

1.0 Project Identification

Name of Project:	3b4 – Request the Province to review the role of Upper-Tier municipalities
Sponsor: (Accountable)	Tim Simmonds
Project Manager: (Responsible)	Michelle Palmer
Project Team Members: (Responsible or Consult)	Research – Crystal Moffat GIS - Kurtis
Approved Budget:	0

2.0 Business Need

3b4 Through Intergovernmental Relations request the Province to review the role of Upper-Tier municipalities in providing such services as; policing, waste management, and water and wastewater to avoid unnecessary costs and duplication among lower-tier municipalities within the designated Upper-Tier boundary. (planned Q4 2023 – Q3 2024)

3.0 Project Objectives (Purpose)

Investigate cost-effective ways of service delivery for services which are provided by multiple lower tier municipalities within the County
(an alternative to amalgamation)

4.0 Project Scope

Develop a business analysis of the role of upper-tier municipalities and potential expansion of that role to include external services currently provided by the City e.g. police services, fire waste, water and wastewater and advocate to the Province to review based on the findings.

5.0 Stakeholders

Name	Consult or Inform
Internal Staff /Teams Potentially Affected (police, fire, waste, water, wastewater)	Consult
Neighbouring Municipalities (GB, Meaford, Chatsworth) - staff	Consult
MPP Rick Byers	Consult
Grey County	Consult
Province of Ontario	Inform
Service Review Ad Hoc Committee	Inform
Assoc. Municipalities Ontario (AMO)	Consult

6.0 High Level Deliverables / Milestone Dates

Item	Deliverables / Milestones	Dates
1.	Research historical trends in services moving from lower to upper tier municipalities	January 2024
2.	Gather current statistics on services provided by Owen Sound, Georgian Bluffs, Meaford, and Chatsworth which are the same, e.g. police services, fire, waste, water and wastewater being provided by the various lower tiers (including annual costs, number of service providers)	April 2024
3.	Gather census data to capture households currently served for each of the services within the lower tiers as well as measurement of area served (urban/rural)	May 2024
4.	Review data with the stakeholders (validating data and gathering interest in advocating with the City)	June- July 2024
5.	Report to Service Review Ad-Hoc Committee	June 2024
6.	Create advocacy plan to approach Province with request to review municipal act/legislation	July 2024
7.	Report to County	September 2024
8.	Meeting with MPP Rick Byers	October 2024
9.	Meeting with Province	November 2024
10.	Include as Advocacy Priority for 2025/2026	December 2024

7.0 Risks

Severity	Description	Mitigation Tactic
	Staff concerns over job security	Communications plan; with key messages focus is on external services; long-term potential change to legislation
	Lack of accurate data existing	Work with County and neighbouring municipalities to gather and validate data

	Lack of cooperation from County and neighbouring municipalities	Utilize CAO meetings
	Timelines to provide accurate data	Clear milestones; project team collaboration where data is unavailable
	Lack of interest/buy-in from province to amend legislation	Consultation with MPP Rick Byers
	Lack of interest/buy-in from neighbouring municipalities (NIMBY)	Education/communication with neighbouring Councils

8.0 Key Results for Success (Must Be Measurable or Quantifiable)

1. Identify number of services that would benefit from advocacy to province to review delivery
2. Province agrees to review or County agrees to provide service or neighbouring municipalities advance joint service delivery