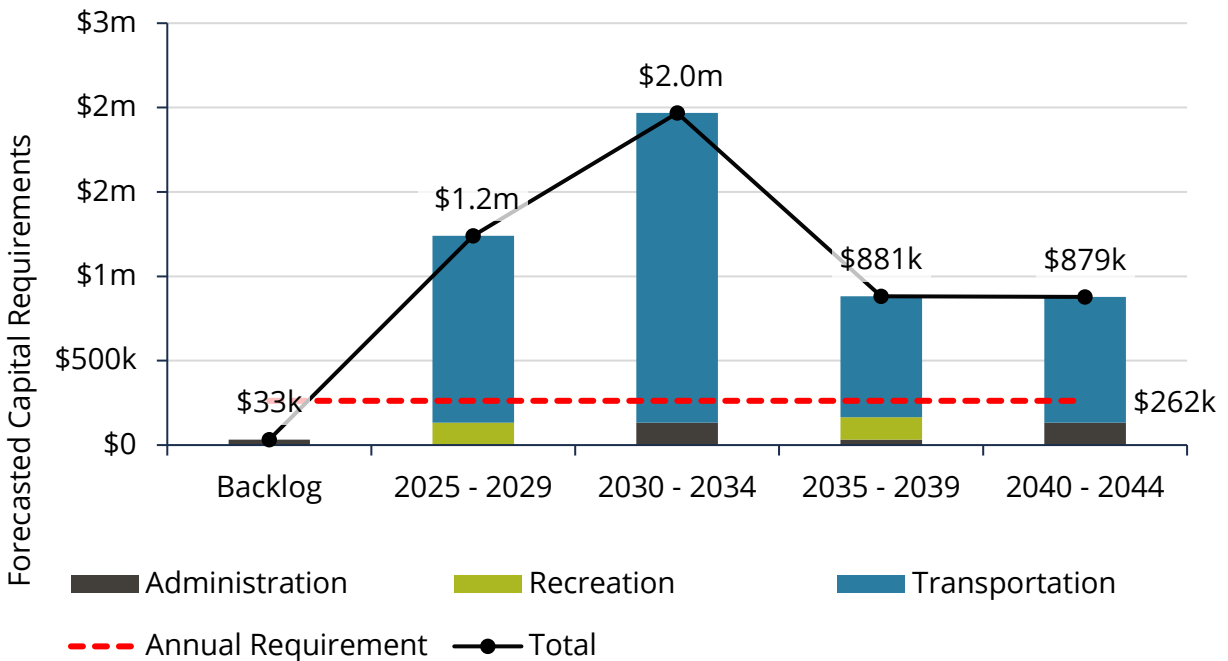


Table 37 below summarizes the projected cost of lifecycle activities (capital replacement only) that may need to be undertaken over the next 10 years to support current levels of service. These projections rely on the data available in the asset register.

Table 37 Vehicles System-Generated 10-Year Capital Costs

Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Administration	\$33k	\$0	\$0	\$0	\$0	\$0	\$0	\$66k	\$66k	\$0	\$0
Recreation	\$0	\$0	\$0	\$0	\$66k	\$66k	\$0	\$0	\$0	\$0	\$0
Transportation	\$0	\$0	\$166k	\$66k	\$584k	\$292k	\$896k	\$448k	\$491k	\$0	\$0
Total	\$33k	\$0	\$166k	\$66k	\$650k	\$358k	\$896k	\$514k	\$557k	\$0	\$0

As no assessed condition data was available for the vehicles, only age was used to determine forthcoming replacement needs. These projections can be different from actual capital forecasts. Consistent data updates, especially condition, will improve the alignment between the system-generated expenditure requirements, and the Township’s capital expenditure forecasts.

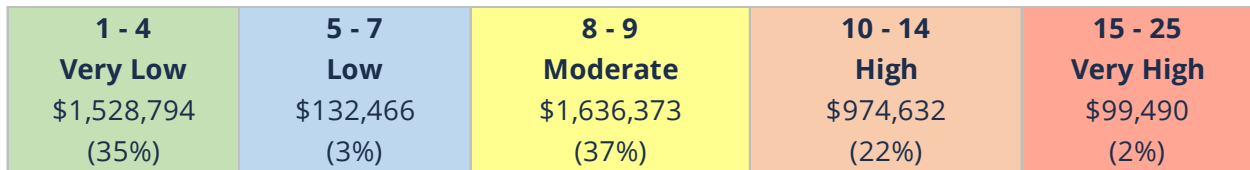
Risk & Criticality

The risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data. See Appendix K: Risk Rating Criteria for the criteria used to determine the risk rating of each asset.

This is a high-level model that has been developed based on information currently available and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure.

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

Figure 54 Vehicles Risk Breakdown



Levels of Service

By comparing the cost, performance (average condition) and risk year-over-year, the Township will be able to evaluate how their services/assets are trending. The Township will use this data to set a target level of service and determine proposed levels for the regulation by 2025.

Community Levels of Service

The qualitative descriptions that determine the community levels of service provided by vehicles are outlined below:

Table 38 Vehicles Community Levels of Service

Service Attribute	Qualitative Description	Current LOS
Scope	Description of the types of services provided.	Vehicles provide reliable and sustainable service while ensuring all regulatory requirements are being met.

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by vehicles.

Table 39 Vehicles Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Reliable	Average Asset Risk	6.86 (Low)
	Average Condition Rating	Good (78%)
Sustainable	Actual reinvestment rate	2.5%
	Target reinvestment rate	6.1%

Appendix I: Water Network

State of the Infrastructure

The Township's public water system includes both the distribution and treatment infrastructure for four (4) individual systems, they are East Linton, Oxenden, Pottawatomi and Shallow Lake water systems. The Township has an agreement with OCWA to operate and manage the facilities in each of these systems.

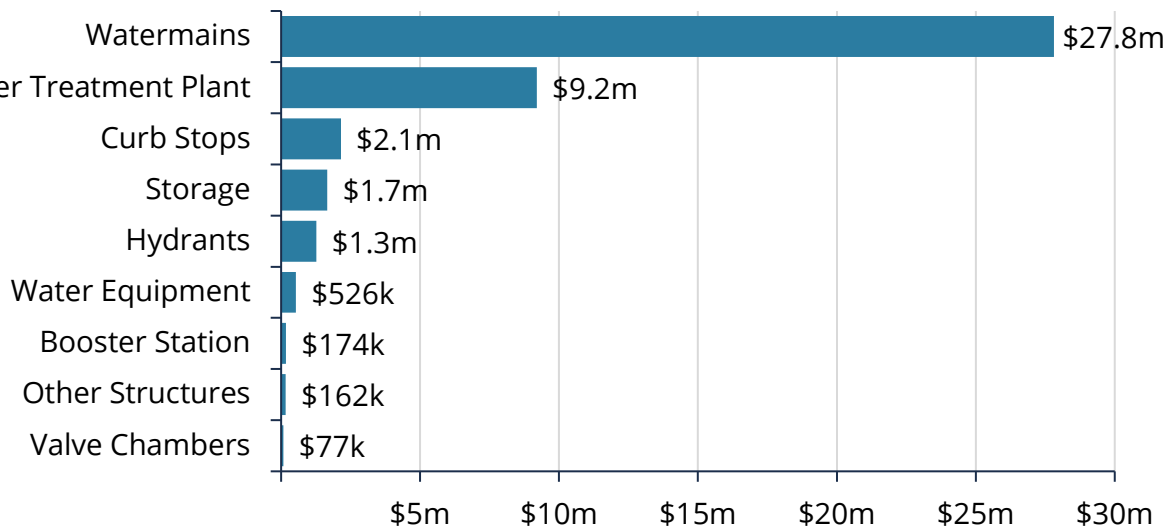
The state of the infrastructure for the water network is summarized in the following table:

Replacement Cost	Condition	Financial Capacity	
\$43 million	Good (82%)	Annual Requirement:	\$895,783
		Funding Available:	\$329,600
		Annual Deficit:	\$566,183

Inventory & Valuation

The graph below displays the total replacement cost of each asset segment in Georgian Bluffs' water network inventory.

Figure 55 Water Network Replacement Value by Segment

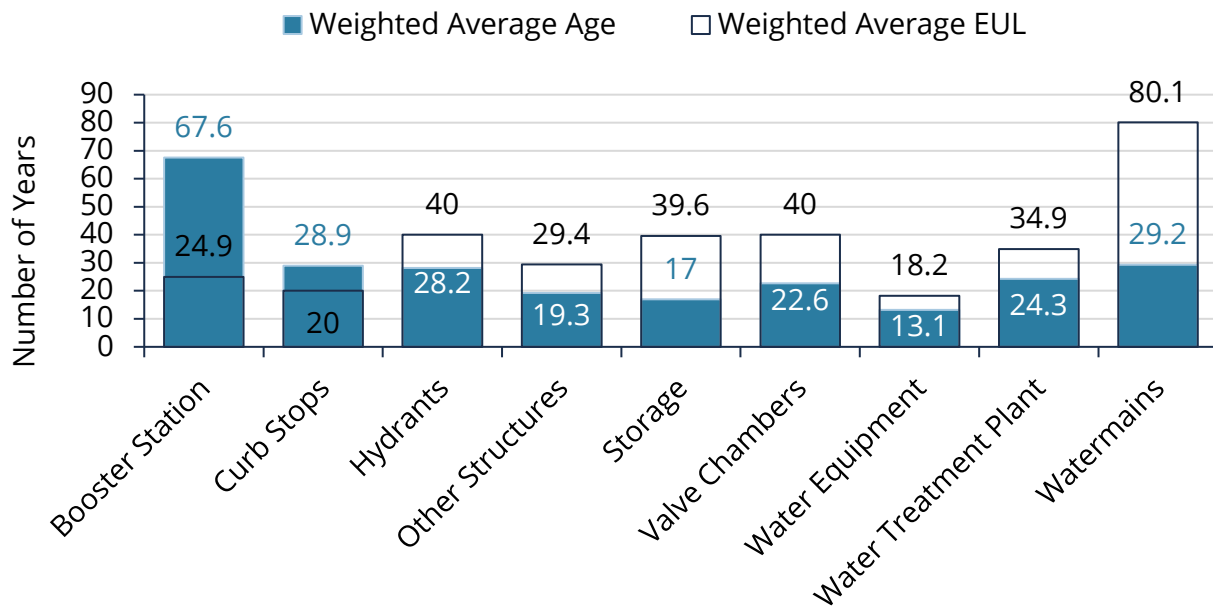


Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to more accurately represent realistic capital requirements.

Asset Condition & Age

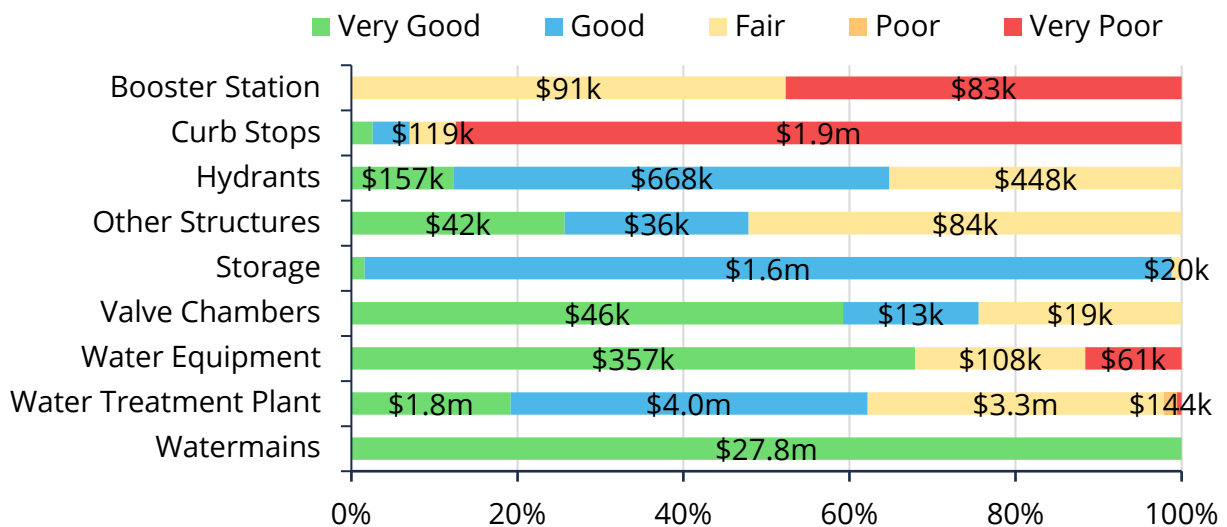
The graph below identifies the current average condition, the average age, and the estimated useful life for each asset segment. The average condition (%) is a weighted value based on replacement cost.

Figure 56 Water Network Average Age vs Average EUL



The graph below visually illustrates the average condition for each asset segment on a very good to very poor.

Figure 57 Water Network Condition Breakdown



To ensure that the municipal water network continues to provide an acceptable level of service, the Township should monitor the average condition of all assets. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of the water network.

Each asset's estimated useful life should also be reviewed to determine whether adjustments need to be made to better align with the observed service life.

Current Approach to Condition Assessment

Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets. OCWA manages and evaluates the performance of the treatment infrastructure and makes recommendations to Georgian Bluffs.

Lifecycle Management Strategy

To ensure that municipal assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration. The following table outlines the Township's current lifecycle management strategy.

Table 40 Water Network current lifecycle strategy

Activity Type	Description of Current Strategy
Maintenance	Facilities are inspected and reviewed on a regular basis.
Rehabilitation/ Replacement	Replacement and/or relining of assets is done based on useful life, staff recommendations and in coordination with other infrastructure replacements (such as roads). OCWA provides the recommendations for infrastructure renewal for the water facilities, annually or as required.

Forecasted Capital Requirements

The annual capital requirement represents the average amount per year that Georgian Bluffs should allocate towards funding rehabilitation and replacement needs. The following graph identifies capital requirements over the next 90 years. This projection is used as it ensures that every asset has gone through one full iteration of replacement. The forecasted requirements are aggregated into 5-year bins and the trend line represents the average capital requirements at \$896 thousand.

Figure 58 Water Network Forecasted Capital Replacement Requirements

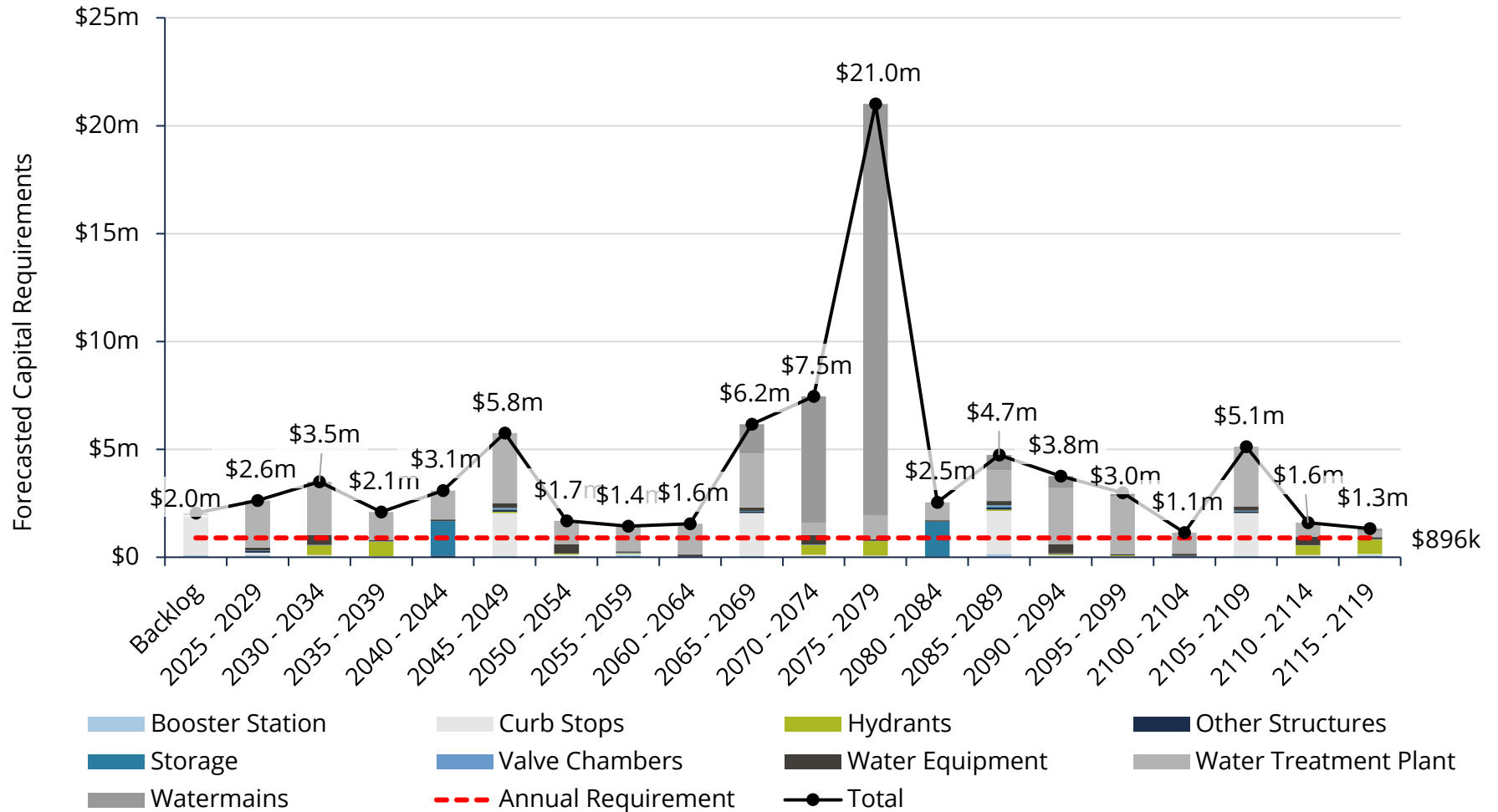


Table 41 below summarizes the projected cost of lifecycle activities (capital activities only) that may need to be undertaken over the next 10 years to support current levels of service.

Table 41 Water Network System-Generated 10-Year Capital Costs

Segment	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Booster Station	\$83k	\$0k	\$0k	\$18k	\$50k	\$24k	\$0k	\$0k	\$0k	\$0k	\$0k
Curb Stops	\$1.9m	\$0k	\$0k	\$0k	\$119k	\$0k	\$96k	\$0k	\$0k	\$0k	\$0k
Hydrants	\$0k	\$0k	\$0k	\$0k	\$0k	\$0k	\$0k	\$0k	\$0k	\$448k	\$0k
Other Structures	\$0k	\$0k	\$0k	\$0k	\$76k	\$0k	\$0k	\$0k	\$0k	\$0k	\$0k
Storage	\$0k	\$0k	\$0k	\$0k	\$20k	\$0k	\$0k	\$0k	\$0k	\$0k	\$15k
Valve Chambers	\$0k	\$0k	\$0k	\$0k	\$0k	\$0k	\$0k	\$0k	\$0k	\$19k	\$0k
Water Equipment	\$61k	\$0k	\$0k	\$0k	\$142k	\$0k	\$0k	\$34k	\$27k	\$351k	\$40k
Water Treatment Plant	\$19k	\$90k	\$187k	\$53k	\$1.2m	\$703k	\$1.2m	\$97k	\$469k	\$7k	\$655k
Watermains	\$0k	\$0k	\$0k	\$0k	\$0k	\$0k	\$0k	\$0k	\$0k	\$0k	\$0k
Total	\$2.0m	\$90k	\$187k	\$71k	\$1.6m	\$727k	\$1.3m	\$131k	\$496k	\$825k	\$710k

These projections are generated in Citywide and rely on the data available in the asset register, which was limited to asset age, replacement cost, and useful life.

Risk & Criticality

The risk breakdown provides a visual representation of the relationship between the probability of failure and the consequence of failure for the assets within this asset category based on available inventory data.

Figure 59 Water Network Risk Breakdown

1 - 4 Very Low \$30,049,037 (70%)	5 - 7 Low \$4,067,486 (9%)	8 - 9 Moderate \$2,959,884 (7%)	10 - 14 High \$3,905,632 (9%)	15 - 25 Very High \$2,052,529 (5%)
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This is a high-level model that has been developed based on information currently available and should be reviewed and adjusted to reflect an evolving understanding of both the probability and consequences of asset failure. Additional details of the parameters utilized can be found in Appendix K: Risk Rating Criteria.

The identification of critical assets allows the Township to determine appropriate risk mitigation strategies and treatment options. Risk mitigation may include asset-specific lifecycle strategies, condition assessment strategies, or simply the need to collect better asset data.

Levels of Service

The following tables identify the Township's metrics to identify their current level of service for the water network. By comparing the cost, performance (average condition) and risk year-over-year, Georgian Bluffs will be able to evaluate how their services/assets are trending.

Community Levels of Service

The qualitative descriptions that determine the community levels of service provided by the water network are outlined below:

Table 42 Water Network Community Levels of Service

Service Attribute	Qualitative Description	Current LOS
Scope	Description, which may include maps, of the user groups or areas of the municipality that are connected to the municipal water system	See Figure 60 Water Network Map
	Description, which may include maps, of the user groups or areas of the municipality that have fire flow	100%
Reliability	Description of boil water advisories and service interruptions	N/A

Technical Levels of Service

The following table outlines the quantitative metrics that determine the technical level of service provided by the water network.

Table 43 Water Network Technical Levels of Service

Service Attribute	Technical Metric	Current LOS
Scope	% of properties connected to the municipal water system	91.4%
	% of properties where fire flow is available	88.8%
Reliable	# of connection-days per year where a boil water advisory notice is in place compared to the total number of properties connected to the municipal water system	0
	# of connection-days per year where water is not available to water main breaks compared to the total number of properties connected to the municipal water system	0
	Average Asset Risk	6.13 (Low)
Sustainable	Average Condition Rating	Good (77%)
	Actual reinvestment rate	1.1%
	Target reinvestment rate	2.4%

Figure 60 Water Network Map – Shallow Lake

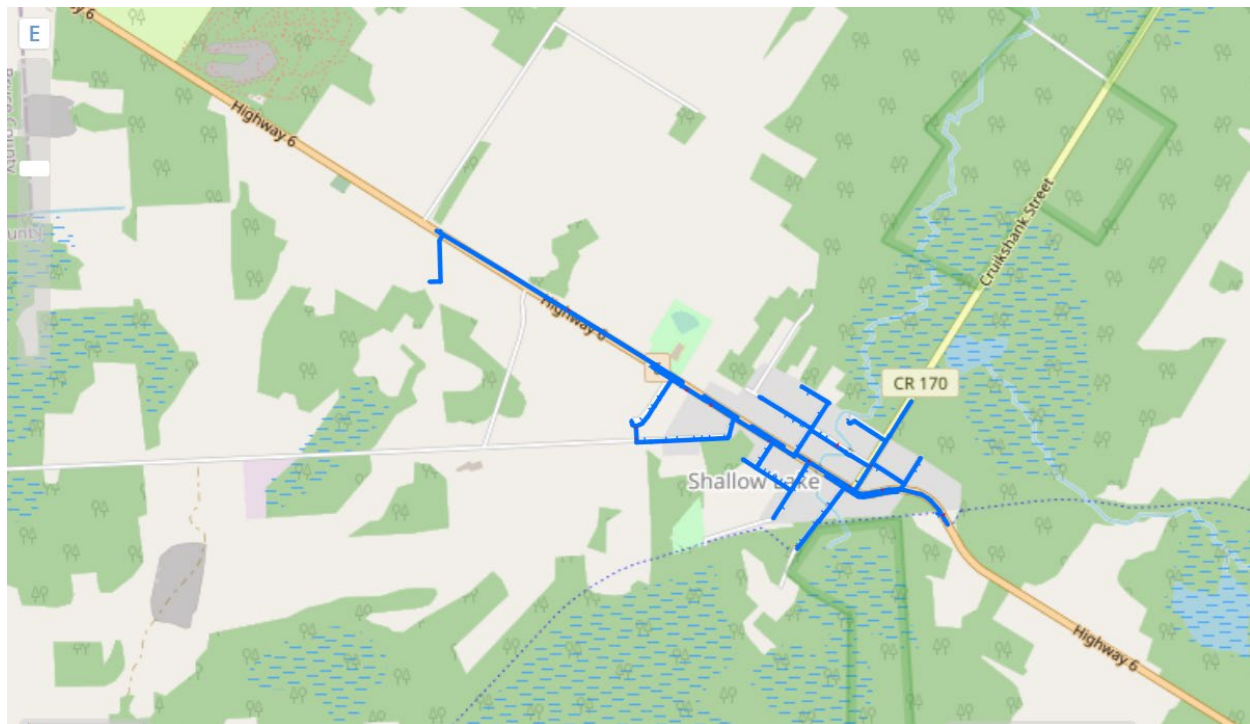


Figure 61 Water Network Map - Oxenden



Figure 62 Water Network Map – East Linton

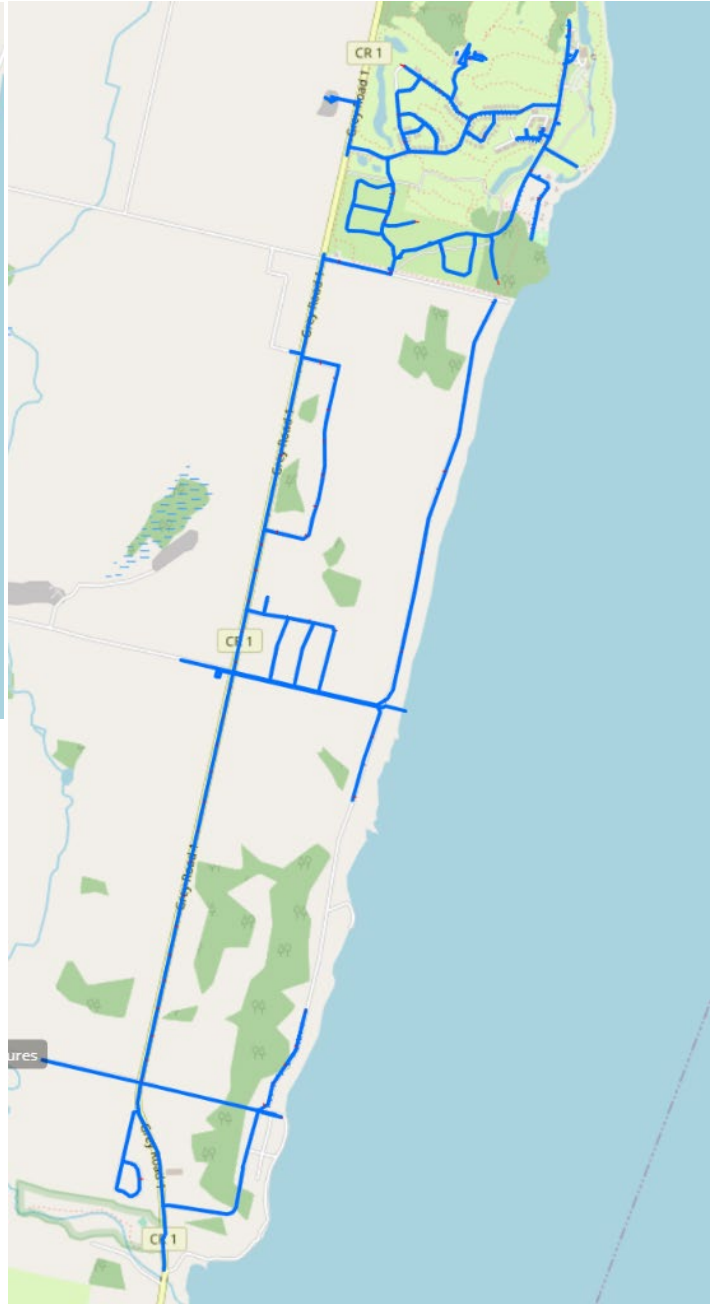
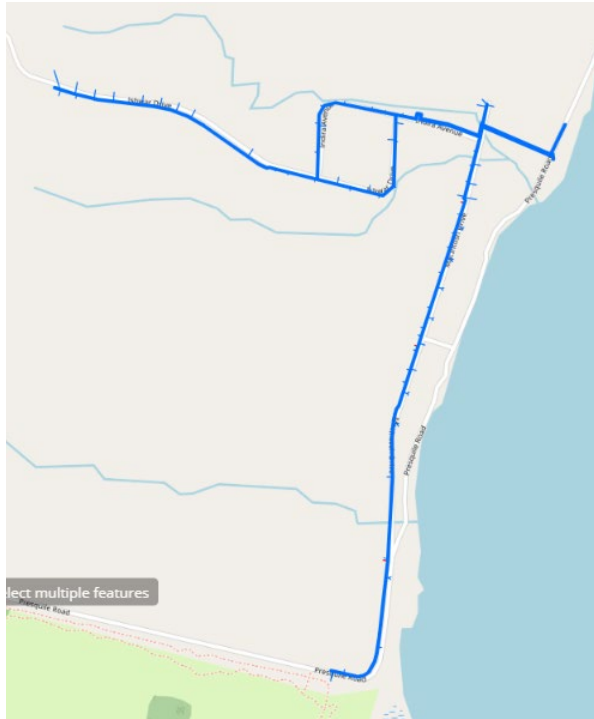


Figure 63 Water Network Map – Pottawatomoni



Appendix J: Condition Assessment Guidelines

The foundation of good asset management practice is accurate and reliable data on the current condition of infrastructure. Assessing the condition of an asset at a single point in time allows staff to have a better understanding of the probability of asset failure due to deteriorating condition.

Condition data is vital to the development of data-driven asset management strategies. Without accurate and reliable asset data, there may be little confidence in asset management decision-making which can lead to premature asset failure, service disruption and suboptimal investment strategies. To prevent these outcomes, the Township's condition assessment strategy should outline several key considerations, including:

- The role of asset condition data in decision-making
- Guidelines for the collection of asset condition data
- A schedule for how regularly asset condition data should be collected

Role of Asset Condition Data

The goal of collecting asset condition data is to ensure that data is available to inform maintenance and renewal programs required to meet the desired level of service. Accurate and reliable condition data allows municipal staff to determine the remaining service life of assets, and identify the most cost-effective approach to deterioration, whether it involves extending the life of the asset through remedial efforts or determining that replacement is required to avoid asset failure.

In addition to the optimization of lifecycle management strategies, asset condition data also impacts the Township's risk management and financial strategies. Assessed condition is a key variable in the determination of an asset's probability of failure. With a strong understanding of the probability of failure across the entire asset portfolio, the Township can develop strategies to mitigate both the probability and consequences of asset failure and service disruption. Furthermore, with condition-based determinations of future capital expenditures, the Township can develop long-term financial strategies with higher accuracy and reliability.

Guidelines for Condition Assessment

Whether completed by external consultants or internal staff, condition assessments should be completed in a structured and repeatable fashion, according to consistent and objective assessment criteria. Without proper guidelines for the completion of condition assessments there can be little confidence in the validity of condition data and asset management strategies based on this data.

Condition assessments must include a quantitative or qualitative assessment of the current condition of the asset, collected according to specified condition rating criteria, in a format

that can be used for asset management decision-making. As a result, it is important that staff adequately define the condition rating criteria that should be used and the assets that require a discrete condition rating. When engaging with external consultants to complete condition assessments, it is critical that these details are communicated as part of the contractual terms of the project.

There are many options available to the Township to complete condition assessments. In some cases, external consultants may need to be engaged to complete detailed technical assessments of infrastructure. In other cases, internal staff may have sufficient expertise or training to complete condition assessments.

Developing a Condition Assessment Schedule

Condition assessments and general data collection can be both time-consuming and resource intensive. It is not necessarily an effective strategy to collect assessed condition data across the entire asset inventory. Instead, the Township should prioritize the collection of assessed condition data based on the anticipated value of this data in decision-making. The International Infrastructure Management Manual (IIMM) identifies four key criteria to consider when making this determination:

- **Relevance:** every data item must have a direct influence on the output that is required
- **Appropriateness:** the volume of data and the frequency of updating should align with the stage in the assets life and the service being provided
- **Reliability:** the data should be sufficiently accurate, have sufficient spatial coverage and be appropriately complete and current
- **Affordability:** the data should be affordable to collect and maintain

Appendix K: Risk Rating Criteria

Risk Definitions

Risk	<p>Integrating a risk management framework into your asset management program requires the translation of risk potential into a quantifiable format. This will allow you to compare and analyze individual assets across your entire asset portfolio.</p> <p>Asset risk is typically defined using the following formula:</p> <p>Risk = Probability of Failure (POF) x Consequence of Failure (COF)</p>
Probability of Failure (POF)	The probability of failure relates to the likelihood that an asset will fail at a given time. The current physical condition and service life remaining are two commonly used risk parameters in determining this likelihood.
POF - Structural	The likelihood of asset failure due to aspects of an asset such as load carrying capacity, condition or breaks
POF - Functional	The likelihood of asset failure due to its performance
POF - Range	1 - Rare 2 - Unlikely 3 - Possible 4 - Likely 5 - Almost Certain
Consequences of Failure (COF)	The consequence of failure describes the overall effect that an asset's failure will have on an organization's asset management goals. Consequences of failure can range from non-eventful to impactful: a small diameter water main break in a subdivision may cause several rate payers to be without water service for a short time. However, a larger trunk water main may break outside a hospital, leading to significantly higher consequences.
COF - Financial	The monetary consequences of asset failure for the organization and its customers
COF - Social	The consequences of asset failure on the social dimensions of the community
COF - Environmental	The consequence of asset failure on an asset's surrounding environment
COF - Operational	The consequence of asset failure on the Township's day-to-day operations
COF - Health & safety	The consequence of asset failure on the health and well-being of the community
COF - Economic	The consequence of asset failure on strategic planning
COF - Range	1 - Insignificant 2 - Minor 3 - Moderate 4 - Major 5 - Severe

Risk Frameworks – General

Probability of Failure			
Criteria	Sub-Criteria	Value/ Range	Score
Performance (60%)	Condition	0-19	5 - Almost Certain
		20-39	4 - Likely
		40-59	3 - Possible
		60-79	2 - Unlikely
		80-100	1 - Rare
Operational (40%)	Service Life Remaining	<10%	5 - Almost Certain
		10 - <20%	4 - Likely
		20 - <30%	3 - Possible
		30 - <40%	2 - Unlikely
		=>40%	1 - Rare

Consequence of Failure			
Criteria	Sub-Criteria	Value/Range	Score
Financial 100%	Replacement Cost (\$)	>\$150,000	5 - Severe
		\$75,000 - \$150,000	4 - Major
		\$10,000 - \$75,000	3 - Moderate
		\$5,000 - \$10,000	2 - Minor
		< \$5,000	1 - Insignificant

Risk Frameworks – Road Network

Probability of Failure			
Criteria	Sub-Criteria	Value/ Range	Score
Performance (80%)	Condition	0-39	5 - Almost Certain
		40-49	4 - Likely
		50-69	3 - Possible
		70-89	2 - Unlikely
		90-100	1 - Rare
Operational (20%)	Service Life Remaining	<10%	5 - Almost Certain
		10 - <20%	4 - Likely
		20 - <30%	3 - Possible
		30 - <40%	2 - Unlikely
		=>40%	1 - Rare
Consequence of Failure			
Criteria	Sub-Criteria	Value/Range	Score
Financial (50%)	Road Surface	Concrete	4 - Major
		Asphalt	3 - Moderate
		Gravel	2 - Minor
Operational (50%)	Roadside Environment	Urban	4 - Major
		Semi-Urban	3 - Moderate
		Rural	2 - Minor
	Speed Limit (km/h)	80	5 - Severe
		70	4 - Major
		60	3 - Moderate
		50	2 - Minor
		<50	1 - Insignificant
	AADT (traffic counts ranges align with O.Reg 239 MMS)	>1000	5 - Severe
		500-999	4 - Major
		200-499	3 - Moderate
50-199		2 - Minor	
0-49		1 - Insignificant	

Risk Frameworks – Bridges & Culverts

Probability of Failure			
Criteria	Sub-Criteria	Value/ Range	Score
Performance (80%)	Condition	0-39	5 - Almost Certain
		40-49	4 - Likely
		50-69	3 - Possible
		70-89	2 - Unlikely
		90-100	1 - Rare
Operational (20%)	Service Life Remaining	<10%	5 - Almost Certain
		10 - <20%	4 - Likely
		20 - <30%	3 - Possible
		30 - <40%	2 - Unlikely
		=>40%	1 - Rare

Consequence of Failure			
Criteria	Sub-Criteria	Value/Range	Score
Financial (50%)	Replacement Cost	\$150,000 <	5 - Severe
		\$75,001 - \$150,000	4 - Major
		\$10,001 - \$75,000	3 - Moderate
		\$5,001 - \$10,000	2 - Minor
		<= \$5,000	1 - Insignificant
Operational (50%)	Asset Segment	Bridges	4 - Major
		Culverts	2 - Minor
	Span	>5m	4 - Major
		3-5m	3 - Moderate
		<3m	2 - Minor

Risk Frameworks – Buildings, Furniture & Fixtures, Machinery & Equipment, and Vehicles

Probability of Failure			
Criteria	Sub-Criteria	Value/ Range	Score
Performance (60%)	Condition	0-39	5 - Almost Certain
		40-49	4 - Likely
		50-69	3 - Possible
		70-89	2 - Unlikely
		90-100	1 - Rare
Operational (40%)	Service Life Remaining	<10%	5 - Almost Certain
		10 - <20%	4 - Likely
		20 - <30%	3 - Possible
		30 - <40%	2 - Unlikely
		=>40%	1 - Rare

Consequence of Failure			
Criteria	Sub-Criteria	Value/Range	Score
Financial (50%)	Replacement Cost	>\$250,000	5 - Severe
		\$150,000 - \$250,000	4 - Major
		\$75,000 - \$150,000	3 - Moderate
		\$5,000 - \$75,000	2 - Minor
		< \$5,000	1 - Insignificant
Operational (50%)	Asset Function	Protection	4 - Major
		Transportation	3 - Moderate
		Recreation	2 - Minor
		General Gov.	2 - Minor
		Health	1 - Insignificant

Risk Frameworks – Watermains

Probability of Failure			
Criteria	Sub-Criteria	Value/ Range	Score
Performance (60%)	Condition	0-39	5 - Almost Certain
		40-49	4 - Likely
		50-69	3 - Possible
		70-89	2 - Unlikely
		90-100	1 - Rare
Operational (40%)	Service Life Remaining	<10%	5 - Almost Certain
		10 - <20%	4 - Likely
		20 - <30%	3 - Possible
		30 - <40%	2 - Unlikely
		=>40%	1 - Rare

Consequence of Failure			
Criteria	Sub-Criteria	Value/Range	Score
Financial (50%)	Diameter(mm)	>150mm	4 - Major
		150mm	3 - Moderate
		services	2 - Minor
Operational (50%)	Surface Type	Asphalt	4 - Major
		Surface Treatment	3 - Moderate
		Gravel / Easement	2 - Minor
	Material Type	Welded Steel	5 - Severe
		Asbestos Cement	4 - Major
		Cast Iron/Ductile Iron	3 - Moderate
		PVC	2 - Minor

Risk Frameworks – Water Network

Probability of Failure			
Criteria	Sub-Criteria	Value/ Range	Score
Performance (60%)	Condition	0-39	5 - Almost Certain
		40-49	4 - Likely
		50-69	3 - Possible
		70-89	2 - Unlikely
		90-100	1 - Rare
Operational (40%)	Service Life Remaining	<10%	5 - Almost Certain
		10 - <20%	4 - Likely
		20 - <30%	3 - Possible
		30 - <40%	2 - Unlikely
		=>40%	1 - Rare

Consequence of Failure			
Criteria	Sub-Criteria	Value/Range	Score
Financial (50%)	Replacement Cost	>\$250,000	5 - Severe
		\$150,000 - \$250,000	4 - Major
		\$75,000 - \$150,000	3 - Moderate
		\$5,000 - \$75,000	2 - Minor
		< \$5,000	1 - Insignificant
Operational (50%)	Asset Segment	Treatment	4 - Major
		Other Structures/Valve Chambers	3 - Moderate
		Water Equipment	2 - Minor
		Hydrants	2 - Minor
		Curb stops	1 - Insignificant

The Corporation of the Township of Georgian Bluffs

By-law Number 2025-017

This document is public and available in an accessible format upon request.

Being a By-law to appoint a citizen representative of the Township of Georgian Bluffs to the Multi Municipal Energy Working Group (MMEWG).

Whereas Section 5(3) of the Municipal Act, S.O. 2001, c.25, as amended required that a municipal power shall be exercised by by-law; and

Whereas, Section 8 (1) of the Municipal Act S.O. 2001, c. 25, as amended provides municipalities broad authority to govern its affairs as appropriate to enhance the municipality's ability to respond to municipal issues; and

Whereas, the Municipality of Arran-Elderslie, Township of Chatsworth, Municipality of Grey Highlands, Township of Huron-Kinloss, Municipality of Northern Bruce Peninsula, and the Township of Georgian Bluffs have jointly established the MMEWG; and

Whereas, Council passed By-Law 2024-067 to appoint Mayor Sue Carleton to the MMEWG at their meeting on December 11, 2024; and

Whereas, the approved MMEWG Terms of Reference allow a citizen member to be appointed by each participating municipality for the purpose of bringing additional expertise to discussions;

Therefore, the Council of the Corporation of the Township of Georgian Bluffs enacts the following:

1. That Michael Pearson is hereby appointed as the Township of Georgian Bluffs citizen representative to the Multi Municipal Energy Working Group for the remainder of the 2022-2026 term of Council.
2. That this by-law shall come into force and effect upon being passed by Council.

Read a first and second time this 5th day of March 2025.

Read a third time and finally passed this 5th day of March 2025.

Mayor – Sue Carleton

Clerk – Carly Craig

The Corporation of the Township of Georgian Bluffs

By-law Number 2025-018

This document is public and available in an accessible format upon request.

Being a By-law to amend By-Law 2022-042 – Committee of Adjustment Procedure-By-Law with respect to the location of meetings.

Whereas Section 238 (2) of the Municipal Act, R.S.O. 2001, as amended requires that every municipality and local Board shall pass a Procedure By-law for governing the calling, place and proceedings of meetings; and

Whereas Council of the Township of Georgian Bluffs enacted the Committee of Adjustment Procedure By-law 2022-042 at their meeting on July 13, 2022; and

Whereas Council of the Township of Georgian Bluffs deems it necessary and expedient to amend Procedure By-law 2022-042 to update procedures for meeting efficiency;

Therefore, the Council of the Corporation of the Township of Georgian Bluffs enacts the following:

1. That section 11.0 of By-Law 2022-042 is hereby amended as follows:

“11.0 Location of Meetings

11.1 All meetings of the Committee of Adjustment shall be held virtually via Microsoft Teams, unless alternate meeting arrangements have been requested by the Secretary-Treasurer.

11.2 The location of Committee meetings shall be identified on the Notice of Hearing for applications for Minor Variance and Consent that are circulated by the Secretary-Treasurer or designate of the Committee, as well as published on the Township’s website.”

2. That this by-law shall come into force and effect upon being passed by Council.

Read a first and second time this 5th day of March 2025.

Read a third time and finally passed this 5th day of March 2025.

Mayor – Sue Carleton

Clerk – Carly Craig

The Corporation of the Township of Georgian Bluffs

By-law Number 2025-019

Being a By-law to confirm the proceedings of the Council meeting of the Corporation of the Township of Georgian Bluffs held on March 5, 2025.

Whereas, Section 5 (1) of the *Municipal Act* S.O. 2001, c. 25 states that the powers of a municipality shall be exercised by Council; and

Whereas, Section 5 (3) of the *Municipal Act* S.O. 2001, c. 25 provides that municipal power shall be exercised by by-law; and

Whereas, the Council of the Corporation of the Township of Georgian Bluffs deems it expedient and necessary that the proceedings of the Council meeting held on March 5, 2025, are confirmed and adopted.

Therefore, the Council of the Corporation of the Township of Georgian Bluffs enacts the following:

1. That the actions of the Council of the Corporation of the Township of Georgian Bluffs at its meeting held on March 5, 2025, in respect to each motion and resolution passed, reports received and direction given by the Council at the said meeting, are hereby adopted and confirmed.
2. That the Mayor and the proper Officials of the Corporation are hereby authorized and directed to do all things necessary to give effect to the said actions of the Council.
3. That the Mayor and Clerk are authorized and directed to execute all documents necessary in that behalf, and the Clerk is authorized and directed to affix the Seal of the Corporation to all such documents.
4. That this by-law shall come into force and effect upon being passed by Council.

Read a first and second time this 5th day of March 2025.

Read a third time and finally passed this 5th day of March 2025.

Mayor – Sue Carleton

Clerk – Carly Craig