



THE TOWNSHIP OF TARBUTT
Council Meeting Agenda
Wednesday, May 21, 2025 at 6:00 pm
Township Council Chambers, 27 Barr Road S.

- 1. CALL TO ORDER**
- 2. DISCLOSURES OF PECUNIARY INTEREST**
- 3. PREVIOUS MINUTES**
 - a. Minutes of the regular Council meeting held April 16, 2025. 1-7
- 4. DEPUTATIONS / PRESENTATIONS** These items distributed separately.
 - a. Mitch Marinovich, Stefanizzi Valuation and Financial Advisory
Re: Presentation of 2024 Audited Financial Statements
 - b. Jillian Hayes, Treasurer
Re: 2025 Annual Budget
- 5. FINANCIAL STATEMENTS**
 - a. Disbursements for the month of April, 2025 8-9
- 6. STAFF AND COMMITTEE REPORTS**
 - a. Roads Superintendent Report for the month of May 10
 - b. Proposal for 2025 Asset Management Plan Updates 12-30
 - c. Tarbutt Cemetery Board draft minutes of April 17, 2025 31-32
 - d. North Shore Firefighter Challenge 33
 - e. Proposed Building By-law Report 34-36
 - f. Report of the CAO/Clerk
- 7. BY-LAWS**
 - a. 2025 Tax Rate By-law 37-40
 - b. Circular Materials Depot Operations Agreement 41-42
 - c. Building By-law 43-59
- 8. INFORMATION / CONSENT AGENDA**
 - Correspondence and Information Items a. through h. 60



9. OTHER BUSINESS

- a. ADSAB Board Appointment

10. CLOSED SESSION

Council will move into closed session under Section 239 2. (c), to discuss information related to an identifiable individual, including local or school board employees, and (f), advice that is subject to solicitor client privilege.

- Cleaner/Custodian

11. CONFIRMATION BY-LAW

12. ADJOURNMENT



THE TOWNSHIP OF TARBUTT
Minutes of the Council Meeting
Wednesday, April 16, 2025 at 6:00 pm
Township Council Chambers, 27 Barr Road S.

PRESENT: Lennox Smith, Mayor
Ursula Abbott
David Farrar
Darren McClelland
Jacqui Nagel

STAFF: Jillian Hayes, Treasurer (left the meeting at 6:30)
Michael Pigeon, Road Superintendent (left the meeting at 6:30)
Carol O. Trainor, CAO/Clerk

1. CALL TO ORDER

Mayor Smith called the regular council meeting to order at 6:00 pm.

2. DISCLOSURES OF PECUNIARY INTEREST

3. PREVIOUS MINUTES

a. Minutes of the regular Council meeting held March 19, 2025

Resolution No: 2025 – 69

Moved by: D. McClelland Seconded by: D. Farrar

Be it resolved that the minutes of the regular Council meeting held March 19, 2025 be adopted as circulated.

Carried

Following the special council meeting on April 8, the Treasurer and the Clerk met with the Auditor to discuss the intention to access reserves to cover the costs related to fire and roads projects. Staff recommend that Council give direction to utilize a greater portion of the CCBF funds rather than access other reserves. Council agreed to the staff recommendation.

Resolution No: 2025 – 70

Moved by: U. Abbott Seconded by: J. Nagel

Be it resolved that the minutes of the Special Council Budget meeting held April 8, 2025 be received; and

That resolutions 2025 – 63 (fire reserve) and 2025 – 64 (sand shed reserve) be rescinded; and



That staff be authorized to access an additional \$40,000 from the Canada Community Building Fund (CCBF) for Fire Hall Training Facility and Equipment, and Roads Equipment improvements; and

That the minutes of the April 8 special council meeting be adopted as amended to reflect these changes.

Carried

4. DEPUTATIONS / PRESENTATIONS

a. 2025 Draft Revised Budget, v.2

A copy of the draft budget, as revised from the April 8 special council meeting, was provided to Council.

Resolution No: 2025 – 71

Moved by: D. Farrar

Seconded by: D. McClelland

Be it resolved that the draft 2025 budget, as amended from the budget meeting of April 8, 2025, be approved as to changes to the reserve schedule.

Carried

5. FINANCIAL STATEMENTS

a. Disbursements for the month of March, 2025

Resolution No: 2025 – 72

Moved by: J. Nagel

Seconded by: U. Abbott

Be it resolved that the disbursements for the month of March, 2025 be approved in the amount of \$222,469.53 as circulated.

Carried

6. STAFF AND COMMITTEE REPORTS

a. Roads Superintendent Verbal Report

M. Pigeon advised Council that the amalgamated tender was awarded at the Road Superintendent's meeting today, and the resurfacing contract was awarded to Beamish, despite numerous concerns. Their price was considerably lower than the other bidders and the majority felt that cost was the priority.

Resolution No: 2025 – 73

Moved by: D. McClelland

Seconded by: D. Farrar

Be it resolved that the verbal report from the Road Superintendent of April 16, 2025 be received.

Carried



b. Minutes of the Roads Committee meeting held March 24, 2025

Resolution No: 2025 – 74

Moved by: U. Abbott

Seconded by: J. Nagel

Be it resolved that the minutes of the Roads Committee meeting held March 24, 2025 be approved as circulated.

Carried

c. US Dollars Cheque Administration Fee

Notice of the change will be sent to all US property owners with the final tax bill.

Resolution No: 2025 – 75

Moved by: D. Farrar

Seconded by: D. McClelland

Be it resolved that the report from the Treasurer regarding receipt of payments in US Dollars be received; and

That Council approve that the Township accept US Funds on par with the Canadian dollar effective January 1, 2026.

Carried

d. Joint Landfill Annual Report / Landfill Emergency Response Plan

A letter from Tulloch Engineering outlining closure and post closure costs of the landfill site was tabled. Council reviewed the Annual Report and had a number of concerns with the information; however the document is intended for the Ministry's purposes to meet the requirements of the license to operate the site.

Resolution No: 2025 – 76

Moved by: U. Abbott

Seconded by: J. Nagel

Be it resolved that the 2024 Johnson Tarbutt Joint Landfill Annual Report for the year 2024, and the Landfill Emergency Response Plan be received.

Carried

e. Circular Materials Operating Agreement for Recyclables

The Clerk advised that the Township solicitor has reviewed and vetted the CM operations agreement, and while some concerns and issues have been addressed, others remain unresolved with respect to compensation and insurance.

Staff are seeking approval to sign the agreement once these final details have been settled, prior to the next council meeting.

Resolution No: 2025 – 77

Moved by: D. Farrar

Seconded by: D. McClelland



Be it resolved that the Operating Agreement with Circular Materials for recycling operations until December 31, 2025 be received; and
That the Mayor and the CAO/Clerk be authorized to execute the agreement for implementation on June 1, 2025.

Carried

f. Fire Protection Grant (2024/25) additional allocation

Resolution No: 2025 – 78

Moved by: J. Nagel

Seconded by: U. Abbott

Be it resolved that the letter from the Deputy Fire Marshal, Ministry of the Solicitor General, regarding the additional grant allocation for the 2024-2025 Fire Protection Grant be received; and

That Council acknowledges the additional allocation of \$361.73, and authorizes the Mayor and the CAO/Clerk to sign the amended Transfer Payment Agreement.
Carried

g. Report of the CAO/Clerk

The CAO/Clerk advised Council that negotiations with CM have been ongoing with the input of the Township solicitor, establishment of new processes with the new Chief Building Official (CBO), completed and pending projects at the MacLennan Hall, the Canada Summer Jobs grant award, and a report of the AMCTO zone meeting.

Resolution No: 2025 – 79

Moved by: D. Farrar

Seconded by: D. McClelland

Be it resolved that the Report from the Clerk for April 2025 be received; and

That Council does not object to the proposed by the Church of Latter Day Saints to installing a Starlink system to the building to improve internet connectivity with the proviso that it does not interfere with the roof mounted solar panels; and
That staff be authorized to proceed with the installation of the Pro 10 UV system at the MacLennan Hall.

Carried

7. BY-LAWS

8. CONSENT AGENDA / INFORMATION ITEMS

a. Algoma District Services Administration Board

Re: Minutes of the February 13, 2025 meeting

b. Resolution from the Municipality of Huron Shores

Re: Review of the Provincial Land Tax for Unincorporated Areas



- c. Correspondence from the Sault Ste. Marie Humane Society
Re: Annual Contract for pound facilities
- d. Letter from Johnson Township Events and Recreation
Re: Request for annual donation to recreational programs
- e. Letter from the Algoma District Services Administration Board
Re: Vacant seat for Area 3 and Board Composition Review Meeting
- f. Letter from FONOM to Premier Doug Ford
Re: Proposal for a Deputy Minister of Transportation for Northern Ontario
- g. Letter from GFL Environmental Inc.
Re: Trade and Tariff impacts to pricing
- h. Algoma Power Inc.
Re: Community Newsletter 2025
- i. Ministry of Natural Resources Inspection Notice
Re: 2025 – 2026 Annual Work Schedule

Resolution No: 2025 – 80

Moved by: U. Abbott Seconded by: J. Nagel

Be it resolved that correspondence items a through h on the Consent Agenda dated April 16, 2025 be received; and

That staff be directed to enquire as to the source of the significant ADSAB municipal levy increase for Tarbutt given that MPAC assessment shows assessment growth of 0.01% in 2024; and

The Township of Tarbutt supports the resolution from the Municipality of Huron Shores urging the Province of Ontario to conduct a comprehensive review of the Provincial Land Tax system to address disparities and ensure unincorporated areas contribute fairly to service costs; and

The staff be authorized to sign and return the 2025 Annual User Fee contract to the Sault Ste. Marie Humane Society; and

That staff be authorized to prepare the 2025 donation to the Township of Johnson in support of their events and recreation programming in the amount of \$3,000.00; and

That Councilor J. Nagel attend the meeting with ADSAB on May 1 to review the procedures for appointing members to serve as the Area 3 representative on the ADSAB Board of Directors; and

That The Township of Tarbutt support the FONOM request to Premier Doug Ford to consider the creation of a Deputy Minister of Transportation to be responsible for Northern Ontario.

Carried



9. OTHER BUSINESS

a. Planning Board Secretary Treasurer posting

On a question regarding the recruitment process for a new Secretary Treasurer of the Planning Board, the Mayor advised that the posting had not yet been advertised as some Board members were hoping that a staff member from one of the four municipalities would take it on. After some months, it appears that none of the municipalities has the capacity to take on this role with existing staff. The Mayor was requested to encourage the Board to post the job advertisement with the intent of recruiting a qualified candidate.

10. CLOSED SESSION

Resolution No: 2025 – 81

Moved by: D. Farrar

Seconded by: D. McClelland

Be it resolved that Council move into closed session at 7:20 pm under Section 239 2. (f), to receive advice that is subject to solicitor client privilege.

Carried

- OLT Case Management Conference Update

Resolution No: 2025 – 82

Moved by: U. Abbott

Seconded by: J. Nagel

Be it resolved that Council rise from closed session at 7:40 pm and accept the summary comments from the Township solicitor regarding the OLT Case Management Conference held April 14, 2025.

Carried

11. CONFIRMATION BY-LAW

Resolution No: 2025 – 83

Moved by: D. McClelland

Seconded by: D. Farrar

Be it resolved that leave be granted to introduce By-law 2025-13, being a By-law to confirm the proceedings of the regular council meeting held April 16, 2025; and That said by-law be read a first, and taken as read a second and third time and finally passed this Sixteenth day of April, 2025.

Carried

12. ADJOURNMENT

Resolution No: 2025 – 84

Moved by: J. Nagel

Seconded by: D. McClelland



Be it resolved that the regular council meeting of April 16, 2025 be adjourned at 7:41 pm, to meet again for the regular Council meeting on Wednesday, May 21, 2025 to finalize and pass the budget; and
That the budget meeting be advertised.

Carried

Lennox G. Smith, Mayor

Carol O. Trainor, Clerk

Payment Log
For the month of April 2025

Cheque No	Date	Payee	Amount
5379	04/01/2025	ADSAB Levy - Social Services	37,039.58
5380		Landfill Admin on March payables	
5381	04/02/2025	Barriston Law - Legal Fees	406.80
5382	04/02/2025	Spadafora Johnson Lepore - Legal Fees	2,748.17
5383	04/02/2025	encompassIT.ca - Software Subscriptions	242.46
5384	04/02/2025	E. Grigg & Associates - H&S Fire	372.90
5385	04/02/2025	Fire Chiefs Conference Chief Reimbursement	1,497.26
5386	04/01/2025	Quattra SCS LTD. - Emergency Dispatch Monthly	418.56
5387	04/01/2025	Algoma Business Computers - Web Security March	33.90
5388	04/02/2025	GFL Environmental Inc - Waste + Recycling	10,833.63
5389	04/04/2025	Receiver General March Employee Remittance	11,565.57
5390	04/08/2025	17E Trading Post/Gas Bar - Fuel and Water	458.00
5391	04/08/2025	Kentvale Merchants Ltd. - Chainsaw repair	249.50
5392	04/08/2025	J.L. RICHARDS ASSOCIATES LTD - Planning Expense	669.54
5393	04/08/2025	Fire Fighter Challenge Fees	400.00
5394	04/08/2025	Fire Chief - Supplies	130.00
5395	04/08/2025	RW Medical - Fire PPE	56.48
5396	04/08/2025	Ontario Association of Fire Chiefs - Conference Fee	593.25
5397	04/11/2025	OMERS - March Employee Pension	6,638.42
5398	04/15/2025	True North Plumbing - MacLennan Hall Water System	2,497.30
5399	04/15/2025	Algoma Veterinary Committee - Annual Membership	224.74
5400	04/15/2025	Kentvale Merchants Ltd. - Roads Supplies	42.92
5401	04/15/2025	Tulloch Engineering Inc. - March Building Services	1,102.77
5402	04/17/2025	Township of Johnson - Recreation Program Support	3,000.00
5403	04/17/2025	Matthews Memorial Hospital - Annual Support	5,000.00
5404	04/17/2025	Dr. Harold Trefry Centre - Annual Support	5,000.00
5405	04/17/2025	Algoma Office Equipment - Copies	121.68
5406	04/17/2025	Algoma Business Computers - Web Security April	33.90
5407	04/17/2025	Ledger Management Services - Payroll review	254.25
5408	04/17/2025	North Channel Heating - MacLennan Hall Air Quality	2,800.14
5409	04/17/2025	Sault Ste. Marie & District S.P.C.A - Annual Fee	850.00
5410	04/17/2025	Receiver General for Canada - Fire Dept Radio Licences	665.16
5411	04/17/2025	Lightning Equipment Sales, Inc. - Fire Dept. Supplies	1,084.80
5412	04/17/2025	FF Challenge - Fire Refreshments	150.31
5413	04/29/2025	Stefanizzi Professional Corporation - 2024 Audit Fees	11,300.00
5414	04/29/2025	M & L Supply Fire & Safety - Fire Supplies	136.00
5415	04/29/2025	Heritage Home Hardware - Equipment & Parts ROADS	377.47
5416	04/29/2025	Landfill Monthly Admin Fee	100.00
5417	04/29/2025	Receiver General - 2024 PIER	829.42
5418	04/29/2025	Minister of Finance-Payment Processing Centre	8,060.00
5419	04/29/2025	Kentvale Merchants Ltd. - H&S Supplies	47.83
5420	04/29/2025	TESTMARK Laboratories - Water Testing	38.83
5421	04/29/2025	AMCTO Zone 7 Expenses and Q1 Mileage	873.84

5422		ADSAB May payment on May voucher		
5423	04/30/2025	Receiver General -Remittance April 2025		10,087.02
TOTAL CHEQUES			\$	129,032.40
Total Payroll			\$	38,784.55
VISA		ON Lands	\$	21.95
VISA		MMAH - CBO Registration	\$	128.00
VISA		Starlink	\$	158.20
VISA		Metro - Budget Meeting Refreshments	\$	53.59
VISA		Canada Post - Newsletter Mail Out	\$	455.01
VISA		National Pro Board - Fire Certifications	\$	29.36
VISA		Zoom Subscription	\$	48.57
VISA		Adobe Subscription	\$	105.06
VISA		Appreciation Gift	\$	100.00
VISA		Bell Mobility	\$	261.32
VISA		Bell Canada	\$	76.99
VISA		Bell Canada	\$	154.77
VISA		Bell Canada	\$	70.77
Total Visa Charges			\$	1,663.59
DD		Equitable Life Insurance	\$	1,660.30
DD		RCAP Copier Lease	\$	93.33
DD		Esso Mobil	\$	2,378.06
DD		CIBC Service Charge	\$	44.00
DD		Algoma Power	\$	282.87
DD		Algoma Power	\$	705.04
DD		Algoma Power	\$	202.99
DD		CIBC Admin Fee	\$	25.00
DD		CIBC Monthly Fee	\$	55.00
DD		Paper Statement Fee	\$	5.00
Total Direct Payment			\$	5,451.59
TOTAL VOUCHER FOR APRIL 2025			\$	174,932.13



The Township of Tarbutt
27 Barr Road South
Desbarats, Ontario P0R 1E0
Ph: 705-782-6776 Fax: 705-782-4274

REPORT TO COUNCIL

Date: May 21, 2025
From: Mike Pigeon, Road Superintendent
Re: May 2025 Roads Report

BACKGROUND / OVERVIEW

The Roads crew have started to inspect guard rails and posts and touched up some of the gravel roads. The roads will be swept within the next few weeks and they hope to put some gravel down on Creek Road and McCluskie Road in the next few weeks, and then start to apply calcium.

Emulsion and cold patch materials have been ordered.

The Emulsion ordered was combined with six other municipalities so that shipping is only paid once, which is a significant savings.

The Roads Crew will begin working four, ten hour days as of June 2.

Grass cutting equipment is being serviced to get it ready for the season.

Karhi Contracting will be working with the roads crew for the install of the new gate at the old Tarbutt landfill site to pour concrete.

RECOMMENDATION:

Be it resolved that the report from the Road Superintendent for the month of May, 2025 be received.

SVF ADVISORY

CHARTERED BUSINESS VALUATOR



In partnership with



Agile
INFRASTRUCTURE

Township of Tarbutt

Proposal for Asset Management Services

February 24, 2025

TABLE OF CONTENTS

COVER LETTER.....	1
2.0 EXECUTIVE PROFILES	3
3.0 PROPOSAL SUMMARY	5
3.1 What is Asset Management?	5
3.2 Our Holistic Suite of Asset Management Services	6
4.0 PROJECT WORK PLAN.....	11
4.1 Work Plan	11
4.2 Proposed Budget.....	13
5.0 Engagement Acceptance	14
Appendix B - Project Timelines.....	17

COVER LETTER

February 24, 2025

Dear Township Management

We are delighted to announce an exciting new collaboration between Stefanizzi Valuation & Financial Advisory (“SVF”) and Agile Infrastructure (“Agile”) combining our expertise to offer unparalleled asset management services tailored to your unique community goals and aspirations.

As leaders in our respective fields, we recognize the critical importance of sustainable infrastructure in driving economic growth, fostering social development, and improving quality of life. With Agile's renowned expertise in solving modern infrastructure challenges and SVF's proven track record of finance and accounting expertise for the public sector, we are poised to help redefine the landscape of asset management.

Through this collaboration, we are uniquely positioned to offer you a comprehensive suite of asset management services, designed to optimize your infrastructure investments, mitigate risks, and find unique opportunity in today's dynamic market environment. We are team of professionals dedicated to providing you with infrastructure solutions tailored to the Township's specific needs and objectives.

With a shared commitment to integrity, transparency, and fiduciary responsibility, we stand ready to serve as your trusted advisors, guiding you through every stage of your infrastructure journey with confidence and peace of mind. Together, we will strive to exceed your expectations and empower you to achieve the Township's long-term vision, and ensure that you are also compliant with the new standards of Ontario Regulation 588/17.

We invite you to explore the possibilities of our collaboration and experience the difference that proactive asset management can make in achieving your financial and infrastructure related aspirations. We are happy to discuss how we can tailor our services to meet your unique needs and objectives.



Thank you for considering us for your asset management future. We look forward to the opportunity to serve you and build a lasting relationship based on trust, integrity, and shared success.

Warm regards

Justin-Peter Stefanizzi, CPA, CBV
President, SVF Advisory Inc.

Nick Larson, P. Eng.
President, Agile Infrastructure Inc.



2.0 EXECUTIVE PROFILES

Stefanizzi Valuation & Financial Advisory Inc.

Stefanizzi Valuation and Financial Advisory (“SVF”) is forward-thinking professional services firm built on the foundation of business valuation expertise. As a licensed Chartered Business Valuator, SVF looks to provide the most cutting-edge analytical and critical thinking necessary to every client’s unique circumstances.

Founded in 2022 by Justin-Peter Stefanizzi, and guided by the standards of the CBV profession, SVF provides a diverse range of professional services including business valuation, litigation support, and will as strategic business and financial advisory.

A core competency of SVF is the creation and analysis of diverse financial models. SVF will always look to help organizations identify/integrate value-based growth opportunities of all sizes and across all industries.

Visit SVF at www.svfadvisory.ca

THE NEXT GENERATION OF STEFANIZZI



▼ PASSION



▼ VALUE CREATION



▼ TEAM

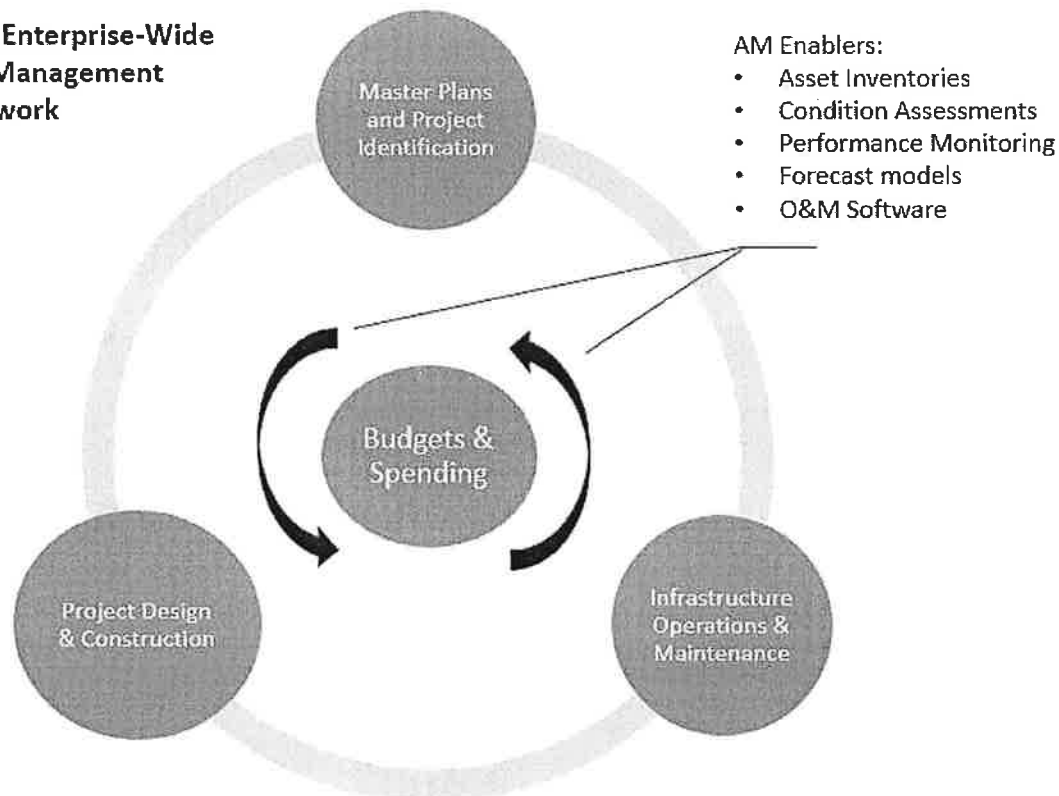
Agile Infrastructure

Agile Infrastructure (“Agile”) is a transformational new company founded to bring a modern approach to managing public infrastructure. Agile’s approach is engineered to bring immediate value using existing processes and information, while also setting a confident pathway forward to gain more confidence and transparency in your infrastructure investment plans.

Agile brings experience with all aspects of the operations, maintenance, rehabilitation, replacement and construction of public infrastructure. From project conception in a Master Plan or condition assessment, through design and construction, and into ongoing operations, Agile provides the help you need (and none of what you don’t need) to build your infrastructure systems.

Visit Agile at www.AgileInfrastructure.ca to learn more about our company.

Agile’s Enterprise-Wide Asset Management Framework



3.0 PROPOSAL SUMMARY

3.1 What is Asset Management?

Asset management for communities refers to the systematic approach of planning, acquiring, operating, maintaining, and disposing of infrastructure assets in order to maximize their value and ensure their long-term sustainability.

In modern societies, infrastructure assets are critical components that support economic activity, social well-being, and quality of life. Effective asset management involves understanding the condition, performance, and lifecycle costs of infrastructure assets, and making informed decisions to optimize their use and investment.

Key aspects of infrastructure asset management include:

Inventory and Assessment: Identifying and cataloging existing infrastructure assets, including their location, age, and current condition or functional state.

Performance Monitoring: Continuously monitoring the performance and condition of infrastructure assets to identify areas of concern and prioritize maintenance and investment needs.

Risk Management: Assessing and managing risks associated with infrastructure assets, including physical deterioration, natural disasters, technological obsolescence, and regulatory changes.

Lifecycle Planning: Developing long-term plans for the maintenance, repair, replacement, and expansion of infrastructure assets to ensure they meet community expectations.

Financial Planning: Allocating resources effectively to fund the operation, maintenance, and renewal of infrastructure assets over their lifecycle, taking into account budget constraints and funding sources.

Stakeholder Engagement: Engaging with stakeholders, including government agencies, communities, businesses, and residents, to gather input, build consensus, and prioritize infrastructure investment decisions.

Project Execution: Efficiently procuring teams to design, tender and construct infrastructure projects is critical to executing a capital program on-time and on-budget.

Ongoing Operations: The lifecycle costs to operate infrastructure assets are as high as 4 times greater than the initial capital cost. It is essential to know how assets will be operated and maintained when making infrastructure investment plans.

By adopting a holistic approach to infrastructure asset management, communities can enhance the reliability, efficiency, and resilience of their infrastructure systems, while optimizing the use of limited financial resources and minimizing negative impacts on the environment and society.

Overall, infrastructure asset management plays a vital role in supporting sustainable development, promoting economic growth, and improving the quality of life for present and future generations.

3.2 Our Holistic Suite of Asset Management Services

We will provide a holistic suite of services to provide the support you need to achieve your community infrastructure objectives:

Inventory and Assessment: The first step in calculating the infrastructure deficit is to maintain a comprehensive inventory and assessment of existing infrastructure assets. This involves identifying and cataloging all relevant assets, including roads, bridges, water and wastewater systems, public buildings, transportation networks, utilities, and other infrastructure components.

Performance Assessment (Condition and Function): Once the inventory is complete, the performance of each infrastructure asset must be assessed from both a conditional and functional perspective. This includes evaluating factors such as age, structural integrity, performance, reliability, and functionality. Condition assessments may involve field inspections, structural evaluations, performance monitoring, and data analysis. In a water or wastewater system, this may include hydraulic modeling or technical assessments to understand current deficiencies.

Performance Benchmarking: Next, performance benchmarks or standards are established to define the desired level of service for each infrastructure asset. These benchmarks may be based on factors such as safety, reliability, capacity, efficiency, environmental sustainability, and regulatory compliance. Benchmarking helps to quantify the gap between current performance levels and desired outcomes.

Cost Estimation: Once the infrastructure assets have been assessed and performance benchmarks established, the cost of bringing assets up to the desired standard is the next

important step. This involves estimating the costs of repairs, maintenance, rehabilitation, replacement, and expansion activities. Cost estimation is based on recent market trends, engineering assessments, lifecycle cost analysis, and other tools.

Revenue Analysis: In addition to estimating the costs of addressing the infrastructure deficit, an analysis of available revenue sources is conducted to determine the financial capacity to fund infrastructure investments. This includes assessing existing funding sources such as taxes, user fees, grants, bonds, and other financing mechanisms, as well as exploring potential new revenue streams or financing options.

Forecasting Spending AND Performance: Figure 1 showcases our approach to forecasting both spending and infrastructure performance. These graphs are produced using our innovative in-house software tool that enables refreshingly efficiently and transparent forecasts. In the graphs we can see how the performance distribution (% of assets in good/fair/poor performance) and average network performance (solid black line) changes with different spending levels. This lets us bring tangible graphics connected to specific assets & projects when establishing desired infrastructure investment plans.

Calculating an Infrastructure Deficit: Calculating the infrastructure deficit involves assessing the gap between the current state of infrastructure assets and the desired performance (level of service). This deficit represents the investment needed to bring infrastructure systems up to the desired standard to meet the evolving needs of communities. Essentially, we work with each Client to understand two fundamentals that drive the infrastructure deficit:

1. What constitutes an asset being in the ‘poor’ performance category?

Every community is unique, with their own performance objectives for each asset and infrastructure systems. We listen to our Clients and develop a strong understanding of the local communities wants and needs. This helps us calibrate what it means for an asset to be in the poor performance category. Here are just a few of the discussion questions we have with Clients to develop this understanding:

- What type of boulevard and sidewalk do we want in what areas?
- What is the desired finish level on our public buildings?
- How fancy do we want our playgrounds and splash pads?

2. What proportion of assets is acceptable to be in the ‘poor’ performance category?

We understand it is not reasonable to have every singlet asset, at all times, meeting or exceeding the desired performance objective. We use our tools to bring real

connections to the ‘cost versus performance’ relationship that exists in infrastructure systems. This helps our Clients establish their desired asset and system performance.

After we develop our understanding of the above two fundamentals, we can then establish an infrastructure deficit that is tailored to each Client. Figure 2 illustrates the Line of Sight that we provide in our forecasts, connecting abstract spending forecasts to specific asset-by-asset and year-by-year projects.

Financial Analysis: Finally, a financial analysis is used to establish a funding gap by comparing the estimated costs of infrastructure needs with available funding sources. The gap between the two represents the infrastructure funding gap — the shortfall in funding to address the maintenance, repair, and replacement activities required to achieve the desired level of service for infrastructure assets.

Ongoing Support and Annual Updates: The most important task is ensuring that the ongoing updates are being made to the asset management planning processes. We refer to this as our Analysis-on-Demand service that gives our clients the ability to have an updated AMP produced in less than 1 day. This means that the AMP can be updated to bring a project forward to the current year to support a grant application as part of the grant application process.

If no in-year update is required, an annual AMP update typically occurs between May to August. This aligns with other financial process timelines to let us:

- Update asset performance scores for any work done the year previous, to align with the TCA reporting process. This is started after the previous year financial statements are closed (approximately April each year).
- Refreshing the current year plan based on what has been done and updating the next year budget based on current project planning. This is done by end of August to be ready for the fall budget season.

The annual updates are critical because the infrastructure deficit is a *dynamic* concept that evolves over time in response to changing economic, social, environmental, and technological factors. Regular updates to infrastructure assessments and financial analyses are necessary to track progress, identify emerging needs, and prioritize investments to address the infrastructure deficit effectively. It is also critical to have line-of-sight from the overall deficit to each individual project that makes up the deficit. This helps to calibrate the deficit to your communities wants and needs.



Plan A \$500k/yr

VS

Plan B \$200k/yr

Less Money = many
more asset in 'Poor'
performance over
time

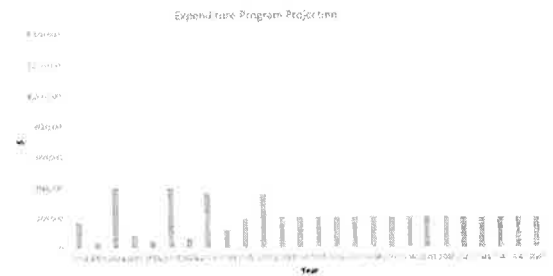
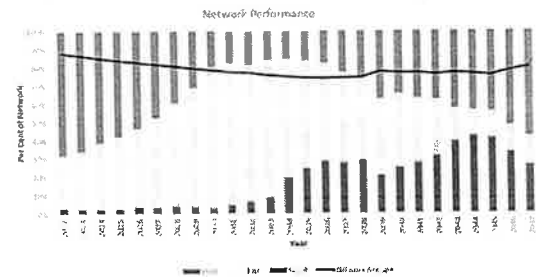
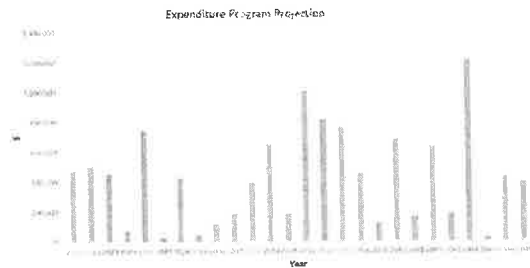
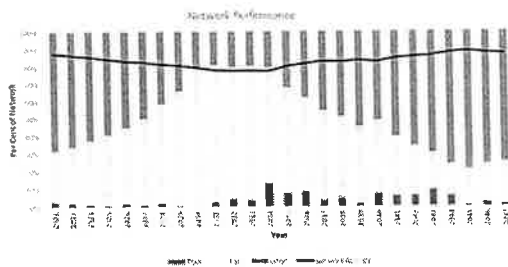
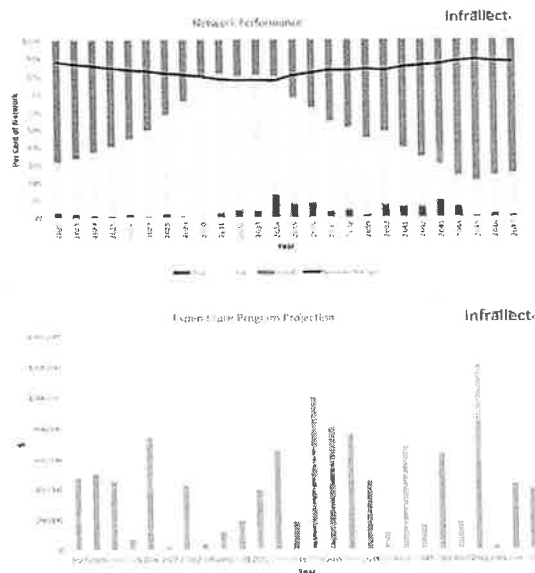


Figure 1 – Agile's Spending and Performance Forecasts for Two Scenarios



Spending & Performance



Projects & Assets

Asset Class	Asset ID	Treatment Description	Forecast Cost (\$)	Forecast Year
Roads	70	Rehabilitation	452,357.98	2024
Roads	177	Maintenance	6,091.74	2024
Roads	192	Rehabilitation	32,714.82	2024
Roads	193	Maintenance	8,269.24	2024
Roads	194	Maintenance	446.66	2024
Roads	11	Reconstruction	426,577.87	2025
Roads	143	Maintenance	8,963.18	2025
Roads	155	Maintenance	2,510.78	2025
Roads	157	Maintenance	12,237.59	2025
Roads	164	Maintenance	10,223.75	2025
Roads	169	Maintenance	3,251.73	2025
Roads	171	Maintenance	307.06	2025
Roads	176	Maintenance	3,672.76	2025
Roads	180	Maintenance	4,129.25	2025
Roads	182	Maintenance	1,772.05	2025
Roads	207	Maintenance	23,780.18	2025
Roads	219	Maintenance	2,551.12	2025

Figure 2 – Line of Sight from Forecasts to Assets to Projects

4.0 PROJECT WORK PLAN

4.1 Work Plan

We propose the following work plan to provide the support your need to achieve your community infrastructure objectives:

Phase 1: Project Awareness

Phase 1 is designed to ensure our deliverables provide the maximum value to the Township, and to ensure a continued two-way conversation between the community and your AMP.

Phase 1	Activity
1.1	Establish AM Team
1.2	Kickoff and Information Sessions with AM Team
1.3	Project Management and Regular Schedule Updates
1.4	Collect Information via Request for Information

Phase One Deliverables

A summary of asset management workshops or information sessions, that includes:

- ✓ name of the Organization the participants are from.
- ✓ participants' positions or titles in the community, for instance chief and council or band administration, public works, finance.
- ✓ A summary of infrastructure-related feedback used in the ongoing asset management planning processes.

Phase 2: Asset Management Plan – July 2025 Phase Four Update

Phase 2 is designed to produce an Asset Management Plan that meets top industry standards and fully comply with the July 2025 requirements of O.Reg. 588/17.

Phase 2	Activity
2.1	Maintain Asset Inventory - Update Asset Register, Incorporate Additional Data, Populate CRV templates for Financial Information Returns
2.2	Service Delivery Review - Performance and Spending Forecasts, Asset Performance Indicator Analysis
2.3	Financing Strategy - Desired Asset Investment Forecast, Operating and Capital Budget Analysis in accordance with Phase Four of the Regulation
2.4	Asset Management Plan Document Update

Phase Two Deliverables

All required reports:

- ✓ Capital Asset Policy Updates
- ✓ O.Reg. 588/17 Compliant Asset Management Plan Updates
- ✓ Development of a five year capital plan and associated financing strategy, based on budget analysis
- ✓ Capital Replacement Values (CRV) for Financial Information Return filing

Phase 3: Ongoing Asset Management Support

Phase 3 is designed to efficiently provide the annual support you need to achieve your desired infrastructure performance objectives.

Phase 3	Activity
3.1	Ongoing AMP Governance - Annual Council Presentation, Updates to Phase 2.1 as required, Organizational Planning)
3.2	Annual Asset Management Planning Support - Update Steps 2.1 to 2.4 Each Year

Phase Three Deliverables

Updates to all previous deliverables:

- ✓ Board Minutes, copy of Resolution approving any AMP updates, and related annual policy changes.
- ✓ Annually Updated Asset Management Plan
- ✓ Annual Updated CRV data
- ✓ Annual Updated Asset Management Policy

4.2 Proposed Budget

Our proposed budget is outlined as follows:

Phase	Proposed Budget
1 – Project Awareness	\$2,000
2 – Asset Management Plan – Phase Four	\$17,500
3 – Ongoing Support	\$7,500 per year

5.0 Engagement Acceptance

Fee Costs and Payment Terms

For the Engagement, I estimate the total fees to be \$19,500 plus HST and disbursements (for Phase One and Two outline in Section 4.2). This fee will be payable in installments, as follows:

- a) \$9,250 plus HST as an initial retainer (being 50% of the fee plus HST) to commence the Engagement; and,
- b) the balance, including HST and disbursements after the submission of the instruction letter

Interest on overdue accounts will be charged at a rate of 2% per annum.

My fee quote is dependent on all parties providing full and timely cooperation. If this cooperation was not provided and/or, if issues arise from my review and analysis of the financial disclosure, my fee may change. However, I would discuss the reasons therefore with you to obtain agreement to render fees in excess of the quoted range prior to doing so.

If the terms are acceptable, please acknowledge by signing this letter and return it to me at your earliest convenience. As well, please sign the attached release and indemnity (Appendix A), and provide the initial retainer payment of \$9,250 plus HST as previously noted. Once these items are in hand we will proceed with the Engagement

Yours truly,

Stefanizzi Valuation & Financial Advisory Inc.

Per:

Justin-Peter Jerry Stefanizzi, CPA, CBV

Agreed and accepted this _____ day of _____, 2025.

Per:

Jillian Hayes - Treasurer

Appendix A – Release and Indemnity

IN CONSIDERATION FOR Stefanizzi Valuation & Financial Advisory Inc. (hereinafter “SVF”), and Agile Infrastructure Ltd. (“Agile”) performing services as outlined in a retainer letter dated **February 24, 2025** (referred to hereinafter as the “Engagement”), **The Corporation of the Township of Tarbutt** (the “Releasors”) hereby, jointly and severally, release SVF and Agile, its affiliates, principals, partners, employees, officers, directors, agents and permitted assigns (hereinafter the “Releasees”), from any and all, present or future claims, damages, liabilities, costs, expenses and actions in any way relating to or arising from the Engagement, save and except any claims, damages, liabilities, costs, expenses and/or actions resulting from the willful misconduct or the negligence of the Releasees in the performance of the Engagement.

AND FOR THE SAID CONSIDERATION, the Releasors agree to hold harmless and indemnify the Releasees in respect of all costs, including reasonable legal fees, damages, costs and interest, which may be incurred by the Releasees as a result of any action claim or demand made against the Releasees, or any of them:

- (1) in any way relating to the matters released herein; or
- (2) arising from a claim made by the Releasors, or any of them, against a third party, if such third party makes a claim for contribution or indemnity under the provisions of the Negligence Act and the amendments thereto, or otherwise, or for any other relief from the Releasees in respect of the matters released herein.

THE RELEASORS WARRANT that the execution, delivery and performance of this Release and Indemnity have been duly authorized by all necessary corporate acts and do not violate or contravene any by-laws or any other agreement or rule by which such party is bound.

IN WITNESS WHEREOF the Releasors have hereto set their hand and seal or, as the case may be, their corporate seals attested to by their proper officers duly authorized on their behalf, on the date(s) shown.

Agreed and accepted this _____ day of _____, 2025.

Per:

Jillian Hayes - Treasurer



Appendix B - Project Timelines

We propose to complete the AMP update by the July 2025 deadline. We then propose to update the AMP between May and September each year, with an annual update kickoff meeting in April and an annual presentation to Council in August or in conjunction with the Annual Audit.

		March	April	May	June	July	August	September	October	November	December	January	February
Phase 1	Project Awareness												
1.1	Establish new Asset Management Team												
1.2	Kickoff and Information Session with AM Team												
1.3	Project Management and Regular Schedule Updates												
1.4	Collect Information via Request for Information												
Phase 2	Project Awareness												
2.1	Asset Register Update - CIV Templates for Financial Information Return												
2.2	Service Delivery Review - Performance and Spending Forecasts, Asset Performance Indicator Analysis												
2.3	Financing Strategy - Desired Asset Investment Forecast, Operating and Capital Budget Analysis												
2.4	Asset Management Plan Document Update												
Phase 3	Project Awareness												
3.1	Ongoing AMP Governance - Council Presentation												
3.2	Annual Asset Management Support - Review and Updates to Phase 2 as necessary												



TARBUTT CEMETERY BOARD
Cemetery Board Minutes
Thursday, April 17th, 2025 6:00 p.m.
Township Council Chambers, 27 Barr Road S.

PRESENT: Ursula Abbott
Jared Brice
Carey Smith
Gerard Rooney
Debbie Conway

STAFF: Jared Brice

1. CALL TO ORDER

Meeting called to order at 6:03 p.m.

2. DISCLOSURES OF PUCNIARY INTEREST

3. APPOINTMENT OF ROTATING CHAIR

Resolution No. C2025-01

Moved by: U. Abbott

Seconded by: G. Rooney

Be it resolved that the Board appoint Carey Smith as the Chair for this meeting.

Carried

4. PREVIOUS MINUTES

Resolution No. C2025-02

Moved by: G. Rooney

Seconded by: J. Brice

Be it resolved that the Board accepts the minutes of the regular board meeting held September 25th, 2024 as presented.

Carried

5. FINANCIAL STATEMENTS

Resolution No. C2025-03

Moved by: G. Rooney

Seconded by: U. Abbott

Be it resolved that the Cemetery Board accepts the Financial Statements as presented.

Carried

6. DEPUTATIONS

7. STAFF REPORTS

Resolution No. C2025-04

Moved by: U. Abbott

Seconded by: G. Rooney

Be it resolved that the Cemetery Board receive and review the Code of Conduct and Terms of Reference as presented.

Carried



TARBUTT CEMETERY BOARD
Cemetery Board Minutes
Thursday, April 17th, 2025 6:00 p.m.
Township Council Chambers, 27 Barr Road S.

Resolution No. C2025-05

Moved by: G. Rooney

Seconded by: J. Brice

Be it resolved that the Cemetery Board receive the 2024 Interment, Lot Purchases and Donations as presented.

Carried

Resolution No. C2025-06

Moved by: U. Abbott

Seconded by: D. Conway

Be it resolved that the Cemetery Board held discussions for the formal dedication of the Stickney Cemetery intended to occur in late June 2025.

Carried

8. OTHER BUSINESS

9. INFORMATION

10. ADJOURNMENT

Resolution No. C2025-07

Moved by: J. Brice

Seconded by: G. Rooney

Be it resolved that the Cemetery Board adjourns its meeting at 7:00 p.m. to meet again on May 29th, 2025 or at the call of the Chair.

Carried



The Township of Tarbutt
27 Barr Road South
Desbarats, Ontario P0R 1E0
Ph: 705-782-6776 Fax: 705-782-4274

REPORT TO COUNCIL

Date: May 21st, 2025
From: Jared Brice, Volunteer Fire Department Training Officer
Re: 2025 North Shore Firefighter Challenge

BACKGROUND / OVERVIEW

The second North Shore Firefighter Challenge was held by Thessalon Fire Department from April 25 to April 27, 2025, at the Thessalon Memorial Arena.

Seven volunteers from the Tarbutt Fire Department attended the Friday training sessions, including live burns in the Ontario Fire Marshal's Mobile Live Fire Training Unit (MLFTU), Thermal Imaging Techniques, Lithium-ion battery safety, and auto-extrication safety.

On the Saturday, two groups of three Tarbutt Volunteer challenged themselves in rescue intervention focused scenarios, offering unique, character-building experiences. Events will include donning gear, search and rescue, and rescue intervention team exercises.

Each scenario provided unique challenges and provided excellent opportunities for improvement and increasing the confidence and galvanizing processes for the Fire Department and its volunteers. The Fire Chief and Deputy Chief volunteered as judges and were able to utilize the maintenance services provided at the trade show.

For those who attended the North Shore Firefighter Challenge, it furthered their knowledge, confidence and understanding of processes involved in rescue intervention based scenarios. Events such as this provide excellent team building within the Fire Department.

FINANCIAL IMPACT

The cost of entering two teams of three (six firefighters) was \$400. This represented approximately 1.5% of the 2025 Fire Department training budget.

RECOMMENDATION:

That the report from the Training Officer regarding the attendance at the 2025 North Shore Firefighter Challenge from the Training Officer be received.


Jared Brice
Training Officer



The Township of Tarbutt
27 Barr Road South
Desbarats, Ontario P0R 1E0
Ph: 705-782-6776 Fax: 705-782-4274

REPORT TO COUNCIL

Date: May 21, 2025
From: Carol Trainor, CAO/Clerk
Re: Updated Building By-law and Fee Schedule

BACKGROUND / OVERVIEW

Over the past few years council and staff have frequently discussed the need for updates to the Township's 2017 Building By-law, processes surrounding contraventions, issuing orders, and a fee schedule that more accurately reflects the cost of providing the service. The Annual Building Report has consistently shown a loss of revenue (the cost of providing the service far exceeds the revenue earned from permits) that could be avoided by increasing building fees to meet inflationary requirements and enforcement.

The new Chief Building Official is now in place and legislative changes to the *Ontario Building Code Act* require amendments to the By-law as well. Most changes to the 2017 Building By-law, however, are to update and clarify administrative processes that will not be apparent to the public.

The Building By-law will be posted on the Township's website and made available when residents request it, but its main purpose is to provide the Township with the authority to uphold the Building Code, and to act as a guide to the administrative processes followed before, during and after a building permit is issued. The By-law covers matters such as requirements for types and categories of buildings, refers to schedules and forms to collect information on various aspects of building, such as plumbing, electrical, HVAC, engineered plans, solid fuel burning appliances, retention of records, timing of notices, issuing orders, and inspections.

This updated process will permit complaints related to Building infractions to be made anonymously. In the interest of public safety and risk management, complainants will not be required to put their building related complaint in writing or identify themselves. A call or e-mail to the Chief Building Official will enable the CBO to investigate work that is being done without a permit and possibly create risk to the public and to the Township.

Quick Reference Guides and checklists will be available for the public to explain which supporting documents are needed, when a building permit is required or not required, written in plain language, rather than requiring the public to navigate the language of the by-law.

... 2



FINANCIAL IMPACT

Building fees have not increased since 2017 and do not accurately reflect, or begin to cover, the cost associated with providing the service.

The new fee schedule reflects the cost of providing this mandatory service and is intended to support the cost of plans review, inspections, and consultations. Furthermore, building fees are a one time, user pay cost which is borne only by the owner, rather than being subsidized by all ratepayers, as it has been.

The CBO and the Building Consultant have agreed on the recommended fees provided in the by-law's fee schedule. This is a percentage of what is currently charged in other locations, as noted below:

Tarbutt (proposed)

1200ft² in building area (footprint on the ground) and unfinished basement.
Total Finished area is 1200ft² (111.4822m²) @ \$22/m² or \$2 per square foot
Total permit for build = \$2,454.62.

City of SSM

1200ft² in building area (footprint on the ground) and unfinished basement.
Total Finished area is 1200ft² (111.4822m²) @ \$28.50m²
Total permit for build = \$3,177.24.

Town of Carleton Place

1200ft² in building area (footprint on the ground) and unfinished basement.
Total Finished area is 1200ft² (111.4822m²) (Flat Fee)
Total permit for build = \$3,000.00.

In attempting to provide a comparison of neighbouring municipalities, staff noted that several municipalities calculate building permit fees based on the value of the project rather than the size and type of the project. Staff do not recommend this formula for two reasons:

- a) The CBO's time to review and inspect does not vary according to the value of the project or the materials that go into it, but are based on the size, type, complexity and features of a project, all of which affect the number and type of inspections required under the Building Code. The fee structure reflects this system; and
- b) The value of building materials continues to rise, and also varies on source, so that even small, basic structures are likely to be valued based on the lowest possible cost of the materials, which will not reflect the cost of plans review and inspections required.

The actual cost of a project is also difficult to project at the time of application and is often underestimated.



SUMMARY

Improved standards and increased enforcement of the *Building Code Act* will result in higher costs; however these standards are mandated and should be offset by the appropriate increase in building fees, administrative processes, increased enforcement, as well as greater security, and a significant reduction of risk to the public, to individual council members, and to staff.

It is also important that the Township meets the requirements that the *Building Code Act* imposes on municipalities across Ontario to ensure that all structures are safe, do not cause harm, do not infringe on abutting properties, and that they meet the requirements of building and zoning standards and adhere to good planning principles.

The new Chief Building Official's methods for receiving and reviewing plans is somewhat different than what the Township had been used to, which should result in applicants taking greater responsibility and an improved understanding of building standards.

RECOMMENDATION:

Be it resolved that the report from the CAO/Clerk regarding an updated Building By-law and Fee Schedule for The Township of Tarbutt be received; and
That the Building By-law and Fee Schedule be considered as presented.

Carol O. Trainor, AMCT
CAO/Clerk