Township of Georgian Bluffs
Committee of the Whole Agenda

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

January 17, 2018, 7:00 p.m., Council Chambers

1. Call to Order

2. Approval of Agenda/Additions to the Agenda

3. Declaration of Pecuniary Interest

4. Public Hearings
   Nil

5. Presentations
   1. 2018 Budget Summary

6. Delegations
   Nil

7. Correspondence
   Nil

8. Staff Reports
   1. Corporate Services, Finance and Building
      a) LEG2018-01 – Transfer of Shore Road Allowance – Part Lot 13, Coploy’s Range

      Recommendation:
1. That the report from Wendi Hunter, Clerk / Director of Legislative Services, regarding the Transfer of Shore Road Allowance – Part Lot 13, Colpoy’s Range, be received, and

2. That the request by Kenneth and Lorraine Elmes for conveyance of the shore road allowance at Part Lot 13, Colpoy’s Range, abutting Part 1. Plan 16R-1622, be approved, subject to the following:
   a) the Applicant obtaining a Certificate of Pending Litigation from the appropriate First Nation organization as required by the Policy,
   b) the Applicant paying the $2,000 administrative fee, plus any other costs incurred by the Township in completing the process, and
   c) the Applicant being advised that building will not be permitted on the resultant lot, because of non-compliance with the Zoning By-law and a lack of clear title to the property.

2. Operations
   a) OPS2018-05 – November / December Airport Report
      Recommendation: That Committee of the Whole receive report OPS2018-05 for information purposes.
   b) OPS2018-06 – Rural Economic Development (RED) Ontario Grant / Think Compass – Georgian College
      Recommendation: That the Committee of the Whole recommends that the Council of the Township of Georgian Bluffs approves the retention of Think Compass and Georgian College to conduct market research and data collection to assess the feasibility of a scheduled passenger air service from the Wiarton Keppel International Airport to the Toronto area. The cost of $13,250.00 is to be funded from the RED grant while the remaining $18,750 will be funded from airport reserves.

9. Public Question Period

10. Unfinished Business
11. New Business
Nil

12. In Camera
Nil

13. Date of Next Regular Meeting/Adjournment
Council – January 24, 2018 – 7:00 p.m.
Committee of the Whole - February 14, 2018 – 7:00 p.m.
2018 PROPOSED BUDGET

Township of Georgian Bluffs
January 17, 2018
Introduction

✓ One of the most important responsibilities of council is to pass a budget each year

✓ The goal of the budget is to provide quality service while maintaining property taxes at a reasonable and affordable rate

✓ Budget decisions set the funding for important infrastructure, programs, services and facilities we depend on as residents

✓ The budget is a planning document for the Township’s operations in current and future years. Therefore, need to look at operating, capital and reserve budgets
A look back at 2017...

Georgian Bluffs Residential Tax Rate:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal</td>
<td>.00523083</td>
<td>.00541069</td>
<td>3.4% increase</td>
</tr>
<tr>
<td>County</td>
<td>.00357563</td>
<td>.00365995</td>
<td>2.4% increase</td>
</tr>
<tr>
<td>Education</td>
<td>.00188000</td>
<td>.00179000</td>
<td>5.0% decrease</td>
</tr>
<tr>
<td>Total</td>
<td>.01068646</td>
<td>.01086064</td>
<td></td>
</tr>
</tbody>
</table>

Combined 1.6% increase from 2016 to 2017
## 2017 Tax Rate Comparison

### 2017 Tax Rates

<table>
<thead>
<tr>
<th></th>
<th>Georgian Bluffs</th>
<th>Owen Sound</th>
<th>Meaford</th>
<th>SBP</th>
<th>Saugeen</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Combined Residential Tax Rate</td>
<td>0.01086064</td>
<td>0.01662807</td>
<td>0.01329075</td>
<td>0.01096359</td>
<td>0.01071056</td>
</tr>
</tbody>
</table>

Taxes for assessment of:

<table>
<thead>
<tr>
<th>Assessment Value</th>
<th>Georgian Bluffs</th>
<th>Owen Sound</th>
<th>Meaford</th>
<th>SBP</th>
<th>Saugeen</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100,000</td>
<td>$1,086.06</td>
<td>$1,662.81</td>
<td>$1,329.08</td>
<td>$1,096.36</td>
<td>$1,071.06</td>
</tr>
<tr>
<td>$200,000</td>
<td>$2,172.13</td>
<td>$3,325.61</td>
<td>$2,658.15</td>
<td>$2,192.72</td>
<td>$2,142.11</td>
</tr>
<tr>
<td>$300,000</td>
<td>$3,258.19</td>
<td>$4,988.42</td>
<td>$3,987.23</td>
<td>$3,289.08</td>
<td>$3,213.17</td>
</tr>
<tr>
<td>$400,000</td>
<td>$4,344.26</td>
<td>$6,651.23</td>
<td>$5,316.30</td>
<td>$4,385.44</td>
<td>$4,284.22</td>
</tr>
<tr>
<td>$500,000</td>
<td>$5,430.32</td>
<td>$8,314.04</td>
<td>$6,645.38</td>
<td>$5,481.80</td>
<td>$5,355.28</td>
</tr>
</tbody>
</table>
## Assessment Change Summary by Property Class
### The Township Georgian Bluffs

The following chart provides a comparison of the total assessment for the 2016 base years, as well as a comparison of the assessment change for 2017 and 2018 property tax year by property class.

<table>
<thead>
<tr>
<th>Property Class/Realty Tax Class</th>
<th>2016 Full CVA</th>
<th>2017 Phased-in CVA</th>
<th>2018 Phased-in CVA</th>
<th>Percent Change 2017 to 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>R Residential</td>
<td>1,518,526,109</td>
<td>1,455,106,466</td>
<td>1,476,246,375</td>
<td>1.5%</td>
</tr>
<tr>
<td>M Multi-Residential</td>
<td>1,405,000</td>
<td>1,381,750</td>
<td>1,389,500</td>
<td>0.6%</td>
</tr>
<tr>
<td>C Commercial</td>
<td>70,866,700</td>
<td>68,497,123</td>
<td>69,286,984</td>
<td>1.2%</td>
</tr>
<tr>
<td>S Shopping Centre</td>
<td>7,130,500</td>
<td>6,993,550</td>
<td>7,039,200</td>
<td>0.7%</td>
</tr>
<tr>
<td>X Commercial (New Construction)</td>
<td>11,273,800</td>
<td>10,944,444</td>
<td>11,054,229</td>
<td>1.0%</td>
</tr>
<tr>
<td>I Industrial</td>
<td>7,333,600</td>
<td>7,055,265</td>
<td>7,148,044</td>
<td>1.3%</td>
</tr>
<tr>
<td>L Large Industrial</td>
<td>4,023,100</td>
<td>4,020,737</td>
<td>4,021,525</td>
<td>0.0%</td>
</tr>
<tr>
<td>J Industrial (New Construction)</td>
<td>1,607,000</td>
<td>1,588,025</td>
<td>1,594,350</td>
<td>0.4%</td>
</tr>
<tr>
<td>P Pipeline</td>
<td>8,671,000</td>
<td>8,194,811</td>
<td>8,353,541</td>
<td>1.9%</td>
</tr>
<tr>
<td>F Farm</td>
<td>229,108,200</td>
<td>162,083,707</td>
<td>184,425,213</td>
<td>13.8%</td>
</tr>
<tr>
<td>T Managed Forests</td>
<td>12,287,000</td>
<td>9,092,873</td>
<td>10,157,586</td>
<td>11.7%</td>
</tr>
<tr>
<td>(PIL) R Residential</td>
<td>922,400</td>
<td>803,675</td>
<td>843,250</td>
<td>4.9%</td>
</tr>
<tr>
<td>(PIL) C Commercial</td>
<td>4,335,100</td>
<td>4,020,400</td>
<td>4,125,300</td>
<td>2.6%</td>
</tr>
<tr>
<td>(PIL) H Landfill</td>
<td>45,100</td>
<td>40,525</td>
<td>42,050</td>
<td>3.8%</td>
</tr>
<tr>
<td>E Exempt</td>
<td>73,742,800</td>
<td>66,692,880</td>
<td>69,042,864</td>
<td>3.5%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1,951,277,409</strong></td>
<td><strong>1,806,516,231</strong></td>
<td><strong>1,854,770,011</strong></td>
<td><strong>2.7%</strong></td>
</tr>
</tbody>
</table>
Proposed 2018 Budget

**Expenses**
- Operating: $10,376,450
- Capital: $2,828,500
- Total: $13,204,950

**Revenues**
- Grants: $1,310,000
- User Fees: $2,004,573
- Reserves: $492,500
- Investment Income: $50,000
- Penalties & Interest: $210,000
- Total: $4,067,073

Total Expenses: $13,204,950
Total Revenues: ($4,067,073)

$9,137,877  Amount to be funded by Taxation
### Proposed 2018 Taxes Levied Budget

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Funded by Tax</td>
<td>$7,271,377</td>
<td>$6,912,577</td>
<td>$358,800</td>
</tr>
<tr>
<td>Capital &amp; Enhancements Funded by Tax</td>
<td>$1,866,500</td>
<td>$1,944,568</td>
<td>($78,068)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$9,137,877</td>
<td>$8,857,145</td>
<td>$280,732</td>
</tr>
</tbody>
</table>

Increase in Municipal Rate over prior year: 0.67%

Increase in combined rate: 0.67%
(Combined rate reflects 1% increase in county rate and unchanged education rate)

For a home assessed at $220,000, this is an increase in taxes of $16.
## Summary of Changes in Operating Budget

<table>
<thead>
<tr>
<th>Category</th>
<th>2018</th>
<th>2017</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Departmental Operating Budgets</td>
<td>$5,671,200</td>
<td>$5,347,600</td>
<td>$323,600</td>
</tr>
<tr>
<td>Wiarton Fire Agreement</td>
<td>$73,000</td>
<td>$75,000</td>
<td>($2,000)</td>
</tr>
<tr>
<td>Intertownship Fire Depart</td>
<td>$677,000</td>
<td>$663,600</td>
<td>$13,400</td>
</tr>
<tr>
<td>Grey Sauble Conservation</td>
<td>$174,750</td>
<td>$168,000</td>
<td>$6,750</td>
</tr>
<tr>
<td>OPP Contract</td>
<td>$1,589,500</td>
<td>$1,563,500</td>
<td>$26,000</td>
</tr>
<tr>
<td>Airport</td>
<td>$404,000</td>
<td>$404,800</td>
<td>($800)</td>
</tr>
<tr>
<td>Biodigester</td>
<td>$110,000</td>
<td>$110,000</td>
<td>0</td>
</tr>
<tr>
<td>Library Board</td>
<td>$327,000</td>
<td>$304,000</td>
<td>$23,000</td>
</tr>
<tr>
<td>Loan repayments &amp; other</td>
<td>$390,500</td>
<td>$385,200</td>
<td>$5,300</td>
</tr>
<tr>
<td>Water Expenses</td>
<td>$959,500</td>
<td>$957,500</td>
<td>$2,000</td>
</tr>
<tr>
<td></td>
<td>$10,376,450</td>
<td>$9,979,200</td>
<td>$397,250</td>
</tr>
</tbody>
</table>

Less: Increase in revenues: ($38,450)

Increase in taxes levied: $358,800
Summary of Capital Budget

Included in the capital budget:

- $785,500 for Road Resurfacing. Proposed roads include: Kemble Rock Road, Concession 21, Scott Street, Concession 11, Ledgerock Road, Mountain Lake Road, Mountain Lake Drive, John Street, Sideroad 12, Vault Works Road, Concession 24, Sideroad 115, Wilcox Sideroad, and Old Mill Road
- $200,000 for guiderails on bridge approaches
- $160,000 for Inglis Falls Road Engineering
- $35,000 for Mount Pleasant Columbarium
- $225,000 for a generator at the SL arena, ice resurfacer, ¾ ton Pick up truck for the recreation department and a zero turn lawn mower
- $40,000 for East Linton Waterline extension
- $1,113,000 contributed to reserves

Capital projects are being funded by grants, reserves and taxation.
Date  Wednesday, January 17, 2018
From  Wendi Hunter, Clerk / Director of Legislative Services
Subject  Transfer of Shore Road Allowance – Part Lot 13, Colpoy’s Range
Report  No. LEG2018-01

Recommendation

1) That the report from Wendi Hunter, Clerk/Director of Legislative Services, regarding the Transfer of Shore Road Allowance – Part Lot 13, Colpoy’s Range, be received, and

2) That the request by Kenneth and Lorraine Elmes for conveyance of the shore road allowance at Part Lot 13, Colpoy’s Range, abutting Part 1, Plan 16R-1622, be approved, subject to the following:
   a) the Applicant obtaining a Certificate of Pending Litigation from the appropriate First Nation organization as required by the Policy,
   b) the Applicant paying the $2,000 administrative fee, plus any other costs incurred by the Township in completing the process, and
   c) the Applicant being advised that building will not be permitted on the resultant lot, because of non-compliance with the Zoning By-law and a lack of clear title to the property.

Background

A request has been received from Horton & Horton on behalf of Kenneth and Lorraine Elmes (the Applicants), owners of property at 502254 Grey Road 1, Part Lot 13, Colpoy’s Range, for conveyance of the original shore road allowance abutting their property.
As Committee members are aware, through by-law 20-2010, the Township established a policy for the Use of Unopened Road Allowances (the Policy). Section 3 of the Policy states:

Closure and conveyance of any road allowance, including a shore road allowance, may be considered by the Township only where the following conditions exist:

1) The person making the request owns lands containing a building or structure abutting the unopened portion of a road allowance, or owns sufficient abutting lands that when added to the unopened road allowance could create a single usable parcel as determined by the applicable zoning for the lands.

2) The allowance has not been identified as possibly being required or will not be required within the road or trail system identified in the Township Official Plan or similar document.

3) There is adequate alternate public access to any water body in proximity to the road allowance to be closed.

4) Access to any other lands is not impacted as a result of the closure.

5) Closure will not adversely impact on the shore, the water quality or quantity, or any other right associated with public waterways.

6) There is a certificate of pending litigation or similar sign off from the recognized First Nation organization with jurisdiction in the area.

7) The location is the shore road allowance near Grey Road 1 in the geographic area of Keppel as from the southerly limit of Lot No. 26, Georgian Range, thence northerly through Lots 26 to Lot 1, both inclusive in the Georgian Range, through Block A, and thence westerly through Lots 45 to Lot 12, both inclusive, Colpoy's Range to the westerly limit of Lot No. 12, Colpoy's Range.

Analysis

The Applicants own the property at 502254 Grey Road 1, on the south side of Grey Road 1, and a small parcel on the north side, described as Part 1, Plan 16R-1622. A copy of the plan is attached as Appendix A to this report.

The Township Planner has looked at the proposal and provided the following comment:

The subject lands are designated Inland Lake and Shoreline under the County of Grey Official Plan and residential uses are permitted. All of Part 1 on 16R-6422 and the shore road allowance, is regulated by the Grey Sauble Conservation Authority. Comments should be received from them with regards to any development or alteration of the lands.

Schedule A, Map 03 to the Township of Georgian Bluffs Comprehensive Zoning By-law zones the lands R2- Inland Lake and Shoreline Residential. The R2 zone provisions in Section 11 clearly states, “No person shall within the R2 Zone, use any lot or erect, alter or use any building or structure for any purpose except for one or more of the following uses: detached dwelling; seasonal detached
dwelling (By-law 44-2003); home occupation; buildings, structures and uses accessory to a permitted use; park."

Part 1 is undersized for residential development. While it has a frontage of 64.91 feet, it only has a depth of 19 feet.

It is clearly not a building lot. As it is not possible to build a dwelling, it is not possible to establish uses accessory to the dwelling i.e. accessory sheds.

The addition of the lands that comprise the Shore Road Allowance to this parcel of land would serve no useful purpose in increasing the size or usability of the lands for residential development. Section 4.17.4 c) (ii) prohibits any habitable building or structure or private sewage disposal system within 20m of the high water mark. Comments should be received from the GSCA with regards to any other required setbacks. Additionally, Section 4.17.3 requires a 23 m setback from the centre line of Grey Road 1 for any building or structure.

In 2017, staff became aware that some building was taking place on the subject lot. Information from Mr. Elmes indicated that he was building a “pump house” associated with a shore well installation for the house that is being built at 502241 Grey Road 1. This building activity is still subject to discussion between Mr. Elmes and staff.

Horton & Horton are aware of the process for obtaining a Certificate of Pending Litigation from the recognized First Nation organization as required by the Policy, and have committed to doing so prior to the actual stopping up and conveyance of the shore road allowance. They are also aware that the process will be subject to a $2,000 administrative fee and that the Applicants will be responsible for any additional costs – legal and costs for required advertisement of the stopping up and conveyance.

Although the request does not strictly meet the requirements of Section 3, subsection 1) of the Policy, in that the parcel neither contains a building or structure, nor is it sufficient to create a single usable parcel in accordance with the zoning for the lands, staff are not opposed to the conveyance.

In addition to lack of compliance with the Zoning By-law for the resultant lot, it is staff’s position that, because of the Certificate of Pending Litigation, title to the lot would not be clear, and the Township would not be in a position to issue a building permit for any building on the lot.

Staff supports the conveyance, with the condition that the Applicants be advised that the conveyance will not permit any development or building upon the subsequent lot.

When the required Certificate of Pending Litigation is obtained and registered on title, staff will continue with the process of stopping up and conveying the shore road allowance.
Financial Impact

There is no financial impact for the Township at this time. As discussed in the foregoing, the Applicants will be required to pay a $2,000 administrative fee upon completion of the process, and will be responsible for any additional expenses incurred by the Township.

Implications

The recommendations in this report are in accordance with the Policy adopted by the Township.

Strategic Priorities

This report achieves the overall Strategic Plan priority of Accountability:

- Communicate actively and transparently while providing a high level of customer service to ratepayers, associations, business interests, visitors and others involved in Township initiatives.

Conclusion

Staff recommends approval of the request by Kenneth and Lorraine Elmes for conveyance of the shore road allowance at Part Lot 13, Colpoy’s Range, abutting Part 1, Plan 16R-1622, subject to the following:

- the Applicant obtaining a Certificate of Pending Litigation from the appropriate First Nation organization as required by the Policy,
- the Applicant paying the $2,000 administrative fee, plus any other costs incurred by the Township in completing the process, and
- the Applicant being advised that building would not be permitted on the resultant lot, because of non-compliance with the Zoning By-law, and a lack of clear title to the property.

Respectfully Submitted:    Reviewed by:

_______________________________   _______________________________
Wendi Hunter     Rick Winters, Acting CAO
Clerk / Director of Legislative Services
Summary:
A monthly report highlighting the activities and updates regarding Wiarton Keppel International Airport.

Comments:
Aircraft Movements:

Wiarton Airport recorded a total of:

a) 253 aircraft movements in November 2017, and
b) 128 aircraft movements in December 2017

Majority of the aircraft movements were local, and were related to the new flight school “Wiarton Aviation”. The flight school started operations in November 2017. The airport was also used by Charter and Medevac flights in November. Due to weather conditions, December was a slow month in terms of aircraft movements.

<table>
<thead>
<tr>
<th>Aircraft Movement</th>
<th>SP</th>
<th>MP</th>
<th>ST</th>
<th>MT</th>
<th>MJ</th>
<th>H</th>
<th>UL</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local</td>
<td>153</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>159</td>
</tr>
<tr>
<td>Itinerant</td>
<td>78</td>
<td>4</td>
<td>6</td>
<td>6</td>
<td>4</td>
<td></td>
<td></td>
<td>98</td>
</tr>
<tr>
<td>November</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>253</td>
</tr>
</tbody>
</table>

Comparison of Ramp Fee (Airside) Revenue:

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Year 2016</th>
<th>Year 2017</th>
<th>% YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avgas</td>
<td>$44,158</td>
<td>$56,137</td>
<td>27 %</td>
</tr>
<tr>
<td>Jet</td>
<td>$60,948</td>
<td>$66,446</td>
<td>9 %</td>
</tr>
<tr>
<td>Landing Fee</td>
<td>$660</td>
<td>$2,300</td>
<td>248 %</td>
</tr>
<tr>
<td>Parking Fee</td>
<td>$382</td>
<td>$3451</td>
<td>803 %</td>
</tr>
</tbody>
</table>
Stakeholders Meeting:

Wiarton Airport, Mayor Alan Barfoot, along with Grey County Economic Development team held a meeting with the executives of “Think Compass”, a consulting company based in Vaughan, Ontario. ThinkCompass has extensive domestic and international experience in marketing and business development, and they specialize in attracting foreign direct investments. They provided a presentation that focused on identifying opportunities that will sustain Wiarton airport, and generate revenue for the community. Their presentation also focused on working in partnership with Bruce County, and other stakeholders including provincial and federal governments.

Regulatory Agencies:

Transport Canada accepted the corrective action plans related to Performance Validation Inspection (PVI) which was conducted in August 2017. They will be conducting a follow-up in June 2018 to verify the implementation of corrective actions.

Nav Canada has expressed interest in renewing their lease for the “Contract Weather Office” for a further period of 5 years (May 01st, 2018 – April 30th, 2023). Airport is currently negotiating the annual lease amount with them.

Other Updates:

Airport’s official Facebook page was launched in December 2017, and currently the work is in progress to design a new website for the airport. Airport received a grant of $5,000 from Grey County to cover the expenses to build a new website (Municipal Partnership Funding program).

Financial Considerations:
None.

**Recommendation:**
That the Committee of the Whole accepts the report

Respectfully submitted,

Gaurav Sharma – Airport Manager
Recommendation

That the Committee of the Whole recommends that the Council of the Township of Georgian Bluffs approves the retention of Think Compass and Georgian College to conduct market research and data collection to assess the feasibility of a scheduled passenger air service from the Wiarton Keppel International Airport to the Toronto area. The cost of $13,250.00 is to be funded from the RED grant while the remaining $18,750 will be funded from airport reserves.

Background

The Township has been approved for 50% funding of the $26,500.00 from the Rural Economic Development (RED) grant to complete an air service development market study for the Wiarton Keppel International Airport. The funds are to be spent by March 31, 2018.

Analysis

The Wiarton Keppel International Airport is a registered certified airport complying with Transport Canada Regulations. Being a certified airport has many advantages; the largest advantage being that it qualifies for scheduled flight service should the need be identified.
In order to identify the need, a proper Air Service Survey and Feasibility Study must be completed. This is the first step in attracting business to provide the scheduled flight service.

Staff has struggled with finding the most effective way to complete a market research study utilizing social media, Survey Monkey and consultants. Through discussions with the Grey County Economic Development department, Georgian College was identified as being able to offer market research led by Mira Ray, Director for the Center for Applied Research and Innovation. The approach is to utilize students to attend public functions and survey attendees, as well as, the use of social media promoting Survey Monkey. The goal is to obtain 385 to 400 online surveys.

Through Grey County’s affiliation with the Intelligent Community, the County has become involved with the Think Canada Summit, a yearly event matching international companies interested in investing in Canada with local partners. Through this affiliation, the County was introduced to Mr. Luigi Presta, president and CEO of Think Compass. Think Compass is a boutique consulting and marketing firm with extensive experience in economic development from strategic planning to marketing campaigns to lead generation.

Think Compass believes with Georgian College completing the market research and data collection for a scheduled flight service survey, they can compile and interpret this data into a useful and organized structure to be used to investigate and leverage companies to consider the development of scheduled passenger service from the Wiarton Keppel International Airport to the Toronto area.

Both Georgian College and Think Compass state they can meet the timelines of March 31, 2018 to comply with the requirements of the RED grant in the research and data analysis completion.

Think Compass suggests completing the proposed work in two phases—Phase One being the scheduled service survey and marketing plan completed by the end of March 2018, while Phase Two involves utilizing private funds leveraged through the Think Compass platform to further develop a thought leadership forum, conduct proactive prospecting, engage stakeholders, implement qualified initiatives and facilitate investment deals.
Phase Two would occur concurrently, and immediately after, Phase One with the thought leadership forum being conducted from June to September, 2018 with the implementation portion of the plan being completed by late September 2018.

Think Compass presented the proposal to the Acting CAO, Airport Manager, Mayor and Grey County Economic Development team on January 5, 2018. Think Compass is confident that positive outcomes will result benefitting not only the airport, but also the region of Grey/Bruce through this initiative.

The proposed feasibility study will require assistance from the Grey County Economic Development team in the way of support for social media and communication with local municipalities, economic development groups and local industry to ensure adequate survey penetration to the potential users of a schedule flight service.

Financial Impact

At this time, the Township has been approved for 50% funding of the original projected cost of $26,500.00. With the increased cost of having Georgian College’s Center for Applied Research and Innovation completing the market research at an upset cost of $7,000.00 combined with the proposed cost of Think Compass of $25,000.00, the Township would have to fund $18,750.00 from airport reserves.

Implications

The results of the Air Service Survey would indicate the need for scheduled flights, and therefore, determine whether Township Council should continue to support maintaining the certification of the airport with Transport Canada.

Strategic Priorities

3.9 Economic Development

Identify and support a range of economic development opportunities that support long term prosperity in agriculture, small and medium sized business while considering the available infrastructure, natural heritage features, and regional interests.
Actions

d) Support the long term sustainability of the Wiarton Keppel Airport as an economic development and tourism initiative for the Township and surrounding area.

Consultation and Communications

N/A

Conclusion

In order to adequately assess the need for scheduled flight service from the Wiarton Keppel International Airport, staff is recommending that Georgian College and Think Compass be retained to complete the market research and business development plan for a scheduled passenger service prior to March 31, 2018 with $13,250.00 funded from the RED grant and the balance of $18,750.00 funded from reserves.

Supporting Documentation

Appendix 1 – E-mail proposal from Georgian College
Appendix 2 - Think Compass Proposal

Respectfully Submitted:

_________________________________
Rick Winters, C.E.T.
Director of Operations/Acting CAO
Hi Rick, Georgian can do the data collection and research with our help for about $6k to $7k. This includes students coming to special events like Wiarton Willie Festival and Attack Games to interview people.

I think if this can be incorporated into THINK COMPAS’s proposal and you can find the dollars, this makes a lot of sense.

They can’t start before Feb. because all surveys have to go through an ethics committee – which is fine. I think we can still get it all done.

Let me know your thoughts and if you wish to share with Tony. The contact for Georgian College is Mira if you wish to ask her any questions directly.

thanks

Steve Furness
Senior Economic Development Officer
Phone: +1 519-376-2205

Hi Steve,
We’re just working on the proposal now, but we’re working with a budget of about $6-7K to help with data collection and survey analysis. That would be to have students at 4 events in Feb. I don’t think we can get REB approval before Feb.

Mira Ray, PhD, MBA
Director, Centre for Applied Research and Innovation
Georgian College | One Georgian Drive | Barrie ON | L4M 3X9
705.728.1968, ext. 1330 | Mira.Ray@GeorgianCollege.ca
Hello Mira, thanks for the proposal. We can work with those numbers and timelines. If you can send us contract details or documents we will work towards getting this approved next Wednesday by Council. The contract will be with Georgian College and Georgian Bluffs. I have included Rick Winters, Acting CAO for Georgian Bluffs who is the lead. We are also retaining a firm called Think Compass who will be using the results as they work on airport investment attraction. We will be including them on the design of the survey questions as well.

As we discussed our goal is to obtain 385 to 400 completed on-line surveys using Survey Monkey. Georgian Bluffs and Grey County will push this out through our websites, and through the MP and MPP mailing lists, and through facebook ads targeting Grey Bruce residents. We will also use College students to interview the public at some events in February (to be determined – Wiarton Willie Festival, Attack Games, other). We talked about a prize to encourage participations – we are open to suggestions on what to give out, and other ways to get the survey completed.

As a starting point, I drafted some questions. I know you have a specific researcher taking on the project and we can discuss in further details with them.

Please let me know if you have any questions or concerns – particularly around timelines.

Thanks Mira.

Regards

Steve Furness
Economic Development
Grey County
519-379-3200

Proposed Airport Market Survey
Objective – To conduct market research into the nature and size of demand for air service to and from Grey County to the Billy Bishop and Pearson International Toronto Airports in order to encourage regularly scheduled air service from the Wiarton International Airport.

Purpose - The purpose of this research project is to assess the demand through on-line surveys directly to the end consumer or employee living in Grey Bruce to determine their frequency of flying, willingness to pay and criteria for using a scheduled air service from Wiarton International Airport.

Methodology – In order to demonstrate demand for air service from the Wiarton International Airport the main market segments needs to be assessed and quantified. From discussions from airport experts, demand can be characterized into two distinct markets;

a) Grey Bruce resident or employees flying through Billy Bishop International Airport and Person International Airport on their way to another destination.

b) Tourists visiting the Bruce Peninsula / Grey County from outside the Greater Toronto Area.

Grey Bruce residents who’s destination is the GTA are not seen as a competitive market although that may develop overtime if regular service is provided.
The on-line survey will target regional residents to assess their level of interest in regularly scheduled flight services from Wiarton Airport to Toronto based airports as they fly to other destinations.

1. On average how often in one year do you fly through either the Toronto International Airport or the Billy Bishop Airport to another destination either for pleasure or work?
   ______ not at all ______ number of times per year

2. If they do not fly, then thank them for their time.
   a. If they do fly?
      i. On average how many nights would you be away on your trips for
         pleasure ___________ and business ___________ (average number of nights)

3. What is the likelihood that you would use the Wiarton International Airport for a connecting flight to
   either the Billy Bishop Airport or Person International Airport which would include free parking and full
   security clearance at Wiarton Airport?
   a. _____ likely _______ unlikely _____ not at all

4. How much would you be willing to pay for that connecting flight (return) to Wiarton? ______

5. Would you use this service if the price was?
   ______ $200 round trip ________ $150 round trip ________ $125 round trip

6. Are there other services or amenities you would be interested in at the Wiarton Airport to encourage
   your use of air services for connecting flights? __________

7. Do you fly from other Ontario airport locations when flying to other destinations?
   __________________________ name those airports

---

Steve Furness
Senior Economic Development Officer
Phone: +1 519-376-2205

---

From: Mira Ray [mailto:Mira.Ray@GeorgianCollege.ca]
Sent: January 9, 2018 4:41 PM
To: Furness, Steve
Subject: Proposal

Hi Steve,
We’re just working on the proposal now, but we’re working with a budget of about $6-7K to help with data collection
and survey analysis. That would be to have students at 4 events in Feb. I don’t think we can get REB approval before Feb.
M

Mira Ray, PhD, MBA
Director, Centre for Applied Research and Innovation
Wiarton Keppel International Airport (CYVV)

A Comprehensive Analysis and Positioning of Sustainability Options

www.thinkCOMPASS.ca
A. Experience and Qualifications of Key Team Members

a. International and Domestic Market Strategy Experience

thinkCOMPASS offers a combination of experience and resources to complete this project on time and on budget. We are consulting partners with extensive domestic and international experience, and a strong track record of creating innovative initiatives that help our clients achieve their objectives.

<table>
<thead>
<tr>
<th>A Competitive Assessment of York Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Economic Development Department of York Region in Ontario had identified a need to reassess its competitive position for attracting new investment and its evolving role in economic development. A key element of the research was to assess the Region’s ability to attract investment in light of the continuing globalization of the economy, and its competitiveness with other comparable national and international jurisdictions. The research examined a number of location sensitive costs, as well as other factors that contribute to the ability of the Region to attract and retain business investment. The study looked at human capital, innovation, and undertook a SWOT analysis of the barriers to business within the Region. The competitive analysis and research was tied to insights secured from extensive private sector interviews. The study provided recommendations to the Region on the strategic issues they needed to address within the context of promoting investment attraction and economic development.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Integrated Marketing Strategy for the Southwestern Ontario Marketing Alliance (SOMA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The communities of Stratford, St. Thomas and Woodstock were for some time working successfully in partnership on a variety of ad hoc marketing and economic development initiatives. They believed however that it was time to adopt a more structured, creative, fact-based and cost-effective approach. Working closely with representatives from the three communities, we assisted them to develop a more formalized partnership, allowing for the leveraging of resources and the allocation of functional responsibilities. We developed an economic and investment attraction strategy that achieved three objectives. First, it analyzed a broad range of information on the region’s key sectors and completed a SWOT analysis from a local, regional and provincial perspective. Second, it identified and promoted a number of partnerships instrumental in facilitating the implementation of key initiatives. Third, it recommended a realistic, sustainable and cooperative implementation strategy that promoted community and business awareness and involvement. The action plan detailed marketing and promotional activities along with an organizational and cost-sharing structure for SOMA.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FDI International Marketing Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collectively we have designed and implemented over 100 international missions, covering 4 continents and 30 cities. The marketing strategies were a key dimension of both the in-bound and out-bound FDI attraction missions. In some cases, the missions were sector specific, while in other circumstances, missions were tied to specific market opportunities. Key determinants for each mission were the priority sectors, capacity of the foreign markets and the expected return on investment. The ROI for the client was always about the impact that an investment would have on the region. We have considerable experience in assessing this value and in implementing all of the elements associated with international missions.</td>
</tr>
</tbody>
</table>

www.thinkCOMPASS.ca
a. International and Domestic Market Strategy Experience (cont’d)

<table>
<thead>
<tr>
<th>Industry Sector Research And Value Propositions</th>
<th>Over the years, all three proponents have had a strong focus on sector information, data, research and analysis. These are critically important for developing the market strategies, and equally important to meeting the ROI targets in the international missions. The value propositions developed were across a number of sectors and were developed with an FDI perspective, including: responding to a specific request of a prospective investor, providing in-depth data that allows for a compelling sector-by-sector business case and causing foreign investors to seriously consider the region, identifying niches that offer compelling investment opportunities and identifying gaps in a region’s cluster or supply chain that new investors could fill. Our experience in developing sector value proposition has always been done through an FDI lens.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsorship Strategy and Plan</td>
<td>We plan and implement strategic marketing, communication and fundraising programs. Working with private, non-profit and government organizations, we not only help plan and implement major programs and initiatives but, also secure the necessary partnerships and financial resources for implementation. Our business strategy is to provide exceptional service on budget and on time.</td>
</tr>
<tr>
<td>Issues Management/Events</td>
<td>The effects of bringing people together will always have controversial elements. The Group has over 75 years of experience in planning complex and elaborate events, missions and forums and has mastered the ability to manage impressions and to render positive event outcomes and experience. We undertake to ensure that all persons involved understand the issues and are working toward a common goal. We offer an exacting balance of breadth and precision to each endeavour with a high degree of professionalism and discretion, delivering consistent positive results.</td>
</tr>
</tbody>
</table>
### a. International and Domestic Market Strategy Experience (cont’d)

<table>
<thead>
<tr>
<th>Media Relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>In today’s fast paced social media driven communication, it’s no longer how many impressions you received, but rather the quality and favourable insight and perspective you get on any given initiative. It's about establishing relationships with key gatekeepers of influence and those in the media who are labeled as ‘experts’ in any given fields. We have managed media both domestically and internationally, having worked across many disciplines such as retail, business to business, brand identity and loyalty communications in creating compelling design led messages that delivered results for our clients.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stakeholder Relations</th>
</tr>
</thead>
<tbody>
<tr>
<td>We operate regionally, nationally and internationally, engaging and developing strategic and productive stakeholder relationships to successfully deliver our respective organizational mandates. We have engaged local communities, business leaders, government organizations, both regionally and internationally in successfully delivering forums, conferences, summits and seminars.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Think Canada FDI Business Summit</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Canada-wide initiative that brings together 100 global businesses from 10 countries looking at internationalizing their business in the North America market. Think Canada provides an elite, one-stop, all-inclusive opportunity for foreign businesses to learn about Canada’s investment value propositions. It engages a broad spectrum of Canadian stakeholders both nationally and internationally. An elaborate funding model ensured continued success in engaging local stakeholders and delivering results.</td>
</tr>
</tbody>
</table>
OBJECTIVE

To Develop Strategic Opportunities and Deals

1. Airport Specific Services

2. Complementary Industries Leveraging Airport Assets

3. Synergistic Development

www.thinkCOMPASS.ca
PHASE 1: DISCOVERY & DEAL DEVELOPMENT

1. Identify key sectors and key Assets
2. Analyze and evaluate deal options
3. Assess the international investment market
4. Identify potential stakeholders and roles

RESULTS:
• Several investment opportunities are identified that will sustain the airport and generate revenue for the community.
• Potential investors/stakeholders are identified
PHASE 2: ACTION PLAN

1. Develop a Thought Leadership Forum
2. Develop UVP for investment opportunities
3. Conduct proactive prospecting and engage stakeholders
4. Implement qualified initiatives and facilitate investment deals

RESULTS:
- Design and implement of key marketing messages
- Design, develop and implement of national/international marketing approach
- Conduct Proactive Prospecting

www.thinkCOMPASS.ca
Thought Leadership Forum Process

Phase 1

Conduct a Situation Analysis
- Identify Key Sectors & Key Assets

Analysis & Evaluation
- Define Scope of Opportunities
- Assess National & International Investment Market

Develop Key Deals
- Focus on Airport Sustainability & Revenue Generation
- Design Programming + Funding Model

Phase 2

Develop a Thought Leadership Forum
- Conduct Proactive Prospecting & Engage Stakeholders
- Develop UVP for Investment Opportunities

Go Forward Action Plan
- Implement Funding Model Programming
- Implement Qualified Initiatives

www.thinkCOMPASS.ca
Recognizing A Sustainable Solution that Generates $1.0 Million in Year-Over-Year Gross Revenue.

Phase 1

Grey County Seeds $25,000

Phase 2

Stakeholder Funding $100,000

= Action Plan

www.thinkCOMPASS.ca
INVESTMENT PHASE 2 FUNDING $100,000

Investment deals will be developed to attract private sector investment and leverage public sector-specific funding.
<table>
<thead>
<tr>
<th>KEY MILESTONES</th>
<th>PROPOSED DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Acceptance in Principal the Assignment Approach and Methodology</td>
<td>Jan</td>
</tr>
<tr>
<td>2. Develop a Scope of Work and contract</td>
<td>Feb</td>
</tr>
<tr>
<td>3. Material Transfer for Discovery Prep</td>
<td>Feb - Mar</td>
</tr>
<tr>
<td>4. Set a Discovery Date</td>
<td>Mar - Apr</td>
</tr>
<tr>
<td>5. Value Proposition</td>
<td>May</td>
</tr>
<tr>
<td>6. Thought Leadership Forum</td>
<td>June - Sept</td>
</tr>
<tr>
<td>7. Implementation</td>
<td>Sep - Oct</td>
</tr>
</tbody>
</table>
Company Profile

thinkCOMPASS Inc. is a boutique consulting and marketing firm with extensive experience in economic development from strategic planning to marketing campaigns to lead generation—we've done it all! Collectively, thinkCOMPASS and its engagement team, are a talented group with a variety of related experience that includes but is not limited to:

- Market Research & Entry Strategies
- FDI Attraction Strategies & Missions
- Foreign Agency Representation
- Business Development
- Research and Market Evaluation
- Strategic Stakeholder Relations
- Business Development
- International Business Missions
- Marketing & Communication
- Lead Generation
- Strategic Planning
- Global Strategy

thinkCOMPASS has a comprehensive understanding of municipal interactions as a trusted partner and consultant to local, national and global municipalities and agencies who represent them.

www.thinkCOMPASS.ca
A. Experience and Qualifications of Key Team Members

b. Key Team Members

Luigi Presta

*We provide our clients with leads that help them drive their business and we do this by ensuring a strong online presence, leveraging our global network and ensuring to the line, smart communications. We believe in lead generation with a purpose and becoming growth enablers for our clients.*

Luigi Presta has over 20 years of experience leading marketing campaigns in both the private and public sectors, representing several premier corporations in areas ranging from global retail, manufacturing and non-profit organizations. He has a working knowledge of the full business cycle from sales & marketing to delivery and execution.

His practical exposure in forecasting, financial and management consulting, coupled with his management background, provide a unique approach to understanding your business and preparing your next sales approach to capture your target market. Luigi’s work has been recognized by a number of organizations including the Guinness Book of World Records. In 2002, thinkCOMPASS worked with the Juvenile Diabetes Research Foundation (JDRF) of Canada on their annual Walk for the Cure Campaign. As part of the campaign, thinkCOMPASS built the largest shoe ever recorded. Through this innovative approach, thinkCOMPASS helped JDRF achieve its fundraising targets. Since then, Luigi has gone on to innovative in international business development with his Think Canada Summit, matching international companies interested in investing in Canada with local partners. Luigi’s expertise in matchmaking through Think Canada – with the added benefit of him being a Vaughan entrepreneur who maintains his company in Vaughan – led VBE to invite him to speak at the Expo on effective networking.

Luigi sits on several not-for-profit boards including the Intelligent Communities Forum (ICF), the Moving Forward Foundation, and the Canadian Association of Marketing Professionals (CAMP).
A. Experience and Qualifications of Key Team Members

b. Key Team Members (cont'd)

Gerald Pisarzowski

WE ARE:
- Consulting Partners with extensive international experience;
- Focused on results and provide turn-key solutions to streamline entry into
- Innovative, transparent and passionate about helping companies and organizations succeed.

Advises executives who want to launch their company in a foreign market. Through research and analysis, we enhance their understanding of local conditions and by leveraging a team of experts we deliver a turnkey solution that cuts through the noise and avoids the uncertainty of entering a new market.

Gerald focuses on research, strategy and business development and applies his experience and expertise to guide organizations to succeed. As an international business development executive Gerald has extensive experience in attracting foreign direct investment (FDI) and advising companies on how to setup their operations in Canada. He has assisted well over 100 foreign companies to start operations in Canada, creating almost 5,000 new direct jobs and contributing over $547.0 million to the local GDP.

He has worked for large consulting companies, the federal and provincial governments and most recently for a non-profit agency where he developed and implemented an innovative market entry strategy that continues to attract FDI into the region. Since 2010 he has focused on Latin America in particular Brazil and has assisted a number of companies to establish their operations in Canada.

www.thinkCOMPASS.ca
A. Experience and Qualifications of Key Team Members

b. Key Team Members (cont'd)

Tony G. Romano

We think, we design and we deliver solutions to companies and organizations who want to leverage global business opportunities to grow their economic base, while minimizing their market due diligence costs and risks.

Tony Romano is an international business development executive with over 20 years of experience in delivering business solutions to clients. He has executed over 25 international business missions in 11 countries successfully establishing in-market lead generation infrastructures and a market presence for the Greater Toronto Area. Countries included; Spain, Italy, The Netherlands, Luxemburg, Belgium, United Kingdom and France. Tony has directed public and private sector teams that have worked and assisted over 500 international companies in evaluating and facilitating their market entry strategy into North America. Collectively, the team attracted 156 new international companies, creating 5,220 direct-jobs, contributing over $574 million annually to the GDP of the GTA and over $9 million in annual property taxes in the region.

A team builder with a proven track record of driving results through exceptional client servicing practices. His focus is the client, which he sees as more than just providing data and information, but above all, to resolving problems that really concern the client, and understanding the client's needs and doing everything possible and, sometimes, impossible to meet them.

As a former member of the senior advisory team to the Premier of Ontario and Member of Provincial Parliament, providing strategic advice and recommendations on a broad range of issues, tactics and communication strategies. Tony gained extensive experience and knowledge of the Ontario Government's protocols and practices during his tenure as senior advisor. Tony Romano founded Global Vantage TRI, a company providing a suite of strategic consulting services to its clients, including strategies for entering a new market, trade & export development, business development & lead generation, industry sector research and execution of FDI strategies. Global Vantage leverages its broad based international network of business intermediaries in Europe, South America, Asia and the U.S, to help companies and organizations to expand their business growth objectives. It is this knowledge, coupled with our strong local partnerships and strategic alliances, that we bring to bear to every client with a reputation for delivering results. We connect you to those who want to do business with you!

www.thinkCOMPASS.ca
Why Choose Us?

1. Customer Service

- **Same day response;** your Project Lead is available 7:30am to 8:00pm 5 days a week and an emergency direct line is available for Saturdays and Sundays.

- **Easy accessibility;** we have experience working with communities and private companies in your region making face-to-face interaction easily accessible.

- **Added value;** we consider you a partner not a client and truly believe your success is a reflection of ours. thinkCOMPASS believes in delivering on deadlines and adding our own touch to our partnership such as referrals, recommendations and more.

2. Delivery on Deadlines and Open Communication

- **Consistent communication is key to ensure all parties are aligned and expectations are clearly defined.**

- **Meeting deadlines are imperative to building trust and confidence in the relationship.**

3. Global Network

Our team members are Co-Founders and Board Members of organizations that have strong networks for research, referrals and guidance, for example, Canadian Association of Marketing Professionals, Federation of Canadian Brazilian Businesses, Moving Forward Foundation and many more.

www.thinkCOMPASS.ca
THANK YOU

thinkCOMPASS
DIGITAL & MARKETING AGENCY

luigi@thinkCOMPASS.ca
www.thinkCOMPASS.ca