THE MUNICIPAL CORPORATION OF TOWNSHIP OF ARMOUR

Agenda

November 10, 2026

CLOSED SESSION AT 6:00 P.M.
The purpose of this closed meeting is under Section 239(2) (e) and (f) of the Municipal Act to discuss litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board and for advice that is subject to solicitor-client privilege, including communications necessary for that purpose in regards to a lithium battery energy storage system.

VIDEO RECORDING DISCLAIMER & LAND ACKNOWLEDGEMENT

REGULAR MEETING AT 7:00 P.M.:
Confirmation of the minutes of the regular council meeting held on October 27, 2026 (1)
List of proposed resolutions (2)

DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF:

DELEGATIONS:
Dave Creasor, Roads Supervisor – November 2026 Report (3)
Larry Ross, Housing Development Proposal – North Pickerel Lake Road (4)

ACCOUNTS FOR APPROVAL:
List of accounts for approval – November 2026 (5)

APPLICATIONS: NONE

BY-LAW (S):
#66-2026 – To confirm the proceedings of Council at its October 2026 meetings (6)
#67-2026 – To enter into a roads agreement with the Township of Ryerson - East Rd/Stoney Rd (7)
Staff Report – Employment Policy Revisions (8)
#68-2026 – To amend the Township of Armour's Employment Policy, By-law #59-2019 (9)
Staff Report - Comprehensive Privacy Management Program (10)
#69-2026 – To adopt a Comprehensive Privacy Management Program with Policies (11)
(Policies: Privacy Management, Privacy Impact Assessment, FOI, Privacy Breach, AI, Vendor Privacy & Security Standard & Information Asset Register)

REPORTS:
Library Board: Minutes from the September 16, 2026 meeting (12)
Planning Board: Meeting of October 28, 2026 (13)
Arena Manager's Report: October 20, 2026 (14)
AHHC: Meeting of November 5, 2026
Any other reports?

CORRESPONDENCE: **#15 TO #22**

UNFINISHED BUSINESS:
Municipal Election Results: Declaration of Election Candidate (23)

NEW BUSINESS:
2026 Playground Inspection Report (24)
2027 OPP Billing Statement (25)
2027 North Bay Parry Sound District Health Unit Municipal Levy (26)
Staff Report: 2026 Employee Christmas Bonus - *Resolution* (27)
Staff Report: Economic Development Designation Support - *Resolution* (28)
Municipal Election Accessibility Report – *Resolution* (29)
Mayor's Remarks – Closing Reflections on the 2022–2026 Term of Council

DATES TO REMEMBER:
November 11, 2026 – Remembrance Day - Municipal Office/Garage/Landfill Closed
November 12, 2026 – DSSAB
November 13, 2026 – Joint Compliance Audit Committee Meeting
November 15, 2026 – New term of Council begins
November 16, 2026 – Historical Society Meeting
November 18, 2026 – Library Board Meeting
November 19, 2026 – Agricultural Society Meeting
November 19, 2026 – ACED Strategic Plan Presentation 6:30 p.m. @ Legion
November 24, 2026 – Inaugural Regular Council Meeting for new term



Any member of the public who wishes to attend the Council meeting virtually may contact the Clerk by 4:00 pm on Tuesday, November 10, 2026 by email at clerk@armourtownship.ca

THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR

MINUTES

October 27, 2026

The regular meeting of the Council of the Township of Armour was held on Tuesday, October 27, 2026 at 7:00 p.m. Those in attendance were: Mayor Rod Ward; Councillors Wendy Whitwell, Rod Blakelock, Dorothy Haggart-Davis and Jerry Brandt; Delegations: Danika McCann, Recreation Co-ordinator; Guests: Cheri Roser, Diane Brandt, Alice Hewitt, Ana Cultraro, Tyler Train, Christine Lauffer and Nieves Guijarro; Staff: Charlene Watt, Municipal Clerk; Charlotte Wagar, Office Administrator and Dave Gray, CAO.

VIDEO RECORDING DISCLAIMER:

Participants were informed that the meeting will be recorded to provide a record of discussions and agreements held within the meeting. By staying in the meeting, virtually or in-person, participants consented to being recorded. Participants also agreed to recordings being posted to YouTube or other distribution services.

INDIGENOUS LAND ACKNOWLEDGEMENT:

Council acknowledged the traditional lands of the Anishinaabe and recognized the historical and contemporary contributions of the local First Nations and the peoples of Turtle Island.

CONFIRMATION OF THE MINUTES OF THE PREVIOUS MEETING:

The minutes of the regular Council meeting held on October 13, 2026 were approved, as circulated.

DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF:

No pecuniary interest and general nature thereof were declared.

DELEGATION:

Danika McCann, Recreation Co-ordinator presented her October 2026 report to Council, advising that an additional 15 spaces had been opened for the October 26 PD Day Camp in response to community demand, with a returning summer staff member assisting with the expanded program. Families previously unable to be accommodated were notified of the additional availability. A further 30 spaces were also opened in Dolly Parton's Imagination Library to provide more children throughout the Almaguin region with access to books and early literacy opportunities. Staff requested Council's approval to approach neighbouring municipalities for financial contributions to support the continued growth and sustainability of the program. The Harvest Your Health workshop was postponed due to the instructor's illness, with staff working to reschedule it for November. Upcoming programs and events include weekly square dancing and cornhole, the Branding and Content Creation Workshop, Kids Halloween, the Christmas Market, Armour's Gala, additional PD Day Camps, Moccasin Mitts & More Workshop, Kids Paint Night, and the Cookie Exchange. Questions were asked and answered. Council passed a resolution authorizing staff to contact local municipalities to request voluntary contributions to the Dolly Parton's Imagination Library program.

ACCOUNTS FOR APPROVAL: NONE

APPLICATIONS: NONE

BY-LAWS:

By-law 63-2026 being a by-law to appoint a weed inspector, livestock valuator and fence viewer and to rescind By-law 62-2022 was read in its entirety and passed by resolution.

By-law 64-2026 being a by-law to enter into a lease agreement with Kaitlyn Patricia McGrory and Tyler Stephen Train for a parcel of land described as Concession 2, Part of Lot 7 was read in its entirety and passed by resolution.

BY-LAWS: cont'd.

By-law 65-2026 being a by-law to approve remuneration and expenses for Members of Council for 2027 and to repeal By-law 63-2025 was read in its entirety and passed by resolution.

REPORTS:

Council reviewed the draft TRI Council Notes from the October 5, 2026 meeting.

Council reviewed the media release from NOSDA dated October 9, 2026 regarding Northern Ontario Communities that are working together to provide new affordable homes. A verbal report was given at the last meeting on the topic under the DSSAB update.

A verbal report was given on the October 15, 2026 Agricultural Society meeting. Council reviewed a summary report on the success of the fall fair.

Council reviewed the draft minutes from the October 19, 2026 Historical Society meeting. It was recommended during the review of the minutes that Council allocate funds in the 2027 municipal budget for the construction of a parking lot and loop driveway, as outlined in the Facilities and Functions Committee report.

A verbal report was given on the October 21, 2026 Library Board meeting. Council reviewed the approved minutes from the August 19, 2026 meeting.

Council reviewed the agenda package on the October 22, 2026 Parry Sound EMS Advisory Committee meeting.

Council reviewed the October 22, 2026 ACED Board's agenda, minutes from the September 24, 2026 meeting and Director of Economic Development's October Report. Items of discussion from the meeting included the executive summary of the RED Strategic Plan Update, Almaguin Star Party Wrap Report, Postmedia Proposal for Explore Almaguin and an October 5, 2026 Financial Report.

CORRESPONDENCE:

Council reviewed a request from the Royal Canadian Legion requesting a donation to the Poppy Trust Fund. Council passed a resolution approving a donation.

Council received a request from the Santa Claus Parade Committee for a donation. Council passed a resolution approving a donation.

Council reviewed an Ontario News Release advising that parts of Northwestern Ontario is moving to permanent daylight-saving time to align with neighbouring communities in Manitoba.

Council reviewed a notice of adoption of a new official plan and new zoning by-law for the Township of Ryerson.

Council reviewed the August 2026 monthly jobs report and the August 2026 Labour Focus report from the Labour Market Group.

Council reviewed an Ontario News Release advising that the province is strengthening enforcement against illegal cannabis retail operations.

UNFINISHED BUSINESS:

Council reviewed resolutions from the Township of O'Connor, Township of Nipissing and Township of McMurrich/Monteith supporting the Township of Armour's resolution #2026-236 petitioning the Province of Ontario to increase funding for Ontario public libraries.

NEW BUSINESS:

Council reviewed a Notice of Complete Application for a site plan agreement application that was submitted by PowerBank Corporation and David Creasor to facilitate the location of a lithium battery energy storage system (BESS) for the lands municipally known as 219 Peggs Mountain Road. Planscape Inc. will be managing the file and staff have been working with the Fire Chief on the dry hydrant requirements.

Council reviewed a media release from AMP regarding the 2026 Municipal Election Context. The report provided an overview of Ontario's municipal election landscape, highlighting 6,663 candidates competing for approximately 2,800 elected positions, increased female candidate representation, fewer candidate acclamations compared to 2022, and the continued growth in the use of internet voting. The report also outlined changes to council sizes in several municipalities and identified trends in candidate participation and election methods across the province.

RESOLUTIONS:

Resolution #2026-288 – Moved by Dorothy Haggart-Davis, seconded by Jerry Brandt; That the Council of the Township of Armour approve the minutes of the regular Council meeting held on October 13, 2026, as circulated. Carried

Resolution #2026-289 – Moved by Wendy Whitwell, seconded by Rod Blakelock; WHEREAS the Township of Armour's Dolly Parton's Imagination Library program supports early literacy by providing books to participating children throughout the Almaguin Region;

AND WHEREAS an additional 30 spaces have been opened to extend the program's benefits to more children;

AND WHEREAS financial contributions from other municipalities would help sustain the program and support additional spaces for eligible children;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Township of Armour authorizes the Recreation Co-ordinator to contact other municipalities within the Almaguin Region to request voluntary financial contributions towards the Township of Armour's Dolly Parton's Imagination Library program. Carried

Resolution #2026-290 – Moved by Dorothy Haggart-Davis, seconded by Jerry Brandt; That the Council of the Township of Armour have read and approve By-law #63-2026 being a by-law to authorize the appointment of a weed inspector, livestock valuator and fence viewer and that we authorize the Mayor and Clerk to sign this by-law and affix the seal of the Corporation thereto. Carried

Resolution #2026-291 – Moved by Jerry Brandt, seconded by Rod Blakelock; That the Council of the Township of Armour have read and approve By-law #64-2026 being a by-law to enter into a lease agreement for the use of a shore road allowance on Concession 2, Part Lot 7 with Kaitlyn Patricia McGrory and Tyler Stephen Train and that we authorize the Mayor and Clerk to sign this by-law and affix the seal of the Corporation thereto. Carried

Resolution #2026-292 – Moved by Jerry Brandt, seconded by Wendy Whitwell; That the Council of the Township of Armour have read and approve By-law #65-2026 being a by-law respecting remuneration and expenses for members of Council and that we authorize the Mayor and Clerk to sign this by-law and affix the seal of the Corporation thereto. Carried

Resolution #2026-293 – Moved by Dorothy Haggart-Davis, seconded by Jerry Brandt; That the Council of the Township of Armour approve a donation, in the amount of $500 to the Royal Canadian Legion, Branch 405 to support the 2026 Poppy Fund. Carried

RESOLUTIONS: cont'd.

Resolution #2026-294 – Moved by Wendy Whitwell, seconded by Rod Blakelock; That the Council of the Township of Armour approve a donation, in the amount of $250 to the Santa Claus Parade Committee to support the costs associated with the 2026 Santa Claus Parade. Carried

Resolution #2026-295 – Moved by Dorothy Haggart-Davis, seconded by Wendy Whitwell; That the Council of the Township of Armour adjourns this regular council meeting at 7:57 p.m. until the next regular council meeting scheduled for November 10, 2026 or at the call of the Mayor or the Clerk. Carried

_____

Rod Ward, Mayor

_____

Charlene Watt, Municipal Clerk

LIST OF PROPOSED RESOLUTIONS FOR NOVEMBER 10, 2026

ITEM # ON AGENDA

That the Council of the Township of Armour hereby move into a closed session at _____ as per Section 239(2) (e) and (f) of the Municipal Act to discuss litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board and for advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

ITEM # ON AGENDA

That the Council of the Township of Armour hereby adjourn and move out of closed session at _____ and report.

ITEM # ON AGENDA (1)

That the Council of the Township of Armour approve the minutes of the regular Council meeting held on October 27, 2026, as circulated.

ITEM # ON AGENDA (3)

That the Council of the Township of Armour approve the emergency replacement of the culvert near 404 Cherry Hill Road, to a maximum cost of $15,000 plus HST;

And that the project be established as a 2026 capital project and funded from the Township's Capital Reserve;

And that up to $15,000 plus the non-refundable portion of HST be reallocated from the available 2026 OSIM Bridge Report and Repairs capital budget, reducing that project budget accordingly;

And that staff be authorized to procure and complete the work in accordance with the Township's Procurement Policy and emergency-purchasing provisions.

ITEM # ON AGENDA (5)

That the Council of the Township of Armour approve the November 2026 accounts, in the amount of $517,719.19 for payment, and the Mayor and the Treasurer are hereby authorized to sign cheques for same.

ITEM # ON AGENDA (6)

That the Council of the Township of Armour have read and approve By-law #66-2026 being a by-law to confirm the proceedings of Council at its October 2026 meetings and that we authorize the Mayor and Clerk to sign this by-law and affix the seal of the Corporation thereto.

ITEM # ON AGENDA (7)

That the Council of the Township of Armour have read and approve By-law #67-2026 being a by-law to enter into a road maintenance agreement with the Township of Ryerson and repeal By-law #73-2025 and that we authorize the Mayor and Clerk to sign this by-law and affix the seal of the Corporation thereto.

ITEM # ON AGENDA (9)

That the Council of the Township of Armour have read and approve By-law #68-2026 being a by-law to adopt an amendment to the Township of Armour's Employment Policy and that we authorize the Mayor and Clerk to sign this by-law and affix the seal of the Corporation thereto.

ITEM # ON AGENDA (11)

That the Council of the Township of Armour have read and approve By-law #69-2026 being a by-law to adopt a comprehensive privacy management program, including ADM-016 privacy management program policy, ADM-017 privacy impact assessment and privacy protection policy, ADM-018 freedom

of information and access to records policy, ADM-019 privacy breach response policy, ADM-020 artificial intelligence and emerging technology policy, ADM-021 vendor privacy and security standard policy and ADM-022 information asset register policy and that we authority the Mayor and Clerk to sign this by-law and affix the seal of the Corporation thereto.

ITEM # ON AGENDA (15)

That the Council of the Township of Armour approves a donation in the amount of _____ to the Highland Rovers Snowmobile Club to fund trail improvement projects.

ITEM # ON AGENDA (16)

That the Council of the Township of Armour supports the Municipality of Central Manitoulin and the Town of Bruce Mines addressing the physician shortage in Northern Ontario and requests that the Province of Ontario establishes a dedicated Northern Ontario Physician Recruitment and Retention Fund and works directly with Northern Municipalities to develop a co-ordinated strategy.

ITEM # ON AGENDA (27)

That the Staff Report from the Treasurer dated November 10, 2026, regarding the 2026 employee Christmas bonus be received and that Council, in recognition of their appreciation of staff, approve an employee Christmas bonus for 2026 as per the recommendation of the report.

ITEM # ON AGENDA (28)

That the Staff Report from the CAO regarding Council's support for the CAO's continued Certified Economic Developer designation through the Economic Development Association of Canada be received;
And that Council recognize the value of continuous professional development in the field of economic development and approve the CAO maintaining his designation;
And that the Council of the Township of Armour approve the CAO's attendance at the February 2027 EDCO Conference to further develop his economic development skills and earn designation points.

ITEM # ON AGENDA (29)

That the Council of the Township of Armour approve the Accessibility Report for the 2026 Municipal Election and that the report be made available to the public in accordance with the requirements of the Municipal Elections Act.

ITEM # ON AGENDA

That the Council of the Township of Armour adjourns this regular council meeting at _____ p.m. until the next regular council meeting scheduled for November 24, 2026 or at the call of the Mayor or the Clerk.

(3)

TOWNSHIP OF ARMOUR

OFFICE OF THE ROAD SUPERVISOR

DISTRICT OF PARRY SOUND

56 ONTARIO STREET
PO BOX 533
BURK'S FALLS, ON
P0A 1C0

(705) 382-3332
(705) 382-5982
Fax: (705) 382-2068
Email: roads@armourtownship.ca
Website: www.armourtownship.ca

STAFF REPORT

Date: November 10, 2026

To: Council

From: Dave Creasor, Roads Supervisor

Subject: November Monthly Update

Recommendation:

That the Staff Report from the Roads Supervisor dated November 10, 2026, regarding the November Update be received for information.

Executive Summary

This report provides Council with an update on ongoing seasonal preparations, utility coordination, unexpected infrastructure failures, and surplus equipment disposition as the Roads Department transitions into winter operations.

General Operations & Infrastructure

Hydro Pole Replacements – Fibre Optic Installation: Subcontractors working on behalf of Cogeco are actively coordinating with Hydro One on the ongoing replacement of utility poles throughout the Township to accommodate fibre optic installation.

Winter Sand Delivery: Fowler Construction has completed the delivery of the Township's seasonal winter sand supply to the municipal sand shed, ensuring adequate stock is available for upcoming winter operations.

Owl Lake Road Culvert Replacements: Culvert replacements were completed on Owl Lake Road, between civic addresses 13 and 193, to address stormwater management and improve long-term drainage. The work required a temporary six-hour road closure on November 3, 2026, to allow the work to be completed safely.

RESOLUTION

Cherry Hill Road Incident & Culvert Replacement

While grading operations were underway near 404 Cherry Hill Road, the grader broke through a deteriorated steel culvert measuring approximately 4 feet (1,200 mm) in diameter.

The existing corrugated steel culvert has deteriorated significantly over time and has reached the end of its structural service life. It should be noted that this location is separate from the section of Cherry Hill Road where culvert repairs were completed earlier this year.

Crews immediately placed temporary granular material over the affected area to maintain safe public access. The culvert has failed and requires replacement. New culvert sections have been ordered for installation to address the failure and ensure the road is prepared for the upcoming spring freshet.

The estimated cost of the new culvert sections and road reinstatement will not exceed $15,000 plus HST. The materials will be purchased through the Canoe Procurement Program. Funding is available within the 2026 OSIM Bridge Report and Repairs capital budget, which will be reduced accordingly.

Surplus Equipment Disposition (GovDeals)

The recent online auction of decommissioned municipal equipment via **GovDeals** has concluded with the following results:

- **2007 Sterling Single Axle Plow Truck:** Sold for **$3,650**
- **2004 Liebherr Rubber Tire Excavator:** Sold for **$12,950**

Respectfully submitted,
Dave Creasor AS.c.t., CRS
Roads Supervisor
Township of Armour

(4)

November 1, 2026

Outline for Delegation to Armour Council

Proposed Attainable Housing Development for North Pickerel Lake Road

In the last 5 years the cost of developing housing has increased significantly. There has also been a dramatic increase in the market price of housing. Unfortunately, there has not been a corresponding increase in average wages. We find ourselves facing a housing affordability crisis.

Given this set of market conditions, housing developers have been placed in a position where the creation of attainable housing using traditional development models is no longer profitable. We have developed an innovative new model to address the attainable housing market.

Our innovative model involves a joint, co-operative effort between government and private enterprise to create a residential housing community where houses are offered at attainable prices on individual leasehold lots.

Our proposal is to work jointly with Armour Township to develop a pilot project on property that we currently own that it located on North Pickerel Lake Road.

The purpose of our delegation is to offer a more detailed explanation to Armour Council and staff as to how our develop model works with respect to our proposed pilot project.

Respectfully submitted,

Larry Ross

Date Printed
2026-11-05 10:19 AM

Township of Armour
List of Accounts for Approval
Batch: 2026-00090 to 2026-00096

Bank Code - AP - Armour A/P

COMPUTER CHEQUE

Payment #	Date	Vendor Name / Invoice #	Reference	Invoice Amount	Payment Amount
19562	**2026-10-27**	**Barry Burton**			
		2026 Honorarium	G - 2026 Honorarium	500.00	500.00
19563	**2026-10-27**	**Burk's Falls & District**			
		2026 Donation	G - 2026 Donation Balance	1,877.58	1,877.58
19564	**2026-10-27**	**Canada Post Corp.**			
		95000720502	G - 100 ballots mailed	89.47	89.47
19565	**2026-10-27**	**Collins YIG**			
		Oct 7/26	G - Coffee/milk	26.76	
		Oct 13/26	G - Council meeting	34.14	
		Oct 16/26	G - Milk	3.64	64.54
19566	**2026-10-27**	**The Fireplace King**			
		38624	G - GEO unit inspection/repair	227.13	227.13
19567	**2026-10-27**	**John Finley**			
		2026 Honorarium	G - 2026 Joint Audit Honorarium	500.00	500.00
19568	**2026-10-27**	**Kathryn Whitehead**			
		2026 Honorarium	G - 2026 Joint Audit Honorarium	500.00	500.00
19569	**2026-10-27**	**REV - Savour This...Artisan Bakery**			
19570	**2026-10-27**	**Sling-Chocker MFG.**			
		118689	Rds - DM boots	211.30	211.30
19571	**2026-10-27**	**Brieana Homer**			
		2026 Refund	KCC - 2026 Daycamp Refund	1,741.49	1,741.49
19572	**2026-10-27**	**Savour This...Artisan Bakery**			
		2026002	G - Nov 5 Election Training	2,700.00	2,700.00
19573	**2026-11-10**	**Berriedale Catholic Cemetery,**			
		2026 Donation	G - 2026 Donation	200.00	200.00
19574	**2026-11-10**	**Berriedale Cemetery**			
		2026 Donation	G - 2026 Donation	200.00	200.00
19575	**2026-11-10**	**Burk's Falls Cemetery,**			
		2026 Donation	G - 2026 Donation	200.00	200.00
19576	**2026-11-10**	**Canada Post Corp.**			
		94000706745	G - 178 ballots mailed	159.60	
		98000711360	G - 58 ballots mailed	60.45	220.05
19577	**2026-11-10**	**Carol Costello**			
		Inv 010 - Oct 2	G/KCC - October Cleanings	1,917.50	1,917.50
19578	**2026-11-10**	**Catherine Still**			
		Election Refund	G - Nomination Fee Refund	100.00	100.00
19579	**2026-11-10**	**Chad Jones**			
		2026 Gala DJ Fi	KCC - 2026 Gala DJ Final	300.00	300.00
19580	**2026-11-10**	**Christina Worth**			
		Oct. 28/26	KCC - Oct. 28/26 workshop x 4	100.00	100.00
19581	**2026-11-10**	**Collins YIG**			
		Oct 15/26	Tri R - Water	10.50	
		Oct 26/26	Tri R - Water	10.50	
		Oct. 26/26	G - Election snacks	155.89	176.89
19582	**2026-11-10**	**Emily Maw**			
		Tax Refund	G - Overpayment Roll#1-04800	288.00	288.00
19583	**2026-11-10**	**James Evans**			
		Refund 2026	KCC - Refund Deposit 9/19	225.00	225.00

Township of Armour
List of Accounts for Approval
Batch: 2026-00090 to 2026-00096

COMPUTER CHEQUE

Payment #	Date	Vendor Name / Invoice #	Reference	Invoice Amount	Payment Amount
19584	**2026-11-10**	**Julie Bailey**			
		Sept 27/26 Tips	KCC - Bartender tips 9/27	4.75	
		Oct. 15/26 Tips	KCC - Bartender tips 10/15	12.25	
		Oct. 22/26 Tips	KCC - Bartender tips 10/22	1.00	18.00
19585	**2026-11-10**	**Les Phinney**			
		Oct 1-31/26	Rds - 7 Beavers	700.00	700.00
19586	**2026-11-10**	**R&S Mobile Inc.**			
		01436	Rds - Emissions test x 2	485.90	485.90
19587	**2026-11-10**	**Royal Canadian Legion**			
		2026 Donation	G - 2026 Poppy Fund Donation	500.00	500.00
				Total Computer Cheque:	14,042.85

EFT

Payment #	Date	Vendor Name / Invoice #	Reference	Invoice Amount	Payment Amount
6856	**2026-10-23**	**Amazon.com.ca Inc.**			
		CA6ABEYPEKM	G - Council training supplies Nov 5	403.26	
		CA6ABEYQSZ3	KCC - Brush x 4/stand/mic/stabiliz	469.83	
		CA6ABEYRSHA	G - WF hand rail/change table	240.70	
		CA6ABEYSE9Q	KCC - Utility cart x 2	316.38	
		CA6ABEYS2QT	KCC - Daycamp/Halloween/supplie	654.02	
		CA6ABEYOX6J	G - EDC Logitech speaker	106.38	
		CA6ABEYSJ58	G - Bylaw laptop charger	18.29	
		CA6ABEYS6E2	Rds - Rust coating 5gal	371.45	2,580.31
6857	**2026-10-23**	**Burk's Falls Home Hardware,**			
		95317	G - Water softener salt	22.58	22.58
6858	**2026-10-23**	**Call of the Wild**			
		63960	Tri R - Restroom rental	268.38	268.38
6859	**2026-10-23**	**Cedar Signs**			
		INV/2026/4547	G - 911 posts x 40	678.00	
		INV/2026/4647	G - 911 post freight charge	196.91	874.91
6860	**2026-10-23**	**District Social Services**			
		October 2026	G - 3rd Quarter	50,985.70	50,985.70
6861	**2026-10-23**	**D.M. Wills Associates Ltd**			
		315801	TRI R - Monitoring	4,090.22	4,090.22
6862	**2026-10-23**	**Glen Martin Limited**			
		440455	KCC - Garbage bags x 8	250.68	
		441200	G - WF Paper towel/toilet paper	110.81	361.49
6863	**2026-10-23**	**HugoMB Contracting Inc**			
		Mtce Holdback	Rds - NP Bridge HB/property resto	45,467.35	45,467.35
6864	**2026-10-23**	**Innov8 Office Solutions Melcarm Grou**			
		AR1181397	G - Canon Copies 10/9-11/08	166.87	166.87
6865	**2026-10-23**	**Melissa Marshall**			
		Oct 8/26 Tips	KCC - Cornhole tips 10/8	5.55	5.55
6866	**2026-10-23**	**Metroland Media Group**			
		7794420	Rds - Winter Sand Tender	89.27	89.27
6867	**2026-10-23**	**Moore Propane Limited**			
		60289	KCC - 417.9L propane	294.84	294.84
6868	**2026-10-23**	**Municipal Property Assessment**			
		1800041670	G - 4th Quarter	13,884.69	13,884.69

Township of Armour
List of Accounts for Approval
Batch: 2026-00090 to 2026-00096

EFT

Payment #	Date	Vendor Name / Invoice #	Reference	Invoice Amount	Payment Amount
6869	**2026-10-23**	**Near North Laboratories Inc.**			
		2600399	KCC - Water sample - March	53.29	
		2605087	KCC - Water sample - October	53.29	106.58
6870	**2026-10-23**	**Near North Dist. School Board**			
		2025 Supplement	G - 2025 Supplemental New Roll#	193.75	193.75
6871	**2026-10-23**	**Near North Industrial Solution**			
		110984	Rds - Hose swivel/o-ring/wire	55.10	55.10
6872	**2026-10-23**	**Planscape**			
		478247	G - September Retainer	2,090.50	
		478248	G - BESS	161.03	
		478246	G - October 14th ZBA	1,130.00	3,381.53
6873	**2026-10-23**	**Print Muskoka**			
		13290	G - CBO Business cards	73.45	73.45
6874	**2026-10-23**	**Purolator Inc**			
		585334310	G/Rds - Lawyer/tender shipment	18.84	18.84
6875	**2026-10-23**	**Recyc-Mattress Inc**			
		3017717	Tri R - Mattress Recycling	3,383.08	3,383.08
6876	**2026-10-23**	**Russell Christie**			
		Oct. 5/26	G - Prentice Subdivision	2,805.39	
		Oct 6/26	G - #2-33300 Tax Sale	696.75	3,502.14
6877	**2026-10-23**	**Sound Software of Parry Sound**			
		100416	G - CBO Office 365	147.80	147.80
6878	**2026-10-23**	**Three Mile Truck and Trailer**			
		3192	Rds - Annual inspec/repairs	2,887.74	2,887.74
6879	**2026-10-23**	**Town of Parry Sound**			
		October 2026	G - October Land Ambulance	12,762.71	12,762.71
6880	**2026-10-23**	**Windsor Salt Ltd**			
		5300813346	Rds - Safe-T-Salt 39.20 TO	5,222.06	5,222.06
6881	**2026-10-23**	**W.O. Stinson & Son Ltd.**			
		110007184	Rds - 2100.2L Clear Diesel	5,497.57	
		110007185	Rds - 1100L Dyed Diesel	2,767.54	
		110007186	Tri R - 786.4L Dyed Diesel	1,978.54	10,243.65
6882	**2026-11-06**	**Abell Pest Control Inc**			
		A8389246	KCC - Pest Control	72.86	72.86
6883	**2026-11-06**	**Amazon.com.ca Inc.**			
		CA6ABEYSJDN	KCC - Daycamp cutter/stretch strir	410.33	
		CA6ABEYTBZ2	G - Plates/dinnerware set	90.39	
		CA6ABEYTGV1	KCC - TV wall mount	41.80	
		CA6ABEYU1J6	Rds - Floor mats	146.89	689.41
6884	**2026-11-06**	**Amilia SmartRec**			
		1607892	KCC - Subscription/Transactions	488.11	488.11
6885	**2026-11-06**	**CN Non Freight**			
		91868662	Rds - CN Mtc rate change 8/31	91.00	91.00
6886	**2026-11-06**	**Corporate Express**			
		74807983	G - Paper	110.06	110.06
6887	**2026-11-06**	**Dollywood Foundation of Canada**			
		1126522	KCC - Literacy Program	55.10	55.10
6888	**2026-11-06**	**Environmental 360 Solutions**			
		1008550	KCC - Rental	275.28	275.28
6889	**2026-11-06**	**Fowler Construction Co. Ltd.**			
		99428	Rds - Cold mix - 3.150t	610.91	610.91

Township of Armour
List of Accounts for Approval
Batch: 2026-00090 to 2026-00096

EFT

Payment #	Date	Vendor Name / Invoice #	Reference	Invoice Amount	Payment Amount
6890	**2026-11-06**	**Hayes' Service Centre**			
		16631	G - CBO tire change	56.50	
		16633	G - Bylaw oil change/tire change	169.44	
		16636	G - Bylaw oil change/tire change	169.44	395.38
6891	**2026-11-06**	**Home Building Centre**			
		2276888	Rds - Mouse traps/bait	23.35	
		2277180	G - WF antifreeze x 3	17.93	
		2277214	G - Park antifreeze x 4	23.91	
		2277215	G - Park ball valve	22.59	
		2277323	Rds - Brushes 4pk	14.11	
		2277366	G - ODR drain pipe 4"x250'	327.69	
		2277495	G - ODR corrugated pipe 4"x250'	33.90	
		2277496	G - ODR mason line	21.46	484.94
6892	**2026-11-06**	**Klink Enterprises**			
		102026-4	G - Sept/Oct Washroom Maintenar	1,932.30	1,932.30
6893	**2026-11-06**	**MAP Sundridge**			
		999450/3	Rds - Ram 5500 oil/air filters	202.86	
		2473/3	Rds - Purple power 18.9L	153.58	356.44
6894	**2026-11-06**	**Mark Jeffrey**			
		Oct 31/26	G - CBO work boots	237.29	237.29
6895	**2026-11-06**	**Mid Ontario Disposal**			
		0000035267	KCC - Bin Rental	222.61	222.61
6896	**2026-11-06**	**Moore Propane Limited**			
		59640	G - WF red building rental tank ins	117.80	
		80514	G - WF red building 586.2L Propar	467.15	
		268077	KCC - Tank Rental	67.80	652.75
6897	**2026-11-06**	**North Bay Parry Sound District**			
		November 2026	G - November Levy	4,054.72	4,054.72
6898	**2026-11-06**	**Novexco**			
		95204913	G/KCC - Paper/folders/pens	122.90	
		95216128	G - CR 2027 planner	13.55	136.45
6899	**2026-11-06**	**OMERS**			
		October 2026	G - October OMERS	39,848.86	39,848.86
6900	**2026-11-06**	**Minister of Finance**			
		392010261007006	G - September OPP	40,043.00	40,043.00
6901	**2026-11-06**	**Pam MacFarlane**			
		2026 Gala Final	KCC - 50% Final Gala Caterer	2,400.00	2,400.00
6902	**2026-11-06**	**Purolator Inc**			
		505354936	G - Shipment/HS	15.41	
		510329392	Rds - Ownership shipment	9.42	24.83
6903	**2026-11-06**	**Rec-Check Inspections Inc.**			
		28897	G - 2026 playground inspections	1,333.40	1,333.40
6904	**2026-11-06**	**Russell Christie**			
		Oct 19/26	G - #1-30600 Tax Sale	622.70	
		Oct. 27/26	G - #3-00100 Tax Sale	562.81	1,185.51
6905	**2026-11-06**	**Three Mile Truck and Trailer**			
		3194	Rds - Annual inspec/repairs	3,428.79	3,428.79
6906	**2026-11-06**	**Town of Parry Sound**			
		November 2026	G - November Land Ambulance	12,762.71	12,762.71
6907	**2026-11-06**	**Tulloch Engineering Inc.**			
		2036777	Rds - Road Needs Study update	4,746.00	4,746.00

Township of Armour
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EFT

Payment #	Date	Vendor Name / Invoice #	Reference	Invoice Amount	Payment Amount
6908	2026-11-06	**Waste Connection of Canada Inc**			
		7113-0000372884	Tri R - October Comingled	702.40	702.40
				Total EFT:	278,411.70

OTHER

Payment #	Date	Vendor Name / Invoice #	Reference	Invoice Amount	Payment Amount
1	2026-10-27	**Collabria Visa (KCU)**			
		Oct/26 - AM	G - Visa Expenses	45.68	45.68
1	2026-11-10	**Bell Mobility**			
		Oct 27/26	Cell Phones	528.05	528.05
2	2026-10-27	**Collabria Visa (KCU)**			
		Oct/26 - CM	G - Visa Expenses	206.53	206.53
2	2026-11-10	**Family Responsibility Office**			
		Oct 2026	Tri R - JH FRO	245.00	245.00
3	2026-10-27	**Collabria Visa (KCU)**			
		Oct/26 - CW	G - Visa Expenses	1,604.40	1,604.40
3	2026-11-10	**Francotyp-Postalia Canada Inc.**			
		RIC26031128	G - Postage Meter 9/19-12/18	101.70	101.70
4	2026-10-27	**Collabria Visa (KCU)**			
		Oct/26 - DC	Rds - Visa Expenses	903.55	903.55
4	2026-11-10	**Hydro One Networks Inc.**			
		Oct 19/26	Rds - 8/21-9/22	156.39	156.39
5	2026-10-27	**Collabria Visa (KCU)**			
		Oct/26 - DG	G - Visa Expenses	2,085.61	2,085.61
5	2026-11-10	**Hydro One Networks Inc.**			
		Oct. 28/26	G - Park 9/3-10/3	72.20	72.20
6	2026-10-27	**Collabria Visa (KCU)**			
		Oct/26 - MJ	KCC - Visa Expenses	2,853.90	2,853.90
6	2026-11-10	**Hydro One Networks Inc.**			
		Oct 28/26	G - 12 3 Mile 9/3-10/3	219.43	219.43
7	2026-10-27	**Hydro One Networks Inc.**			
		Oct. 16/26	G - Office 8/22-9/22	494.70	494.70
		Oct 28, 2026	KCC - 9/3-10/3	430.02	430.02
8	2026-10-27	**Canada Revenue Agency**			
		Oct 1-15/26-001	G - CRA 001	17,964.14	17,964.14
8	2026-11-10	**Hydro One Networks Inc.**			
		Oct. 30/26	G - WF 9/5-10/7	82.43	82.43
9	2026-10-27	**Canada Revenue Agency**			
		Oct 1-15/26-002	G - CRA 002	1,308.40	1,308.40
9	2026-11-10	**Hydro One Networks Inc.**			
		Oct 30/26	Tri R - 9/5-10/7	39.57	39.57
10	2026-10-27	**Reliance**			
		Oct. 13/26	G - WF Water 10/9-1/12	62.21	62.21
10	2026-11-10	**Lakeland Energy**			
		129-008723	KCC - Internet	175.09	175.09
11	2026-10-27	**Telus Health Canada Ltd**			
		2658143	G - Telus Health	65.26	65.26
11	2026-11-10	**Lakeland Energy**			
		129-009764	G - Office Internet	124.24	124.24

Township of Armour
List of Accounts for Approval
Batch: 2026-00090 to 2026-00096

OTHER

Payment #	Date	Vendor Name / Invoice #	Reference	Invoice Amount	Payment Amount
12	2026-10-27	**Collabria Visa (KCU)**			
		Oct/26 - DM	KCC - Visa Expenses	1,579.78	1,579.78
12	2026-11-10	**Minister Of Finance**			
		October 2026	G - October EHT	4,056.56	4,056.56
13	2026-11-10	**Newt Fibernetics Corporation**			
		812134	KCC - Phones	98.81	98.81
14	2026-11-10	**Newt Fibernetics Corporation**			
		812992	G - Office Phones/CBO mobile acc	189.40	189.40
15	2026-11-10	**Canada Revenue Agency**			
		Oct16-31/26-001	G - CRA 001	33,565.51	33,565.51
16	2026-11-10	**The Benefits Trust**			
		November 2026	Group Benefits	13,122.00	13,122.00
				Total Other:	82,380.56

Total AP: 374,835.11

NET October Payroll: $142,956.08

Total: $517,791.19

Certified Correct This November 5, 2026

Treasurer

Mayor

THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR

BY-LAW #66-2026

Being a By-law to confirm the proceedings of Council at its meeting.

WHEREAS Section 5 of the *Municipal Act*, S.O. 2001, Chapter M.25, as amended, requires a municipal Council to exercise its powers by by-law, except where otherwise required;

AND WHEREAS Council or a Committee of Council often authorizes action to be taken which does not lend itself to an individual by-law;

AND WHEREAS the Council of the Township of Armour deems it desirable to confirm the proceedings of Council at its meetings hereinafter set out.

Be it enacted as a By-law of The Municipal Corporation of the Township of Armour hereby enacts as follows:

1. Ratification and Confirmation

That the action of this Council at its meetings set out below with respect to each motion, resolution and other action passed and taken by this Council at its meetings (except where the prior approval of The Ontario Land Tribunal (OLT) is required) is hereby adopted, ratified and confirmed as if such proceedings and actions were expressly adopted and confirmed by By-law;

Regular Council Meeting
- October 13, 2026
- October 27, 2026

TRI Council Meeting
- October 5, 2026

2. Execution of all Documents

That the Mayor of the Council and the proper officers of the Township of Armour are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required and except where otherwise provided, the Mayor and Clerk are hereby authorized and directed to execute all necessary documents and to affix the corporate seal of the Township of Armour to such documents.

3. Administrative Corrections

The Clerk of the Township of Armour is hereby authorized to make any minor modifications or corrections of an administrative, numeric, grammatic, semantic or descriptive nature or kind to the by-law and schedule(s) as may be deemed necessary after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law.

4. That this by-law shall come into force and effect on the date of passing.

Read in its entirety, approved, signed and the seal of the Corporation affixed thereto and finally passed in open Council this 10th day of November, 2026.

_____
Rod Ward, Mayor

_____
Charlene Watt, Municipal Clerk

(7)

THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR

BY-LAW # 67-2026

Being a by-law to enter into an agreement with
The Corporation of the Township of Ryerson

WHEREAS Section 20(1) of the *Municipal Act* authorizes municipalities to enter into agreements with one or more municipalities or local body, as defined in section 19, or a combination of both to jointly provide, for their joint benefit, any matter which all of them have the power to provide within their own boundaries; and

AND WHEREAS Section 29(1) of the *Municipal Act*, S.O. 2001, as amended states that local municipalities on either side of a boundary line between municipalities have joint jurisdiction over any highway forming the boundary line;

NOW THEREFORE the Council of The Municipal Corporation of the Township of Armour enacts as follows:

1. That the Agreement attached hereto as Schedule "A" between The Municipal Corporation of the Township of Armour and The Corporation of the Township of Ryerson be entered into by the municipality.

2. That the Mayor and the Clerk be authorized to execute all documentation necessary to fulfill the Agreement.

3. That the attached Agreement entered into between The Municipal Corporation of the Township of Armour and The Corporation of the Township of Ryerson are hereby ratified and confirmed, when signed by both parties.

4. That the Clerk of the Township of Armour is hereby authorized to make any minor modifications or corrections of an administrative, numeric, grammatic, semantic or descriptive nature or kind to the by-law and schedule(s) as may be deemed necessary after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law.

Read in its entirety, approved, signed and the seal of the Corporation affixed thereto and finally passed in open Council this 10th day of November, 2026.

_____
Rod Ward, Mayor

_____
Charlene Watt, Municipal Clerk

Schedule "A"
to By-law # 67-2026

AGREEMENT

Made in duplicate this _____ day of _____, 2026.

BETWEEN:

THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR
Hereinafter called the Township of Armour

- and –

THE CORPORATION OF THE TOWNSHIP OF RYERSON
Hereinafter called the Township of Ryerson

WHEREAS By-laws may be passed and enacted by Councils of adjoining municipalities to enter into agreements under Section 20(1) of *Municipal Act*, S.O. 2001, Chapter 25 and amendments thereto, for one or more municipalities to jointly provide, for their joint benefit, any matter which all of them have the power to provide within their own boundaries;

WHEREAS The Municipal Corporation of the Township of Armour considers it necessary that the boundary roads between the Township of Armour and the Township of Ryerson should be maintained by agreement;

NOW THEREFORE THIS INDENTURE WITNESSETH that subject to the conditions hereafter set out and authorized by by-law of the parties of the first and second part that the boundary roads between the said Township shall be maintained as follows:

1. **East Road & Bridge** – From the North approach of the East Road Bridge, South to the Highway 520 intersection:

    a) It is agreed that the Township of Armour shall snowplow and sand the said portion of the East Road.

    b) It is agreed that the Township of Armour shall place calcium chloride or equivalent as a dust control measure to the said portion of the East Road as required annually.

2. **Stoney Road** – from the boundary of the Township of Armour East to the intersection of South Horn Lake Road.

    a) It is agreed that the Township of Ryerson shall snowplow and sand the said portion of Stoney Road.

    b) It is agreed that the Township of Ryerson shall place calcium chloride or equivalent as a dust control measure to the said portion of Stoney Road as required annually.

3. **East Road Bridge**

    a) It is agreed that Armour Township shall complete bridge inspections every other year in accordance with current Ontario Regulation 213 Ontario Structure Inspection Manual. Ryerson Township agrees to pay half of the OSIM inspection costs, and the information shall be shared with Ryerson Township.

4. It is agreed that all operations shall be maintained at no less a level than as set forth under the most current Ontario Regulation 239 for Maintenance Standards.

5. It is agreed that any improvements above and beyond basic road maintenance shall be discussed and agreed upon jointly by the Townships of Amour and Ryerson, for budgetary purposes. These types of improvements may include large scale gravel road re-surfacing and placement of surface treatment or pavement.

6. In the event the above road improvements result from new development, the Townships of Armour and Ryerson agree that the costs for such improvements will be borne by the developer.

7. IT IS AGREED that this agreement shall remain in force and effort from the 1st day of January, 2027 until the 31st day of December, 2027 and said agreement shall be subject to renewal after the 1st day of January, 2028.

8. IT IS AGREED that the Parties hereto shall pass By-Laws under Section 29(1) of the *Municipal Act*, S.O. 2001, Chapter 25 to ratify and confirm this agreement.

IN WITNESS WHEREOF the Parties hereto have hereunder set their hands and seals respectively.

THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR

_____

Rod Ward, Mayor

_____

Charlene Watt, Municipal Clerk

THE CORPORATION OF THE TOWNSHIP OF RYERSON

_____

Barry Burton, Mayor

_____

Nancy Field, Clerk

(8)

STAFF REPORT

Date: November 10th, 2026

From: Dave Gray, CAO

Subject: Employment Policy Updates

Recommendation:

THAT the Staff Report from the CAO regarding updates and changes be received for information purposes to be considered during the approval of By-law #68-2026.

History:
Senior Staff review and revise the Employment Policy on an annual basis to ensure that policies, procedures and other employment factors are in line with industry and legislative norms.

Summary of Changes

1. 6.18b (P15)– Amended internal postings clause to enable CAO discretion to override the internal posting process per Council's discussions during the June 23rd, 2026 Meeting.
2. 21.7 (P35) – Amended safety clothing clause to include only CSA certified work boots.
3. Schedule A (P56) – Amended Pay Grades and Pay Scales by Position to include only active positions. Inactive positions were moved to Schedule K (P106). This section was also amended to include a CPI increase to all positions of 3.1% pursuant to section 8.15(P20) of the policy.
4. Schedule B (P57) – Amended to reflect current organizational chart.
5. Schedule H (P87) – Amended to reflect the changes made to section 21.7.

Financial Considerations
Financial considerations related to these changes will be reflected in the 2027 Operating Budget.

Others Consulted:
Alison McGregor, Treasurer
Charlene Watt, Municipal Clerk

Attachments:
2027 Draft Employment Policy Excerpt

RESOLUTION

DEPARTMENT:	**HUMAN RESOURCES**	BY-LAW NO.	**59-2019 – Sch A**
SECTION:	**EMPLOYMENT**	EFFECTIVE DATE:	**January 1st, 2027**
SUBJECT:	**EMPLOYMENT POLICY**	PAGE:	**Page 1 of 106**

The Municipal Corporation of the Township of Armour

Employment Policy

6.13 The Township of Armour is an OMERS contributory employer, upon hire, successful candidates will be provided the appropriate OMERS pension plan enrolment requirement information.

Hiring Policy – Health & Safety

6.14 All employees hired shall be immediately provided with an orientation meeting and appropriate instructions for the health and safety of the employee.

6.15 The employee responsible for providing the orientation meeting and instructions for meeting the health and safety criteria of the Township of Armour shall record, in writing, the instructions provided to the employee(s) and shall give a copy to the Administrator or CAO for filing in the employee's personnel file.

6.16 The Department Head or, where appropriate, the Administrator or CAO, shall be responsible for ensuring, on a regular and on-going basis, that all health and safety precautions are followed by all employees of the department.

6.17 All infractions of any of the health and safety policies of the Township shall be provided to the employee, in writing, with the third (3rd) infraction of any health and safety rule resulting in the possible dismissal of an employee.

Hiring Policy – Process

6.18 The following guidelines will be followed for the hiring of both full-time and part-time employees for the township:

a) Authority: The appropriate department supervisor or local board in conjunction with the Council of The Municipal Corporation of the Township of Armour shall determine if and when a position is to be filled, for all positions within the municipality. The final decision shall rest with the members of Council and be approved by resolution. This authority shall be the policy for all departments within the municipality.

b) Internal Postings: Vacant and newly created positions shall first be posted internally for seven (7) calendar days to allow current employees to apply. The CAO may, at their discretion and for documented reasons in the Municipality's best interests, authorize concurrent or immediate external recruitment. Otherwise, external recruitment may proceed if no suitable internal applicant is found. This discretion is subject to applicable legislation and binding collective agreement or employment contract requirements.

21.6 All employees who require protective footwear are required to wear grade 1 toe protection with sole protection according to CSA standards. Please refer to Schedule H of this policy regarding the purchase and supply of protective footwear, safety clothing, and personal protective equipment.

21.7 When an employee, based on the Ontario Health and Safety Act and its Regulations, requires safety boots/work shoes (CSA Green Patch) the Township shall provide an annual $300.00 allowance to be used to purchase them. Employees are expected to submit receipts no later than December 1st of each year, for reimbursement of their expenses by December 31st. Any unclaimed amounts or unused portion of the allowance will not be allowed to carry over into the subsequent year.

21.8 Employees are required to read, understand and sign the Safety Equipment Sign off List, attached as schedule H to this policy, acknowledging they understand the requirements for personal protective equipment.

21.9 The Township supplies all necessary safety equipment, except items referred to in Section 21.6, to all employees. It is the employee's responsibility to wear and use all safety equipment provided.

21.10 All employees shall make themselves aware of the Township's Occupational Health and Safety Policy and shall review the policy on a yearly basis. Additionally, expectations of employer, supervisors and employees with respect to health & safety are set out in the Health & Safety practices and procedures. Compliance and cooperation regarding these policies, procedures and relevant legislation is a requirement for employment.

21.11 In order to efficiently conduct business, employees and/or Council members may be issued some equipment by the municipality i.e. cell phones, laptops, blackberries, etc.

21.12 Any equipment issued to employees and/or Council members is the property of the Township for use by employees and/or Council members only.

21.13 Individuals must ensure the safe handling, proper use and secure storage of the equipment.

21.14 The misuse of any equipment may result in the loss of its use by the individual and/or other arrangements may be made as deemed appropriate by the supervisor and/or Council.

21.15 Upon leave of employment from the Township or if not reelected, individuals must return any equipment issued by the municipality.

DEPARTMENT:	HUMAN RESOURCES	BY-LAW NO.	59-2019 – Sch A
SECTION:	EMPLOYMENT	EFFECTIVE DATE:	January 1st, 2027
SUBJECT:	EMPLOYMENT POLICY	PAGE:	Page 56 of 106

Employment policy
Schedule A

PAY GRADES AND PAY SCALE BY POSITION

Effective date: January 1, 2027

Job Title	Hours Worked	Grade	Job Rate	Step 1	Step 2	Step 3	Step 4	Step 5
Chief Administrative Officer	1950	11	$75.09	$61.43	$64.84	$68.27	$71.68	$75.09
Treasurer	1820	9	$61.94	$50.06	$53.04	$56.00	$59.00	$61.94
Municipal Clerk	1950	9	$61.94	$50.06	$53.04	$56.00	$59.00	$61.94
Chief Building Official	1950	9	$61.94	$50.06	$53.04	$56.00	$59.00	$61.94
Road Supervisor	2080	8	$57.19	$46.82	$49.42	$51.99	$54.59	$57.19
Manager of Municipal Law Enforcement	2080	8	$57.19	$46.82	$49.42	$51.99	$54.59	$57.19
Director of Economic Development	1950	8	$57.19	$46.82	$49.42	$51.99	$54.59	$57.19
Waste Management Administrator	1820	8	$57.19	$46.82	$49.42	$51.99	$54.59	$57.19
Recreation Coordinator	1820	8	$57.19	$46.82	$49.42	$51.99	$54.59	$57.19
Municipal Law Enforcement Officer	2080	7	$51.78	$41.80	$44.28	$46.80	$49.26	$51.78
Admin. Assistant Finance Clerk	1820	5	$43.39	$34.72	$36.88	$39.03	$41.22	$43.39
Equipment Operator I	2080	5	$43.39	$34.72	$36.88	$39.03	$41.22	$43.39
Communications & Marketing Officer	1820	4	$36.60	$29.75	$31.47	$33.17	$34.88	$36.60
Office Administrator	1820	4	$36.60	$29.75	$31.47	$33.17	$34.88	$36.60
Equipment Operator	2080	4	$36.60	$29.75	$31.47	$33.17	$34.88	$36.60
Landfill/Recycling Attendant - Lead Hand	1905	4	$36.60	$29.75	$31.47	$33.17	$34.88	$36.60
Recreation Assistant	1820	3	$33.51	$26.80	$28.48	$30.16	$31.84	$33.51
Landfill/Recycling Attendant	1905	2	$30.52	$24.39	$25.94	$27.46	$28.99	$30.52

Refer to Schedule K for Inactive Positions

DEPARTMENT:	**HUMAN RESOURCES**	BY-LAW NO.	**59-2019 – Sch A**
SECTION:	**EMPLOYMENT**	EFFECTIVE DATE:	**January 1st, 2027**
SUBJECT:	**EMPLOYMENT POLICY**	PAGE:	**Page 57 of 106**

Employment policy

Schedule B

CURRENT MANAGEMENT EMPLOYEES

Senior Management

Chief Administrative Officer
Treasurer
Municipal Clerk
Chief Building Official
Road Supervisor
Manager of Municipal Law Enforcement
Director of Economic Development
Waste Management Administrator
Recreation Coordinator

DEPARTMENT:	HUMAN RESOURCES	BY-LAW NO.	59-2019 – Sch A
SECTION:	EMPLOYMENT	EFFECTIVE DATE:	January 1st, 2027
SUBJECT:	EMPLOYMENT POLICY	PAGE:	Page 87 of 106

Employment policy
Schedule H

Safety Equipment Sign Off List

I, _____ acknowledge that I understand the requirements for Personal Protective Equipment (PPE) and have been issued and/or made aware of access to the following items, as indicated below.
I also understand that certain items are to be provided by me, and that I will receive a reimbursement upon purchase of same, as per the Armour Township Policy of Employment.

PPE Items	Eligible Allowance offered by Employer	Provided by Employer
Sunscreen/Bug Spray		X
Safety Work Boots/Work Shoes – CSA Green Patch	X	
Safety Shirts/Pants (reflective/high visibility)		X
Safety Traffic Vest		X
Cold Weather Safety Jacket		X
Work Gloves Seasonal & Task Specific		X
Safety Glasses/Safety Sunglasses		X
Task Specific Eye Protection		X
Task Specific Hearing Protection		X
Hard Hat & Cold Weather Accessories		X
Breathing Protection Paper Masks/Respirator Masks		X
Life Jacket		X
Hip Waders		X
Chainsaw Safety Protection Pants/Boots/Hearing/Eyes		X
Safety Rain Wear		X

Employee Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR

BY-LAW # 68-2026

Being a by-law to adopt an amendment to the Employment Policy, By-law #59-2019, for the Township of Armour

WHEREAS Section 9 of the *Municipal Act*, S.O. 2001, Chapter M.25, as amended, gives a municipality the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Section 10 (2)(1) of the *Municipal Act*, S.O. 2001, Chapter M.25, as amended, a single-tier municipality may pass by-laws respecting to the governance structure of the municipality and its local boards;

AND WHEREAS Section 8.15 of the Township of Armour's Employment Policy states that the pay range structure shall be adjusted annually effective January 1st using the Consumer Price Core Index (not seasonally adjusted) as published by Statistics Canada each year, for the period covering September of the previous year to September of the current year.

NOW THEREFORE the Council of The Municipal Corporation of the Township of Armour hereby enacts as follows:

1. THAT Schedule A of By-law #59-2019, the Employment Policy for the Township of Armour, be replaced with Schedule A of this By-law.
2. THAT Schedule B of By-law #59-2019, the Employment Policy for the Township of Armour, be replaced with Schedule B of this By-law.
3. That Schedule H of By-law #59-2019, the Employment Policy for the Township of Armour, be replaced with Schedule H of this By-law.
4. THAT Schedule K of By-law #59-2029, the Employment Policy for the Township of Armour, be added as Schedule K of this By-law.
5. THAT Section 6.18b – Hiring Process, Internal Postings clause be amended to enable CAO discretion to override the internal posting process per Council's discussions during the June 23rd, 2026 Council Meeting.
6. THAT Section 21.7 Health and Safety/Clothing and Equipment, Boot Allowance clause be amended to include only CSA certified work boots.
7. THAT the Clerk of the Township of Armour is hereby authorized to make any minor modifications or corrections of an administrative, numeric, grammatic, semantic or descriptive nature or kind to the by-law and schedule(s) as may be deemed necessary after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law.
8. THAT this by-law shall come into force and take effect on January 1st, 2027.

Read in its entirety, approved, signed and the seal of the Corporation affixed thereto and finally passed in open Council this 10th day of November, 2026.

Rod Ward, Mayor

Charlene Watt, Municipal Clerk

By-Law # 68-2026 – Schedule A

Employment Policy
Schedule A

PAY GRADES AND PAY SCALE BY POSITION

Effective date: January 1st, 2027

Job Title	Hours Worked	Grade	Job Rate	Step 1	Step 2	Step 3	Step 4	Step 5
Chief Administrative Officer	1950	11	$75.09	$61.43	$64.84	$68.27	$71.68	$75.09
Treasurer	1820	9	$61.94	$50.06	$53.04	$56.00	$59.00	$61.94
Municipal Clerk	1950	9	$61.94	$50.06	$53.04	$56.00	$59.00	$61.94
Chief Building Official	1950	9	$61.94	$50.06	$53.04	$56.00	$59.00	$61.94
Road Supervisor	2080	8	$57.19	$46.82	$49.42	$51.99	$54.59	$57.19
Manager of Municipal Law Enforcement	2080	8	$57.19	$46.82	$49.42	$51.99	$54.59	$57.19
Director of Economic Development	1950	8	$57.19	$46.82	$49.42	$51.99	$54.59	$57.19
Waste Management Administrator	1820	8	$57.19	$46.82	$49.42	$51.99	$54.59	$57.19
Recreation Coordinator	1820	8	$57.19	$46.82	$49.42	$51.99	$54.59	$57.19
Municipal Law Enforcement Officer	2080	7	$51.78	$41.80	$44.28	$46.80	$49.26	$51.78
Admin. Assistant Finance Clerk	1820	5	$43.39	$34.72	$36.88	$39.03	$41.22	$43.39
Equipment Operator I	2080	5	$43.39	$34.72	$36.88	$39.03	$41.22	$43.39
Communications & Marketing Officer	1820	4	$36.60	$29.75	$31.47	$33.17	$34.88	$36.60
Office Administrator	1820	4	$36.60	$29.75	$31.47	$33.17	$34.88	$36.60
Equipment Operator	2080	4	$36.60	$29.75	$31.47	$33.17	$34.88	$36.60
Landfill/Recycling Attendant - Lead Hand	1905	4	$36.60	$29.75	$31.47	$33.17	$34.88	$36.60
Recreation Assistant	1820	3	$33.51	$26.80	$28.48	$30.16	$31.84	$33.51
Landfill/Recycling Attendant	1905	2	$30.52	$24.39	$25.94	$27.46	$28.99	$30.52

By-Law # 68-2026 – Schedule B

Employment Policy
Schedule B

CURRENT MANAGEMENT EMPLOYEES

Senior Management

Chief Administrative Officer
Treasurer
Municipal Clerk
Chief Building Official
Road Supervisor
Manager of Municipal Law Enforcement
Director of Economic Development
Waste Management Administrator
Recreation Coordinator

By-Law # 68-2026 – Schedule H

Employment Policy
Schedule H

Safety Equipment Sign Off List

I, _____ acknowledge that I understand the requirements for Personal Protective Equipment (PPE) and have been issued and/or made aware of access to the following items, as indicated below.
I also understand that certain items are to be provided by me, and that I will receive a reimbursement upon purchase of same, as per the Armour Township Policy of Employment.

PPE Items	Eligible Allowance offered by Employer	Provided by Employer
Sunscreen/Bug Spray		X
Safety Work Boots/Work Shoes – CSA Green Patch	X	
Safety Shirts/Pants (reflective/high visibility)		X
Safety Traffic Vest		X
Cold Weather Safety Jacket		X
Work Gloves Seasonal & Task Specific		X
Safety Glasses/Safety Sunglasses		X
Task Specific Eye Protection		X
Task Specific Hearing Protection		X
Hard Hat & Cold Weather Accessories		X
Breathing Protection Paper Masks/Respirator Masks		X
Life Jacket		X
Hip Waders		X
Chainsaw Safety Protection Pants/Boots/Hearing/Eyes		X
Safety Rain Wear		X

Employee Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

By-Law # 68-2026 – Schedule K

Employment Policy
Schedule K

Inactive Positions (as of Jan. 1, 2027)

PAY GRADES AND PAY SCALE BY POSITION

Job Title	Hours Worked	Grade	Job Rate	Step 1	Step 2	Step 3	Step 4	Step 5
Clerk-Treasurer/ Administrator	1950	11	$75.09	$61.43	$64.84	$68.27	$71.68	$75.09
CAO/Director of Economic Development	1950	11	$75.09	$61.43	$64.84	$68.27	$71.68	$75.09
Clerk-Administrator	1950	10	$72.48	$59.16	$62.51	$65.84	$69.17	$72.48
Treasurer/Deputy Clerk	1950	9	$61.94	$50.06	$53.04	$56.00	$59.00	$61.94
Senior By-law Enforcement Officer	2080	6	$47.68	$38.15	$40.54	$42.90	$45.27	$47.68
Deputy-Clerk	1950	6	$47.68	$38.15	$40.54	$42.90	$45.27	$47.68
Deputy-Treasurer	1820	6	$47.68	$38.15	$40.54	$42.90	$45.27	$47.68
Equip. Operator/Lead Hand	2080	5	$43.39	$34.72	$36.88	$39.03	$41.22	$43.39
By-Law Enforcement Officer	2080	5	$43.39	$34.72	$36.88	$39.03	$41.22	$43.39
Economic Development Officer	1950	5	$43.39	$34.72	$36.88	$39.03	$41.22	$43.39
Regional Brand Coordinator	1820	5	$43.39	$34.72	$36.88	$39.03	$41.22	$43.39
Administrative Assistant Building/Planning	1820	5	$43.39	$34.72	$36.88	$39.03	$41.22	$43.39
Landfill Site Manager	1905	4	$36.60	$29.75	$31.47	$33.17	$34.88	$36.60
Administrative/Recreation Assistant	1820	4	$36.60	$29.75	$31.47	$33.17	$34.88	$36.60
Senior Administrative Assistant	1820	3	$33.51	$26.80	$28.48	$30.16	$31.84	$33.51
Administrative Assistant - Building	1820	3	$33.51	$26.80	$28.48	$30.16	$31.84	$33.51
Administrative Assistant	1820	3	$33.51	$26.80	$28.48	$30.16	$31.84	$33.51
Landfill Lead Hand	1905	3	$33.51	$26.80	$28.48	$30.16	$31.84	$33.51
Landfill Operator	1905	2	$30.52	$24.39	$25.94	$27.46	$28.99	$30.52
Vacant		1	$29.26	$23.96	$25.27	$26.60	$27.94	$29.26
Custodian - KCC	850	0	$26.13	$21.40	$22.59	$23.77	$24.95	$26.13
Custodian	850	0	$26.13	$21.40	$22.59	$23.77	$24.95	$26.13

(10)

STAFF REPORT

Date: **November 10, 2026**

To: **Council**

From: **Charlene Watt, Municipal Clerk**

Subject: **Comprehensive Privacy Management Program By-law**

PURPOSE

The purpose of this report is to provide Council with an overview of the proposed Comprehensive Privacy Management Program By-law and its accompanying policies, developed in preparation for amendments to the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) introduced through Bill 97.

The proposed By-law establishes a framework for the protection and management of personal information within the Township and is being presented to Council for consideration following review of this report and the attached policies.

BACKGROUND

The Province of Ontario has introduced amendments to MFIPPA through Bill 97, *Plan to Protect Ontario Act (Budget Measures), 2026*, with significant new municipal privacy requirements taking effect January 1, 2027.

The amendments introduce additional obligations for municipalities, including:

- Mandatory Privacy Impact Assessments (PIAs).
- Reporting qualifying privacy breaches to the Information and Privacy Commissioner of Ontario (IPC).
- Notifying affected individuals where a breach meets the Real Risk of Significant Harm (RROSH) threshold.
- Maintaining records of privacy breaches.
- Submitting annual statistical reports to the IPC.

In preparation for these changes, staff have developed a Comprehensive Privacy Management Program to establish consistent privacy practices, clarify responsibilities, and support the Township's legislative obligations.

OVERVIEW OF THE PROPOSED BY-LAW

The proposed By-law adopts the following policies as schedules:

- **Schedule "A" – Privacy Management Program Policy:** Establishes the overall privacy governance framework, responsibilities, accountability, staff training, monitoring, and ongoing program review.
- **Schedule "B" – Privacy Impact Assessment (PIA) and Privacy Protection Policy:** Establishes procedures for identifying and mitigating privacy risks associated with municipal programs, services, and technology.
- **Schedule "C" – Freedom of Information and Access to Records Policy:** Establishes procedures for processing requests for access to municipal records and correction of personal information under MFIPPA.
- **Schedule "D" – Privacy Breach Response Policy:** Establishes procedures for reporting, investigating, assessing, documenting, and responding to privacy breaches, including RROSH assessments and mandatory notification requirements.
- **Schedule "E" – Artificial Intelligence and Emerging Technology Policy:** Establishes requirements for the responsible use of artificial intelligence and emerging technologies involving municipal information and personal information.
- **Schedule "F" – Vendor Privacy and Security Standard Policy:** Establishes privacy and information security requirements for third-party service providers handling Township information.
- **Schedule "G" – Information Asset Register Policy:** Establishes requirements for maintaining an inventory of information assets to support privacy management, records management, and legislative compliance.

Together, these policies provide a coordinated approach to protecting personal information and managing the Township's privacy responsibilities.

IMPLEMENTATION AND TRAINING

The proposed By-law will take effect **January 1, 2027**, to allow staff sufficient time to review the policies, establish supporting administrative procedures, and complete appropriate training before the new MFIPPA requirements come into force.

Implementation activities will include staff training, development of privacy assessment and breach response procedures, establishment of the Information Asset Register, and review of existing practices and third-party service arrangements.

The Clerk will oversee implementation of the program and may designate employees to assist with its administrative and operational responsibilities.

FINANCIAL CONSIDERATIONS

No significant immediate financial implications are anticipated. Implementation will primarily involve existing staff resources and time allocated to training, policy implementation, and ongoing administration.

Any additional resource requirements will be evaluated as necessary through the Township's regular budget process.

CONCLUSION

The proposed Comprehensive Privacy Management Program By-law and accompanying policies will provide the Township of Armour with a formal framework for managing and protecting personal information and meeting the amended MFIPPA requirements.

The January 1, 2027 effective date will provide staff with an opportunity to prepare for implementation through policy review, development of procedures, and staff training.

The proposed By-law and accompanying schedules are presented to Council for consideration.

(11)

THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR
BY-LAW NUMBER 69-2026

BEING A BY-LAW TO ADOPT A COMPREHENSIVE PRIVACY MANAGEMENT PROGRAM FOR THE TOWNSHIP OF ARMOUR.

WHEREAS Section 8 of the *Municipal Act, 2001*, S.O. 2001, c. 25, provides that a municipality has the capacity, rights, powers, and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Section 227 of the Municipal Act, 2001 outlines municipal officers' and employees' responsibility to implement Council decisions and related administrative procedures;

AND WHEREAS the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA), R.S.O. 1990, c. M.56, mandates the protection of personal privacy and establishes strict statutory guidelines for the collection, retention, security, and disposal of personal information in the custody or control of local authorities;

AND WHEREAS recent amendments to provincial legislation mandate that municipal institutions implement formalized Privacy Management Programs, Privacy Impact Assessments, and Breach Protocols;

AND WHEREAS the Council of the Township of Armour deems it necessary and expedient to adopt an integrated suite of corporate privacy, vendor risk, and artificial intelligence governance policies to ensure accountability, transparency, cybersecurity readiness, and public trust;

NOW THEREFORE the Council of the Municipal Corporation of the Township of Armour enacts as follows:

1. **ADOPTION OF CORE POLICIES**

That the following policies, attached hereto as Schedules "A" through "G" and forming an integral part of this By-law, are hereby approved and adopted:

- **Schedule "A":** Privacy Management Program Policy
- **Schedule "B":** Privacy Impact Assessment (PIA) and Privacy Protection Policy
- **Schedule "C":** Freedom of Information and Access to Records Policy
- **Schedule "D":** Privacy Breach Response Policy
- **Schedule "E":** Artificial Intelligence and Emerging Technology Policy
- **Schedule "F":** Vendor Privacy and Security Standard Policy
- **Schedule "G":** Information Asset Register Policy

2. **ADMINISTRATION AND DELEGATION**

That the Clerk is designated as the operational Head and Privacy Officer under MFIPPA and is authorized to maintain the Information Asset Register, establish procedural guides, and execute statutory tasks defined within these schedules. The Chief Administrative Officer retains structural oversight for technical vendor selections and final corporate system approvals.

3. **SEVERABILITY**

If any provision of this By-law is declared invalid, the remaining provisions shall remain in full force and effect.

4. **REPEAL OF CONFLICTING POLICIES**

That any conflicting previous policies, resolutions, or by-law provisions are hereby repealed or amended accordingly.

5. **EFFECTIVE DATE**

That this By-law shall come into force and take effect on January 1, 2027.

Read in its entirety, approved, signed and the seal of the Corporation affixed thereto and finally passed in open Council this 10th day of November, 2026.

Rod Ward, Mayor

Charlene Watt, Municipal Clerk

Privacy Management Program Policy

1. PURPOSE

The Township of Armour ("the Township") is committed to protecting the privacy of individuals and ensuring the responsible management of personal information in accordance with the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) and other applicable legislation.

The purpose of this Policy is to establish the Township's Privacy Management Program, providing a governance framework for the lawful collection, use, disclosure, retention, protection, and disposal of personal information. The Policy promotes accountability, transparency, and continuous improvement while supporting the responsible use of technology, including cloud services and artificial intelligence.

2. SCOPE

This Policy applies to:

- Council members;
- all employees, volunteers, contractors, consultants, and agents acting on behalf of the Township;
- all Township departments, boards, committees, and other bodies operating under the authority or direction of the Township, where applicable;
- all records and information systems, regardless of format, including paper records, electronic records, cloud services, digital applications, and artificial intelligence tools used to deliver municipal programs and services.

3. DEFINITIONS

For the purposes of this Policy:

"Artificial Intelligence (AI)" means a machine-based system that uses data and computational methods to infer how to generate predictions, content, recommendations, decisions, or other outputs that can influence physical or digital environments. AI systems may operate with varying degrees of autonomy and may adapt after deployment. For the purposes of this Privacy Management Program, AI includes systems used to collect, analyze, infer, generate, or otherwise process personal information, including machine learning, generative AI, and AI-supported automated decision-making tools.

"Breach (Privacy Breach)" means an incident involving unauthorized collection, access, use, disclosure, retention, disposal, loss, or compromise of personal information.

"Custody or Control" means records that are in the possession of the Township or for which the Township has authority or responsibility to manage.

"Head" means the individual designated as the Head of the institution under MFIPPA.

"Information Asset Register (IAR)" means the Township's administrative inventory of information assets, including records, systems, databases, applications, and business processes that involve the collection, use, disclosure, retention, or disposal of information, including personal information, maintained to support privacy management, records management, information security, and legislative compliance. The Information Asset Register is maintained as an internal governance and administrative tool to support privacy management, records management, information security, and legislative compliance. The Township may also maintain or publish an inventory of personal information holdings where appropriate to support transparency and accountability.

"Personal Information" means recorded information about an identifiable individual as defined by applicable privacy legislation.

"Privacy by Design" means an approach that incorporates privacy protection into the design, planning, implementation, operation, and disposal of programs, services, technologies, and business processes.

"Privacy Impact Assessment (PIA)" means a documented process used to identify, evaluate, and mitigate privacy risks associated with new or substantially changed initiatives involving personal information.

"Privacy Management Program (PMP)" means the Township's framework of governance, policies, procedures, training, monitoring, and accountability measures established to protect personal information and support compliance with privacy obligations.

"Privacy Risk" means the potential for an individual's privacy to be adversely affected through the collection, use, disclosure, retention, loss, unauthorized access, or other handling of personal information.

"Real Risk of Significant Harm (RROSH)" means the statutory threshold used to determine whether a privacy breach must be reported to the Information and Privacy Commissioner of Ontario and affected individuals must be notified, as required by MFIPPA and applicable regulations. The assessment considers whether it is reasonable in the circumstances to believe that the incident creates a real risk of significant harm to an individual. The nature and sensitivity of the personal information, the circumstances of the incident, and the likelihood and potential consequences of misuse shall be considered in accordance with applicable legislation and guidance.

"Records" means recorded information in any format, including paper and electronic records, created, received, or maintained by or on behalf of the Township.

"Records Access and Privacy Designate" means a Township employee designated by the Clerk to assist with the administration and operational responsibilities associated with records access, privacy protection, and implementation of the Township's Privacy Management Program. The designation does not establish a separate statutory office or transfer the statutory responsibilities of the Head under MFIPPA.

"Significant Harm" means harm that includes bodily harm, humiliation, damage to reputation or relationships, loss of employment, business or professional opportunities, financial loss, identity theft, negative effects on a credit record, and damage to or loss of property, as applicable under MFIPPA and its regulations.

"Third-Party Service Provider" means an external organization or individual engaged by the Township to provide services involving access to or handling of Township information or personal information.

4. LEGISLATIVE AUTHORITY

This Policy is established pursuant to the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) and shall be administered in accordance with applicable legislation, regulations, municipal policies, records retention requirements, and guidance issued by the Information and Privacy Commissioner of Ontario.

Where legislation imposes more stringent privacy requirements, those requirements shall prevail.

5. PRIVACY MANAGEMENT PRINCIPLES

The Township shall manage personal information in accordance with the following principles:

Accountability

The Township is responsible for personal information under its custody or control and shall establish appropriate policies, procedures, and safeguards to protect that information.

Transparency

The Township shall provide clear information regarding the collection, use, disclosure, and protection of personal information.

Lawful Collection and Use

Personal information shall only be collected, used, or disclosed where authorized by law and required for a legitimate municipal purpose.

Data Minimization

The Township shall collect, use, and retain only the minimum personal information necessary to fulfill an authorized purpose.

Security

Appropriate administrative, technical, and physical safeguards shall protect personal information from unauthorized access, use, disclosure, loss, or destruction.

Privacy by Design

Privacy considerations shall be incorporated into municipal programs, services, technologies, and business processes from planning through disposal.

Retention and Secure Disposal

Personal information shall be retained in accordance with applicable legislation, the Township's records retention and disposition requirements, archival obligations, legal holds, and other legal requirements. Information shall not be retained indefinitely without an authorized purpose. When eligible for disposition, it shall be securely destroyed, erased, or transferred in accordance with approved procedures.

Continuous Improvement

The Township shall regularly review and improve privacy practices in response to legislative, technological, and operational changes.

6. PRIVACY GOVERNANCE STRUCTURE

Council approves this Policy and significant amendments, provides oversight of privacy governance and significant privacy risks, and ensures appropriate resources are available to support privacy obligations.

The Clerk, as the Head under MFIPPA and Privacy Officer, administers the Township's privacy responsibilities, oversees privacy compliance, manages privacy complaints and breach response, supports Privacy Impact Assessments, maintains privacy governance documentation, and acts as the Township's liaison with the Information and Privacy Commissioner of Ontario.

The Chief Administrative Officer supports the implementation of this Policy, promotes privacy governance and responsible information management practices, and assists with operational privacy requirements, vendor reviews, and organizational compliance.

Departments, employees, volunteers, and contractors acting on behalf of the Township comply with this Policy and related procedures, protect personal information in their care, use

information only for authorized purposes, report suspected privacy breaches, complete required training, and cooperate with privacy reviews and investigations.

Records Access and Privacy Support may be designated by the Clerk to one or more Township employees to assist with the administration and operational implementation of the Township's Privacy Management Program and related records access and privacy responsibilities. Such designated employees may be assigned duties relating to the coordination and processing of Freedom of Information (FOI) requests, records searches, privacy impact assessment coordination, maintenance of the Information Asset Register, privacy training and awareness, privacy breach documentation, records management, privacy compliance monitoring, and other administrative or operational requirements established under this Policy and its supporting schedules. The Clerk shall determine the scope of delegated duties and provide appropriate direction and oversight. The designation of duties does not establish a separate statutory office or transfer the Clerk's responsibilities as Head under MFIPPA or as the Township's Privacy Officer. All statutory decisions, determinations, approvals, and responsibilities assigned to the Head or Clerk under applicable legislation shall remain with the Clerk unless otherwise authorized by law.

7. PRIVACY MANAGEMENT PROGRAM REQUIREMENTS

The Township shall maintain a coordinated Privacy Management Program consisting of this Policy and the supporting policies adopted under the applicable By-law.

The Program shall include the following components.

Privacy Impact Assessment and Privacy Protection

The Township shall maintain a process for identifying, assessing, documenting, and mitigating privacy risks associated with municipal programs, services, technologies, information-sharing arrangements, and other initiatives involving personal information.

The detailed requirements for PIA screening, full assessments, privacy notices, risk mitigation, and review shall be established in Schedule "B" — Privacy Impact Assessment (PIA) and Privacy Protection Policy in the Comprehensive Privacy Management Program By-law for the Township of Armour.

Departments shall consult the Clerk or designate and complete required screening before implementing or materially changing initiatives that may affect personal information, wherever practicable.

Freedom of Information and Access to Records

The Township shall maintain procedures for receiving, processing, and responding to requests for access to records and correction of personal information under MFIPPA.

The procedures shall support statutory access rights, lawful exemptions, appropriate protection of third-party information, consistent decision-making, and compliance with applicable response deadlines and fee requirements.

Detailed operational requirements shall be established in Schedule "C" — Freedom of Information and Access to Records Policy in the Comprehensive Privacy Management Program By-law for the Township of Armour.

Privacy Breach Response and RROSH Assessment

The Township shall maintain a documented process for reporting, containing, investigating, assessing, documenting, and responding to actual or suspected privacy breaches involving personal information under its custody or control.

Every suspected privacy breach shall be promptly reported to the Clerk or designate and assessed to determine the nature and scope of the incident, the personal information affected, the individuals potentially impacted, and the appropriate containment and mitigation measures.

The Township shall conduct and document a Real Risk of Significant Harm (RROSH) assessment where required by applicable legislation and, as a matter of privacy governance, for suspected breaches involving personal information.

The RROSH assessment shall consider, at a minimum:

- The sensitivity and nature of the personal information involved.
- The circumstances of the breach, including the extent of unauthorized access, use, disclosure, loss, or theft.
- The probability that the personal information has been, is being, or will be misused.
- The number of individuals affected and the potential consequences for those individuals.
- The availability of measures that affected individuals can take to reduce the likelihood of harm or mitigate its effects.
- Relevant IPC guidance and any additional factors prescribed by applicable legislation.

The assessment shall determine whether the applicable statutory RROSH threshold is met. The assessment and its rationale shall be documented, including the information considered, the determination reached, any uncertainties, the decision-maker, and the measures taken or proposed to address the incident.

Where the applicable statutory threshold is met, the Township shall report the breach to the IPC and notify affected individuals as soon as feasible, in accordance with MFIPPA and applicable regulations, unless notification is prohibited by law. Any other prescribed reporting or notification circumstances shall also be addressed.

Where the statutory threshold is not met, the Township shall document the determination and rationale and implement any appropriate corrective or preventive measures. A determination that the threshold is not met shall not prevent the Township from notifying affected individuals or taking other action where required or appropriate under applicable law and guidance.

The Township shall maintain records of breaches and associated assessments, reports, notifications, and corrective actions in accordance with applicable legislative and records management requirements.

The Township shall comply with the privacy breach reporting, individual notification, recordkeeping, and annual reporting requirements imposed by MFIPPA and its regulations, including requirements that come into force on January 1, 2027. Where reporting or notification is required, the Township shall act as soon as feasible after the required determination and in the prescribed form and manner. The Clerk or designate shall coordinate the retention of required breach records and the preparation and submission of applicable annual reports to the IPC.

Detailed responsibilities, assessment procedures, notification requirements, documentation standards, and corrective actions shall be established in Schedule "D" — Privacy Breach Response Policy in the Comprehensive Privacy Management Program By-law for the Township of Armour.

Artificial Intelligence and Emerging Technology

The Township shall ensure that the use of AI and emerging technologies involving personal information is assessed and managed in accordance with applicable law and Township privacy and security requirements.

Privacy considerations shall be addressed before adopting or materially changing technology that may affect the collection, use, disclosure, security, retention, or accuracy of personal information.

Detailed requirements shall be established in Schedule "E" — Artificial Intelligence and Emerging Technology Policy in the Comprehensive Privacy Management Program By-law for the Township of Armour.

Vendor Privacy and Security

The Township shall assess and manage privacy and information security risks associated with third-party service providers that access, store, process, or otherwise handle Township information.

Contracts and service arrangements shall include appropriate privacy, confidentiality, security, breach reporting, retention, deletion, and cooperation obligations, as applicable.

Detailed requirements shall be established in Schedule "F" — Vendor Privacy and Security Standard Policy in the Comprehensive Privacy Management Program By-law for the Township of Armour.

Information Asset Register

The Township shall maintain an Information Asset Register to support the identification and management of information assets and activities involving personal information.

The Register shall support privacy impact assessments, records management, information security, vendor oversight, breach response, and legislative compliance.

The Clerk or designate shall coordinate the maintenance and periodic review of the Register in accordance with Schedule "G" — Information Asset Register Policy in the Comprehensive Privacy Management Program By-law for the Township of Armour.

The Information Asset Register is an internal governance tool and does not replace any statutory Personal Information Bank index, public register, or other disclosure requirement that may apply.

Notice of Collection

The Township shall provide a Notice of Collection when required by MFIPPA or other applicable legislation.

The Notice of Collection shall identify:

- The legal authority for the collection.
- The principal purposes for which the personal information is collected.
- The title and business contact information of a Township official who can answer questions about the collection.

The notice shall be provided at the time of collection, where practicable, and shall be clear, accessible, and appropriate to the relevant municipal program or service.

Departments are responsible for ensuring that notices used in their programs and services accurately describe the collection and intended use of personal information. The Clerk or designate shall provide guidance and review notices where appropriate.

The standard Notice of Collection template is provided in Appendix A to this Policy. The template shall be customized for the relevant collection activity and shall not be used without confirming the applicable legal authority and purpose.

Detailed privacy protection requirements, including PIA screening and assessment procedures, are established in Schedule "B" — Privacy Impact Assessment (PIA) and Privacy Protection Policy.

Records Management and Information Security

The Township shall manage records containing personal information in accordance with applicable legislation, approved retention schedules, and records management requirements.

Administrative, technical, and physical safeguards shall be maintained to protect personal information throughout its lifecycle.

The detailed requirements established under the supporting policies shall operate together with the Township's applicable records management, information security, procurement, and administrative policies.

8. TRAINING AND AWARENESS

The Township shall provide privacy training to employees and other individuals who collect, access, use, disclose, or manage personal information.

Training shall include, as appropriate:

- MFIPPA obligations, including privacy protection and access to information requirements;
- collection, use, disclosure, and retention requirements for personal information;
- Privacy Impact Assessment (PIA) requirements and privacy risk assessment practices;
- privacy breach identification, reporting, response, and mitigation procedures, including RROSH assessments and mandatory breach notification protocols;
- secure handling and protection of personal information;
- records management responsibilities, including knowledge of the Township's Routine Disclosure and Active Dissemination of Municipal Records Policy;
- information security practices;
- Vendor Privacy and Security Standard requirements for managing third-party access to Township information; and
- appropriate use of digital technologies, including artificial intelligence tools and emerging technologies.

Training shall be provided upon commencement of employment or engagement, periodically thereafter, and when significant changes occur.

9. MONITORING, REPORTING AND CONTINUOUS IMPROVEMENT

The Township shall monitor compliance with this Policy through appropriate reviews, audits, Privacy Impact Assessments, breach investigations, and other governance activities.

The Clerk or designate may assist in preparing periodic privacy and access to information reports under the direction of the Clerk for Council, including where appropriate:

- access request volumes and processing performance (tracked in business days);
- privacy breaches, associated RROSH determinations and corrective actions;
- Privacy Impact Assessments completed;
- training completion;
- periodic review and maintenance of the Township's Personal Information Inventory (Information Asset Register);
- significant privacy risks; and
- recommendations for improvement.

The Township shall update the Privacy Management Program in response to:

- legislative changes;
- Information and Privacy Commissioner guidance;
- audit findings;
- privacy incidents;
- technological developments; and
- operational improvements.

10. RELATED POLICIES AND DOCUMENTS

This Policy shall be read together with the following policies adopted by Council and attached to the applicable Township By-law:

Schedule "B": Privacy Impact Assessment (PIA) and Privacy Protection Policy.

Schedule "C": Freedom of Information and Access to Records Policy.

Schedule "D": Privacy Breach Response Policy.

Schedule "E": Artificial Intelligence and Emerging Technology Policy.

Schedule "F": Vendor Privacy and Security Standard Policy.

Schedule "G": Information Asset Register Policy.

By-law #46-2023: Freedom of Information & Routine Disclosure Policy (Policy ADM-007)

The Notice of Collection template attached as Appendix A forms part of this Policy.

11. REVIEW

This Policy shall be reviewed by the Clerk at least once during each term of Council or sooner where legislative, technological, or operational changes require review.

12. EFFECTIVE DATE

This policy comes into effect on the date approved by Council.

APPENDIX A

NOTICE OF COLLECTION TEMPLATE

Township of Armour — Notice of Collection

Personal information is collected under the authority of

[identify the applicable statute, regulation, or by-law and relevant provision].

The information will be used for [identify the principal purposes for which the information is collected and used].

Questions about the collection or use of this personal information may be directed to:

[Name or position title]
Township of Armour
P.O. Box 533, 56 Ontario Street
Burk's Falls, Ontario P0A 1C0
705-382-3332
[Business email address]

Departmental Privacy Inventory: Illustrative Collection Activities

The following table identifies examples of municipal activities that may involve personal information. It is intended to support privacy awareness, departmental reviews, and maintenance of the Township's Information Asset Register. It is not an exhaustive inventory of all information holdings, does not independently authorize the collection or use of personal information, and does not replace a collection-specific Notice of Collection where one is required.

Departments shall confirm the applicable legal authority, purposes of collection, information collected, and any applicable notice requirements for each program or activity.

Department or Functional Area	Municipal Activities and Examples of Personal Information Collection	Illustrative Municipal Authority / Legislation	The Information Will Be Used For
Clerk's Department / Legislative Services	Freedom of information requests; access and correction requests; public inquiries and correspondence; delegation requests; Council and committee submissions; meeting registrations; complaints; records management; municipal archives; privacy complaints; public consultations.	*Municipal Freedom of Information and Protection of Privacy Act*; *Municipal Act, 2001*.	Administering access and correction requests, responding to inquiries and complaints, coordinating Council and committee business, managing municipal records and archives, addressing privacy matters, and administering public consultation processes.
Finance and Treasury	Property taxation and billing inquiries; payment arrangements; accounts payable and receivable; vendor payments; reimbursement claims; financial assistance applications; identifiable financial information.	*Municipal Act, 2001*; *Assessment Act*.	Administering property taxation, billing, payments, accounts, reimbursements, financial assistance programs, financial reporting, and related municipal financial administration.
Building and Planning	Building permit applications; planning applications; zoning and development inquiries;	*Building Code Act, 1992*; *Planning Act*.	Processing permit and planning applications, reviewing development proposals, conducting

	consent and minor variance applications; site plan submissions; inspection records; correspondence from property owners and applicants.		inspections, administering applicable building and planning requirements, and communicating with applicants and property owners.
Public Works / Roads and Infrastructure	Road maintenance requests; drainage and culvert concerns; road occupancy and entrance permits; damage claims; infrastructure service requests; public works complaints.	*Municipal Act, 2001*; *Public Transportation and Highway Improvement Act*.	Administering road and infrastructure services, processing permits and service requests, investigating complaints and damage claims, coordinating maintenance, and communicating with affected residents and property owners.
Fire Services and Emergency Management	Emergency response records; incident reports; fire inspection records; fire prevention programs; emergency planning and assistance records; emergency calls.	*Fire Protection and Prevention Act, 1997*; *Emergency Management and Civil Protection Act*.	Delivering fire protection and prevention services, responding to emergencies, documenting incidents, conducting inspections, coordinating emergency planning, and administering authorized emergency management activities.
By-law Enforcement	By-law complaints; investigation records; witness statements; enforcement correspondence; inspection records; notices of violation; alleged violations.	*Municipal Act, 2001*; *Building Code Act, 1992*; *Planning Act*.	Receiving and investigating complaints, conducting inspections, administering and enforcing applicable by-laws, documenting investigations, issuing notices, and managing enforcement proceedings.
Animal Control and Licensing	Dog licensing; animal-related complaints; animal incident reports; licence	*Municipal Act, 2001*; *Dog Owners' Liability Act*.	Administering animal licensing and control services, responding to animal-related complaints

	applications; animal ownership information.		and incidents, maintaining licensing records, and enforcing applicable requirements.
Recreation, Parks and Facilities	Recreation registrations; participant and parent or guardian contact details; facility rental applications; park and pavilion bookings; event permits; program evaluations.	*Municipal Act, 2001*.	Registering participants, administering recreation programs and facility rentals, coordinating bookings and events, communicating with participants and guardians, and evaluating municipal recreation services.
Human Resources / Corporate Administration	Employment applications; recruitment records; employee files; attendance; workplace accommodation requests; workplace investigations; training; health and safety incidents.	*Municipal Act, 2001*; *Employment Standards Act, 2000*; *Occupational Health and Safety Act*.	Administering recruitment, employment, payroll-related processes, attendance, workplace accommodation, employee training, workplace investigations, and occupational health and safety obligations.
Procurement and Contract Administration	Requests for proposals and quotations; supplier and contractor records; sole proprietor information; conflict-of-interest declarations; procurement submissions.	*Municipal Act, 2001*.	Administering procurement processes, evaluating submissions, verifying supplier and contractor information, managing contracts, assessing conflicts of interest, and maintaining procurement and financial accountability records.
Legal Services / Risk Management / Insurance	Claims against the Township; incident reports; insurance documentation; legal correspondence; litigation records; supporting documents containing personal information.	*Municipal Act, 2001*; *Limitations Act, 2002*.	Assessing and managing claims, administering insurance matters, obtaining legal advice, managing disputes and litigation, documenting incidents, and protecting

			the Township's legal and financial interests.
Information Technology / Information Security	User account administration; access logs; security monitoring; system audit trails; device management; access permissions.	*Municipal Freedom of Information and Protection of Privacy Act*.	Administering user accounts and permissions, maintaining municipal information systems, monitoring system security, investigating security incidents, maintaining audit trails, and protecting the confidentiality, integrity and availability of information.
Corporate Security / Municipal Facilities	Video surveillance; building access control; visitor records; facility security incidents; security investigations involving identifiable individuals.	*Municipal Act, 2001*; *Municipal Freedom of Information and Protection of Privacy Act*.	Protecting municipal facilities, managing authorized access, maintaining building security, investigating security incidents, and supporting the safety of employees, visitors and municipal property.
Elections Administration	Municipal election administration; candidate and voter-related records maintained by the Township; election worker applications; election inquiries.	*Municipal Elections Act, 1996*.	Administering municipal elections, processing election-related applications and inquiries, coordinating election workers, maintaining required election records, and fulfilling statutory election responsibilities.
Community Services / Grants and Programs	Community grant applications; funding requests; program registrations; applications for municipal assistance; personal or financial supporting documents.	*Municipal Act, 2001*.	Assessing eligibility for municipal grants and assistance, administering approved programs, processing applications, verifying supporting information, communicating with applicants, and monitoring

			program delivery and accountability.
Communications / Public Engagement	Public consultation registrations; identifiable survey responses; mailing lists; newsletter subscriptions; public inquiries; event registrations; website submissions.	*Municipal Act, 2001*; *Municipal Freedom of Information and Protection of Privacy Act*.	Administering public engagement and consultation activities, responding to inquiries, distributing requested municipal communications, coordinating events, and analyzing feedback to inform municipal programs and services.
Information Management / Archives	Records access requests; archival research inquiries; historical records services; requests involving personal information; municipal archival records.	*Municipal Freedom of Information and Protection of Privacy Act*; *Municipal Act, 2001*.	Managing and preserving municipal records, responding to access requests, facilitating authorized archival research, applying retention and disposition requirements, and supporting records retrieval and accountability.
Digital Services / Cloud Applications / Artificial Intelligence	Online applications and forms; cloud-based service delivery; digital identity or account registration; third-party platforms; AI-enabled tools processing personal information.	*Municipal Freedom of Information and Protection of Privacy Act*; legislation authorizing the applicable municipal program.	Delivering and administering online municipal services, managing user accounts, processing applications, supporting authorized digital workflows, improving service delivery, and using approved technology tools for authorized municipal purposes.

Privacy Impact Assessment and Privacy Protection Policy

1. PURPOSE

The Township of Armour recognizes that privacy protection is fundamental to maintaining public trust and confidence in municipal government.

The purpose of this Policy is to establish a comprehensive framework governing the assessment, management and protection of personal information throughout the lifecycle of municipal programs, services, technologies and business processes.

This Policy establishes mandatory requirements for conducting Privacy Impact Assessments (PIAs) before implementing or substantially modifying initiatives involving personal information.

The Township adopts a proactive Privacy by Design approach whereby privacy protection is incorporated into planning, procurement, implementation, operation, maintenance and disposal rather than being addressed only after implementation.

2. SCOPE

This Policy applies to all Township of Armour employees, officers, contractors, consultants, volunteers, and any other individuals acting on behalf of the Township who plan to implement a new initiative or make a significant change to an existing program, service, system, technology, or business process involving personal information. The Policy applies regardless of whether information exists electronically, on paper, in audio recordings, photographs, video, GIS, cloud systems, portable devices or backup media.

3. DEFINITIONS

For the purposes of this Policy:

"Personal Information" means recorded information about an identifiable individual as defined by applicable privacy legislation.

"Privacy Impact Assessment (PIA)" means a documented process used to identify, evaluate, and mitigate privacy risks associated with new or substantially changed initiatives involving personal information.

"Privacy by Design" means an approach that incorporates privacy protection into the design, planning, implementation, operation, and disposal of programs, services, technologies, and business processes.

"Records Access and Privacy Designate" means a Township employee designated by the Clerk to assist with the administration and operational responsibilities associated with records

access, privacy protection, and implementation of the Township's Privacy Management Program. The designation does not establish a separate statutory office or transfer the statutory responsibilities of the Head under MFIPPA.

4. LEGISLATIVE AUTHORITY

This Policy is adopted pursuant to and shall be interpreted consistently with the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA), the Municipal Act, 2001, the Archives and Recordkeeping Act, 2006, where applicable, the Electronic Commerce Act, 2000, where applicable, the Ontario Human Rights Code, where applicable, the Occupational Health and Safety Act where employee personal information is involved, applicable regulations issued under MFIPPA, Information and Privacy Commissioner of Ontario (IPC) guidance on Privacy Impact Assessments and the Privacy by Design Framework, and applicable municipal governance, records retention, information management, and privacy requirements.

Where another Act imposes more stringent privacy requirements, those requirements prevail.

5. RESPONSIBILITIES

Council approves this Policy and ensures appropriate resources are available to support privacy obligations.

The Clerk oversees the implementation and compliance with this Policy; determines whether a technology, system, program, or service requires a Privacy Impact Assessment (PIA); supports PIA completion; provides guidance on privacy risks; and develops, maintains, and provides PIA tools and resources.

Department Heads consult with the Clerk to determine PIA requirements; consult with the Chief Administrative Officer and Information Technology where technology is involved; collaborate with other departments on initiatives with privacy implications; ensure resources are available for privacy risk management activities; complete PIA reports and accept identified departmental privacy risks; ensure the protection of personal information and personal health information handled by their department or contracted third parties and subcontractors; ensure staff comply with PIA requirements; and manage identified privacy risks in accordance with applicable project management practices.

The Chief Administrative Officer supports Department Heads with technological and security considerations related to PIAs; promotes awareness and implementation of this Policy; ensures PIA guidance, resources, and training materials are available to staff; and assists with PIA completion. The Chief Administrative Officer must provide final approval of all PIAs.

6. GUIDING PRINCIPLES

The Township shall manage personal information according to the following principles.

6.1 Accountability

The Township remains accountable for all personal information under its custody or control regardless of whether information processing is undertaken internally or by third-party service providers.

6.2 Privacy by Design

Privacy protection shall be embedded into every municipal process from conception through disposal.

6.3 Necessity

Only personal information demonstrably necessary for municipal purposes shall be collected.

6.4 Proportionality

Privacy risks shall be proportionate to operational need.

6.5 Transparency

Residents shall understand why personal information is collected, how it is used, and when it may be disclosed.

6.6 Security

Personal information shall be protected through administrative, physical and technical safeguards appropriate to its sensitivity.

6.7 Continuous Improvement

Privacy controls shall evolve as technology, legislation and municipal operations change.

7. PRIVACY BY DESIGN

The Township adopts the following seven Privacy by Design principles Privacy shall be considered during planning, procurement, implementation, operation, retention and disposal.

Every project shall incorporate:

1. Proactive not reactive
2. Privacy as the default setting
3. Privacy embedded into design
4. Full functionality

5. End-to-end lifecycle protection
6. Visibility and transparency
7. Respect for user privacy

These principles shall be considered throughout the lifecycle of an initiative, including project initiation, budgeting, procurement, contract development prior to implementation, implementation, operational review, and system retirement through appropriate retention and disposition practices.

8. PRIVACY IMPACT ASSESSMENT (PIA) FRAMEWORK

8.1 General

A Privacy Impact Assessment (PIA) is the Township's primary privacy risk management tool. It is designed to identify, evaluate, and mitigate privacy risks before they affect individuals or municipal operations.

When a PIA is deemed to be necessary for a project, it is to be completed at the earliest opportunity available.

Every PIA shall:

- identify applicable legislative requirements;
- document the purpose and authority for collecting personal information;
- evaluate privacy risks;
- recommend mitigation measures;
- assign responsibility for implementing mitigation strategies;
- document residual risks accepted by the Township; and
- become part of the official municipal record.

Completion of a PIA shall occur **before procurement, implementation, or deployment** whenever practical.

8.2 Objectives of a PIA

The objectives of every Privacy Impact Assessment are to ensure compliance with MFIPPA and other applicable legislation; protect the privacy rights of individuals; support transparency and accountability; identify unnecessary collection, use, or retention of personal information; identify operational and cybersecurity risks; reduce the likelihood of privacy breaches; improve public confidence; support sound procurement decisions; and reduce legal and financial liability.

8.3 Privacy Impact Assessment Principles

Each PIA shall assess whether the proposed initiative has a lawful authority, demonstrates a necessary and proportionate purpose, minimizes privacy impacts, uses the least privacy-invasive approach available, includes appropriate security safeguards, establishes adequate oversight and accountability measures, and complies with applicable records management requirements.

9. WHEN A PRIVACY IMPACT ASSESSMENT IS REQUIRED

A Privacy Impact Assessment shall be completed whenever the Township proposes any new initiative or significant change involving personal information. A Privacy Impact Assessment may not be required where an initiative does not involve personal information or presents no material change to existing privacy practices, systems, or processes, such as routine administrative activities, minor system updates that do not affect privacy protections, or activities involving only publicly available information.

A PIA shall be completed before the collection of personal information, unless an exception applies under applicable legislation or regulation. A PIA shall also be updated before a significant change to the purpose for which personal information is used or disclosed, where required by law.

PIAs are required for new or substantially changed programs, systems, cloud services, AI, surveillance, websites, online services, vendors, payment systems and information-sharing initiatives. A PIA shall be completed for, but is not limited to, the following situations.

9.1 New Municipal Programs

Examples include: new municipal services, grant programs, licensing programs, volunteer management systems, public engagement platforms, citizen request systems, complaint management systems and recreation programming.

9.2 Existing Programs Undergoing Significant Change

Examples include: additional information collection, new information sharing, expanded public access, changes in legal authority, changes to retention periods, expanded staff access, automation of manual processes and integration with other systems.

9.3 Technology Projects

Examples include: software implementation, database replacement, enterprise systems, GIS systems, permitting software, payroll systems, accounting software, electronic records management, usage tracking, customer relationship management software and mobile applications.

9.4 Cloud Services

Examples include: Cloud document storage, hosted email, SaaS applications, online payment systems, hosted recreation software and hosted building permit software.

9.5 Artificial Intelligence

Examples include: generative AI, AI-assisted drafting, chatbots, predictive analytics, automated classification, automated workflow, facial recognition, voice recognition and image analysis.

9.6 Website Changes

Examples include: online forms, service portals, payment portals, customer accounts, appointment scheduling, analytics platforms, cookies, embedded mapping and social media integration.

9.7 Surveillance Technology

Examples include: CCTV, body-worn cameras, building access systems, licence plate recognition, audio recording, GPS tracking and drone technology.

9.8 Procurement

Whenever procurement involves personal information, confidential municipal information, cloud hosting, outsourcing, software implementation and managed IT services.

9.9 Information Sharing

Examples include: sharing information with neighbouring municipalities, conservation authorities, police services, provincial ministries, federal agencies, contractors, consultants, auditors and payment processors.

9.10 Human Resources

Examples include: recruitment systems, applicant tracking, payroll, benefits, employee wellness, performance management, electronic personnel files and training records.

9.11 Financial Services

Examples include: electronic payments, credit card processing, banking interfaces, taxation software, billing, accounts receivable and electronic funds transfer.

9.12 Emergency Management

Examples include: emergency notification systems, evacuation registries, vulnerable persons registries and emergency response software.

9.13 Geographic Information Systems

Where GIS information may identify: property owners, residents, complainants, infrastructure linked to individuals.

9.14 Elections

Examples include: voters' lists; electronic poll books, online candidate filing, (if implemented), campaign finance reporting and internet voting (if implemented).

10. PRELIMINARY PRIVACY SCREENING

Before initiating a full PIA, the Department Head shall complete a Preliminary Privacy Screening. (Appendix A)

The screening determines whether:

- a full PIA is required;
- an abbreviated PIA is appropriate; or
- no PIA is necessary.

The screening shall be provided to the Clerk.

11. METHODOLOGY

The PIA process generally follows four key steps.

Step 1: Preliminary Analysis Questionnaire (Appendix A)

a) Examine the project to determine if it will involve the collection, use, retention, disclosure, security or disposal of personal information.
b) Submit the completed Preliminary Analysis Questionnaire to the Clerk for review.
c) If the Clerk, or designate, determines that the project WILL involve personal information, proceed with the PIA process. If the project WILL NOT involve personal information, you do not need to proceed with the PIA process.

Step 2: Project Analysis Questionnaire (Appendix B)

a) Gather more specific information about the project, its scope and key characteristics, roles and responsibilities of parties, including third parties, the type of personal

information involved and the manner in which the personal information will be collected, used, retained, disclosed, secured or disposed of.

Step 3: Privacy Analysis (Appendix C)

a) Using information gathered in the previous step, identify MFIPPA requirements and potential risks and impacts to privacy.
b) Consider ways to reduce or eliminate the risks and impacts identified.
c) Assess proposed solutions and their relative advantages and disadvantages.

Step 4: PIA report (Appendix D)

a) Privacy Impact Assessment Report is a report that identifies privacy risks and offers recommendations to address those risks.
b) Obtain approval to proceed with recommended solutions.
c) Document your findings and chosen solutions in a PIA report.
d) Proceed with the project, ensuring that the recommendations from your PIA are fully incorporated in the project plans and implemented.

The Information and Privacy Commissioner of Ontario's Planning for Success: Privacy Impact Assessment Guide for Ontario's Public Institutions **(Appendix E)** provides guidance to institutions in conducting a Privacy Impact Assessment (PIA).

12. PIA PROCESS

Step 1 – Complete the Preliminary Analysis Questionnaire (Appendix A)

Objective: Determine whether the project involves personal information and whether a PIA is required.

Activities

- Complete a PIA Preliminary Analysis Questionnaire (Appendix A)
- Determine whether the initiative:
  - Collects personal information
  - Uses existing personal information in a new way
  - Shares information with another organization
  - Introduces new technology
  - Changes an existing business process
  - Uses artificial intelligence, analytics, cloud services, or automation
  - Involves a third-party service provider

Decision

- No personal information → No PIA required.

- Personal information involved → Proceed with the PIA.

Where a Preliminary Privacy Screening Questionnaire determines that a full Privacy Impact Assessment is not required, the Department Head shall review and acknowledge the results, ensure any identified privacy risks or recommended controls are addressed, and provide a copy of the completed screening documentation to the Clerk for recordkeeping purposes. The completed screening shall be retained in accordance with records management requirements as evidence of the privacy review undertaken and may be revisited if the scope, use, collection, disclosure, technology, or handling of personal information changes.

Step 2 – Establish the PIA Team and Complete the Project Analysis Questionnaire (Appendix B)

Objective: Assign responsibility and identify stakeholders.

Include

- Municipal Staff
- Department Head
- Privacy Officer / Records Access and Privacy Designate
- Legal Services
- Business Owner
- Records Management
- IT Lead
- Procurement (if vendors are involved)

Step 3 – Describe the Project/Scope of the PIA

Objective: Clearly explain what the project will do.

Document

- Business need
- Objectives
- Scope
- Technology involved
- Users
- Business processes
- Expected outcomes

Questions

- Why is the project needed?
- What problem is being solved?
- Who will use the system?

Step 4 – Identify Legislative Authority/Project Authority

Objective: Confirm the legal authority for collecting, using, and disclosing personal information.

Document

- Applicable legislation
- Applicable regulations
- Institutional policies
- Program authority

Questions

- What legislation authorizes the activity?
- Is the collection necessary?
- Is consent required?

Step 5 – Inventory Personal Information / Project Characteristics

Objective: Identify every type of personal information involved.

Record

- Personal identifiers
- Contact information
- Financial information
- Employment information
- Education records
- Health information (if applicable)
- Images/video
- Location data
- Device information
- Biometric information

For each information type document:

- Source
- Purpose

- Collection method
- Users
- Storage location
- Retention period

Step 6 – Map Information Flows/Roles & Responsibilities

Objective: Understand how personal information moves through the organization.

Map

Collection
↓
Use
↓
Storage
↓
Access
↓
Disclosure
↓
Retention
↓
Disposal

Include:

- Internal users
- External partners
- Vendors
- Cloud providers
- Cross-border transfers

Step 7 – Assess Compliance with Privacy Principles

Review whether the project complies with key privacy requirements.

Collection: Is only necessary information collected?

Notice: Will individuals receive proper notice?

Consent: Is consent required? How will it be obtained?

Use: Is use limited to the stated purpose?

Disclosure: Who receives the information? Is disclosure authorized?

Retention: Are retention schedules documented?

Disposal: Is secure destruction planned?

Access: Can individuals request access or correction?

Accountability: Who is responsible for the information?

Step 8 – Identify Privacy Risks & Complete the Privacy Analysis Checklist (Appendix C)

Objective: Identify risks to individuals and the organization.

Consider:

- Over-collection
- Unauthorized access
- Inappropriate disclosure
- Weak authentication
- Insider threats
- Third-party risks
- Cloud storage
- Artificial intelligence
- Excessive retention
- Data quality issues
- Inadequate transparency
- Lack of audit logging

For each risk assess:

- Likelihood
- Impact
- Overall risk rating

Step 9 – Identify Privacy Controls

Administrative Controls

- Privacy policies
- Staff training
- Confidentiality agreements
- Privacy notices
- Vendor contracts
- Records retention schedules

Technical Controls

- Encryption
- Multi-factor authentication
- Role-based access
- Logging
- Monitoring
- Data masking
- Secure backups
- Antivirus and endpoint protection
- Secure networks

Physical Controls

- Locked facilities
- Visitor controls
- Secure storage
- Secure destruction
- Surveillance systems
- Alarm systems
- Environmental controls for records storage
- Controlled access to server rooms
- Protection of workstations and devices

Step 10 – Develop Risk Mitigation Strategies

For every identified risk:

Document:

- Risk
- Recommended control
- Responsible owner
- Completion date
- Residual risk

Example

Risk	**Mitigation**	**Owner**
Excessive collection	Remove unnecessary fields	Business Lead
Unauthorized access	Implement MFA	IT
Vendor risk	Complete vendor privacy review	Procurement

Step 11 – Complete the PIA Report

The IPC recommends documenting the assessment in a comprehensive report that includes:

- Executive Summary
- Project Description
- Legislative Authority
- Personal Information Inventory
- Information Flows
- Privacy Analysis
- Security Analysis
- Risk Assessment
- Risk Mitigation Plan
- Residual Risks
- Recommendations
- Appendices

The Department Head, in consultation with the Clerk and/or Privacy Officer (Records Access and Privacy Designate) where appropriate, shall determine whether a formal PIA report is required based on the complexity, scope, and privacy risks associated with the initiative.

For initiatives that present low to moderate privacy risk, a separate formal PIA report may not be required, provided that the **PIA Screening Questionnaire**, **Project Analysis Questionnaire**, and **Privacy Analysis Checklist** have been fully completed, accurately document the assessment, identify any privacy risks and mitigation measures, and provide sufficient information to support decision-making and demonstrate compliance with applicable privacy legislation and this policy.

Where the initiative involves significant privacy risks, sensitive personal information, new or emerging technologies, substantial changes to business processes, information sharing with external organizations, or other circumstances identified by the Department Head, Clerk, Privacy Officer or Records Access and Privacy Designate, a comprehensive PIA report shall be prepared and submitted to the Clerk for review and approval prior to implementation.

Step 12 – Review and Obtain Approvals

Review with:

- Privacy Officer / Records Access and Privacy Designate
- Chief Administrative Officer/IT
- Legal Counsel (if applicable)
- Business Owner
- Executive Sponsor

Document:

- Outstanding issues
- Accepted risks
- Required actions
- Final approval

Step 13 – Implement Privacy Requirements

Before implementation:

- Complete required mitigation actions.
- Update policies and procedures.
- Configure technical controls.
- Train staff.
- Update privacy notices.
- Execute vendor agreements.
- Confirm records retention requirements.

Step 14 – Monitor and Maintain

A PIA is a living document. The Township shall review PIAs periodically, or more frequently where warranted by changes in legislation, technology, operations, privacy risks, or information practices. Significant privacy breaches may trigger a review or update of the associated Privacy Impact Assessment.

Review the PIA when:

- New personal information is collected
- Business processes change
- Technology changes
- A new vendor is engaged
- New legislation comes into effect
- A privacy breach occurs
- Significant changes are made to the project

Process Flow

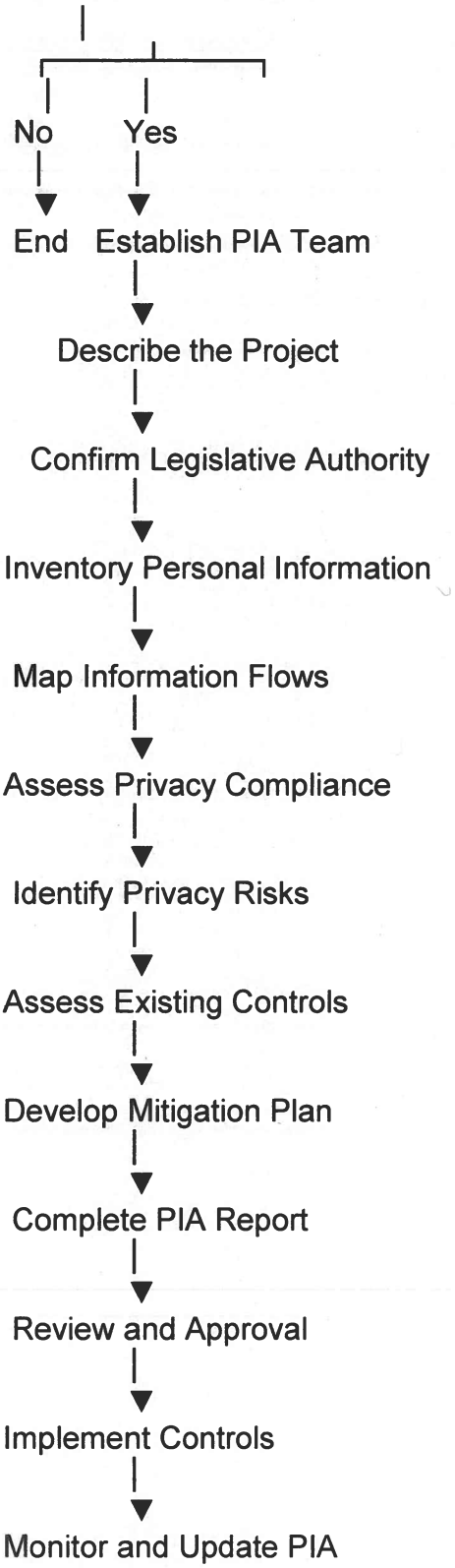
Project Proposed

▼

PIA Screening

▼

PIA Required?


No
Yes
End
Establish PIA Team
Describe the Project
Confirm Legislative Authority
Inventory Personal Information
Map Information Flows
Assess Privacy Compliance
Identify Privacy Risks
Assess Existing Controls
Develop Mitigation Plan
Complete PIA Report
Review and Approval
Implement Controls
Monitor and Update PIA

13. PRIVACY PROTECTION REQUIREMENTS

All projects, programs, services, technologies, and business processes involving personal information shall comply with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), this Policy, and the principles of Privacy by Design.

Departments shall ensure that personal information is collected, used, disclosed, retained, and disposed of only where authorized by law and only to the extent necessary to achieve a lawful municipal purpose. Appropriate administrative, technical, and physical safeguards shall be implemented throughout the information lifecycle. Privacy risks shall be identified and addressed through the Privacy Impact Assessment process prior to implementation whenever required.

14. TECHNOLOGY ASSESSMENTS

New or significantly modified information technology, digital services, software, cloud solutions, surveillance technologies, artificial intelligence, or other systems involving personal information shall undergo appropriate privacy and security assessments before implementation.

Assessments shall consider legal authority, information flows, security safeguards, vendor arrangements, data residency where applicable, records management requirements, and compliance with applicable legislation, policies, and standards.

15. ARTIFICIAL INTELLIGENCE

The use or implementation of Artificial Intelligence (AI) systems involving personal information shall require a Privacy Impact Assessment and any other applicable technology or security assessments before implementation.

Departments shall ensure AI is used lawfully, transparently, and responsibly, with appropriate human oversight. Assessments shall consider privacy impacts, data quality, bias, fairness, security, and risks associated with automated decision-making. Additional review may be required where significant risks are identified.

16. CLOUD COMPUTING

Cloud services that collect, use, disclose, store, or process personal information shall be assessed before implementation to ensure appropriate privacy and security safeguards are in place.

Departments shall consider data residency, contractual protections, access controls, business continuity, vendor responsibilities, breach notification requirements, and secure retention and disposal of information.

17. THIRD PARTY VENDORS

Departments engaging third-party service providers that collect, use, disclose, store, or process personal information shall conduct appropriate due diligence based on the sensitivity of the information and the level of risk.

Where appropriate, agreements shall include provisions respecting confidentiality, authorized use and disclosure, security safeguards, incident reporting, audit rights, and the return or secure disposal of personal information upon termination of the service. Any significant residual privacy risks shall be documented and managed through the Privacy Impact Assessment process.

18. WEBSITE AND ONLINE SERVICES

Websites, online services, portals, applications, and other digital services that collect, use, disclose, or process personal information shall be designed and operated in accordance with applicable privacy legislation and the principles of Privacy by Design. Departments shall collect only the personal information necessary to provide the service, provide appropriate privacy notices, and implement suitable safeguards. New or significantly modified online services involving personal information shall be assessed through the Privacy Impact Assessment process before implementation.

19. SURVEILLANCE TECHNOLOGIES

The acquisition, implementation, or use of surveillance technologies shall be lawful, necessary, proportionate, and consistent with this Policy. Departments shall assess privacy risks before implementation and complete a Privacy Impact Assessment where required.

20. INFORMATION SHARING

Personal information shall be shared only where authorized by law and necessary for a legitimate municipal purpose. Departments shall limit information sharing to the minimum necessary, implement appropriate safeguards, and complete a Privacy Impact Assessment where information-sharing arrangements present significant privacy risks.

21. DATA MINIMIZATION

Departments shall collect, use, retain, and disclose only the minimum amount of personal information necessary to achieve an authorized municipal purpose. Information holdings shall be reviewed periodically to eliminate unnecessary or outdated personal information.

22. SECURITY SAFEGUARDS

Departments shall implement administrative, technical, and physical safeguards appropriate to the sensitivity of the personal information being managed. Safeguards shall be reviewed periodically to address changing risks and protect personal information throughout its lifecycle.

23. RECORDS MANAGEMENT & GOVERNANCE

Records containing personal information shall be managed throughout their lifecycle in accordance with applicable legislation, the Township's Records Retention By-law, and approved records management practices. Access shall be limited to authorized individuals, and completed Privacy Impact Assessments shall be retained in accordance with approved retention requirements.

The Township shall maintain governance practices that establish clear accountability, oversight, and responsibilities for privacy management, support compliance with applicable legislation, and promote ongoing monitoring and continuous improvement.

24. TRAINING

The Chief Administrative Officer, or designate, shall ensure that employees and others who handle personal information receive appropriate privacy and information management training. Training shall be provided upon hire, periodically thereafter, and whenever significant legislative, technological, or operational changes occur.

25. REVIEW

This Policy shall be reviewed periodically by the Clerk/Privacy Officer or Records Access and Privacy Designate to ensure continued alignment with applicable legislation, Information and Privacy Commissioner of Ontario guidance, technological developments, and municipal privacy practices.

26. EFFECTIVE DATE

This policy comes into effect on the date approved by Council.

Appendix A: Preliminary analysis questionnaire

1. Project and institution

PROJECT TITLE	
INSTITUTION	
DEPARTMENT	
PROJECT LEAD	

2. PIA lead

NAME AND TITLE	
INSTITUTION	
DEPARTMENT	
PHONE NUMBER	
E-MAIL	

3. Project description

Describe the project (for example, the program, system, application or activity) that is the subject of the PIA, including its purpose, scope, and key objectives. Attach relevant project documentation, if necessary.

4. Collection, use and disclosure

4.1 Identify the kinds of information involved in the project (check all that apply).

	YES	NO	UNKNOWN
Information about individuals in their personal capacity			
Information about individuals acting in their business, professional or official capacity (for example: name, job title, and business contact information)			
Information about institutions (for example: for profit and not-for-profit institutions and government institutions)			
Aggregated or de-identified information. In the row below, outline the process followed to aggregate or de-identify the information and the potential to identify/ re-identify individuals from that information.			

4.2 Identify the kinds of personal information that will be collected, used, retained, disclosed, secured and disposed of (check all that apply).

	COLLECT	USE	RETAIN	DISCLOSE	SECURE	DISPOSE
No personal information						
Unknown at this time (please explain why in row below.)						
In the rows below, list the types of personal information involved in the project (add more rows as needed). If third parties will be involved in the project, think about what they may be doing with personal information as well.						
In the rows below, list each element of non-personal information that, when combined or linked, may enable identification of an individual (add rows as necessary).						

4.3 To whom does the personal information relate? List the individuals whose personal information will be involved in the project (in other words, the data subjects).

5. Privacy Legislation

5.1 Identify applicable privacy legislation (check all that apply).[1]

	YES	NO	UNKNOWN
Freedom of Information and Protection of Privacy Act			
Municipal Freedom of Information and Protection of Privacy Act			
None or other (Please explain below.)			

5.2 Public records and excluded personal information[2]

	YES	NO	UNKNOWN
Does the project involve any personal information that will be maintained for the purpose of creating a record that is available to the general public? What is the type of personal information, and why and how is it made available to the general public? Please explain in the row below.			
Does the project involve any personal information that will be excluded from the application of the acts by section 65 of FIPPA and section 52 of MFIPPA? What is the type of personal information, and why is it excluded? Please explain in row below.			

[1] See the ***Privacy Impact Assessment Guidelines for the Ontario Personal Health Information Protection Act*** for information about conducting a PIA involving personal health information regulated under that act.

[2] Consult with your legal and privacy staff to determine if you should continue with the PIA process, and if other legislation or policies define privacy requirements that must be complied with.

6. Conclusion

Indicate whether you will proceed with the PIA process and the reasons for your decision. (Institutions must complete a written PIA before collecting personal information, unless a regulatory exception applies.)

Appendix B: Project analysis questionnaire

1. Scope of PIA

Define the scope of the PIA review and analysis. What aspects of the project are in and out of scope?

2. Project authority

Describe the regulatory and legal framework for the project (for example, applicable legislation and regulations, bylaws, memoranda of understanding, agreements, contracts and other relevant instruments).

3. Project characteristics

3.1 Identify key characteristics of the project (check all that apply).

DOES THE PROJECT INVOLVE...	YES	NO	UNKNOWN
creating a new program, process, service, technology, information system or other type of IT application?			
a change to an existing program, process, service, technology, information system or other type of IT application?			
a new collection of personal information?			
procuring goods or services?			
outsourcing or contracting for services related to the collection, use, disclosure, processing, retention, storage, security or disposal of personal information?			
developing a request for bids, proposals, or services?			
a process, system or technology for which the privacy risks are not known or well documented?			
creating an information system or database containing personal information, and/or the matching, merging, combining or centralizing of databases?			
information sharing (internal and external)?			
the need to identify, authenticate or authorize users – including public and/or internal staff?			
other activities that may impact privacy? (Please explain below.)			

3.2 If you answered yes to any of the above, explain the identified process or activity. Attach all relevant documentation to your completed project analysis questionnaire.

3.3 Identify any changes that will result from the project (check all that apply).

WILL THE PROJECT INVOLVE...	YES	NO	UNKNOWN
a change in business owner?			
a change to legislative authority?			
a change in users (internal and external) of a related process or system?			
a change in partners or service providers (internal and external)?			
a change in the amount, type of, or ways that personal information is collected, used, disclosed, retained, secured or disposed of?			
a change to the purposes for which personal information will be collected, used, or disclosed?			
a change from direct to indirect collection of personal information?			
a change in roles and responsibilities (such as who can do what, when, where, why and how with personal information)?			
a change to, or elimination of, existing practices of de-identifying information?			
a change in the process or technology used to collect, use, disclose, retain, secure or dispose of personal information (for example: hardware and software)?			
a change to an information system or database containing personal information?			
a change of medium or service delivery channels (for example: the automation of manual processes, conversion from paper to electronic records, or the			

creation of a new website to provide services to clients)?			
WILL THE PROJECT INVOLVE...	YES	NO	UNKNOWN
a change in the security requirements or safeguards, practices, or measures?			
other changes (please specify change or proposed change below)?			

3.4 If you answered yes to any of the above, explain the change(s), including what specifically will change and why it is necessary. Attach all relevant documentation to your completed project analysis questionnaire.

3.5 Document any additional business processes identified from your analysis of the factors identified in the guide. Attach all relevant documentation to your completed project analysis questionnaire.

4. Technology

4.1 Identify technology-related characteristics of the project (check all that apply).

DOES THE PROJECT INVOLVE...	YES	NO	UNKNOWN
technology designed to monitor, track or observe an individual or their transactions (for example: video cameras, cell phones, and geospatial or location-based services)?			
logging information, usage or preferences (for example: IP addresses, traffic data, access or transaction logs, cookies, or other mechanisms for recording an individual's use of technology)?			
public-facing Internet communications, services or transactions, including websites, blogs, forums, bulletin boards, or social media?			
using analytics or performance measurements (for example: web analytics, social media analytics, or business intelligence tools)?			
processing or storing of personal information in a virtual environment (for example, cloud computing)?			
acquiring or customizing commercial software, hardware, or IT support services by external vendors?			
developing or customizing software, hardware, or IT support services in-house?			
creating information systems or other types of IT applications that will be populated by others (for example, clients of a system or service will supply information)?			
a system or application that will automatically collect, use, disclose or retain personal information?			
other (Please explain below.)			

4.2 If you answered yes to any of the above, provide an explanation of the technology (that is, purposes, why necessary and how used). Include your answers to the technology questions in the guide. Attach all relevant documentation to your completed project analysis questionnaire.

5. Roles and responsibilities

5.1 List other institutions or other third parties involved in developing or implementing the project and describe their role.

INSTITUTION/THIRD PARTY	PROJECT ROLE

5.2 List all institutions or other third parties that will collect, use/process, retain, store, disclose secure or dispose of personal information <u>on behalf</u> of your institution.

INSTITUTION/ THIRD PARTY	RELATIONSHIP TO INSTITUTION	PROJECT ROLE

5.3 Identify any location outside of Ontario where personal information may be retained or stored and the third parties involved.

PERSONAL INFORMATION	LOCATION	THIRD PARTY

5.4 List all position titles of the officers, employees, consultants, or agents of your institution who will have access to the personal information. For example, program area staff (by title), IT staff, legal counsel, etc.

PARTY	RELATIONSHIP TO PROJECT	PROJECT ROLE

5.5 Identify how other institutions or third parties will be bound to follow relevant privacy and security requirements (check all that apply).

	NAME OF INSTITUTION OR THIRD PARTY	IN PLACE	BEING DEVELOPED	UNKNOWN
contracts				
memoranda of understanding				
agreements (service level and trade)				
other (Please explain below.)				

6. Relevant information

Document what and how all types of information relate to each business process and activity relevant to the project. Consider the factors identified in the guide. Attach all related documentation to your completed project analysis questionnaire.

7. Personal information flows

Document, in detail, the lifecycle of the personal information involved in the project in a manner that suits the project's and your institution's needs. This can be done by an information flow table or diagram. Specify the personal information involved in the project from creation and collection to final disposition. Attach any documentation needed to support your identified flows of personal information throughout the project to your completed project analysis questionnaire.

Appendix C: Privacy analysis checklist

Answering the following questions can help you to identify the privacy risks that need to be addressed and the steps to be taken to ensure compliance with FIPPA or MFIPPA. You can use the table below to organize your work, or it can be adapted to meet the needs of the project and your institution. Be sure to address all the identified questions and consider each instance of how personal information is involved when completing the checklist. For example, when asked about authority to collect, consider all the types of personal information you will collect.

PRIVACY REQUIREMENT QUESTIONS	FINDINGS					PRIVACY IMPACT/RISK	ACTION ITEMS
	Y[3]	N[4]	IP[5]	NA[6]	EXPLANATION		
Review each question and determine how each relates to the project. **Note:** Do not use the checklist as a substitute for the legislation. The statutory provisions have been summarized here.	Put a check mark (√) in the appropriate column for each question. This will create a visual representation of the project to assist with complying with FIPPA or MFIPPA. If your findings differ depending upon the type of personal information involved, add rows to document and explain the differences for each type.				Outline how you arrived at your findings. Provide as much information as is available, particularly if action is planned, but not yet implemented. Outline any options or alternatives that were, or need to be, considered. Explain why no action has been taken or planned for each "N" finding, and why requirements are "NA" to the project.	For each finding, outline the potential impact or risk to privacy. For example: a theft, loss or unauthorized use or disclosure of the personal information, non-compliance with FIPPA or MFIPPA, increased intrusiveness into the private lives of individuals, or it does not meet the public's expectation of privacy.	For each finding, identify the action(s) (steps) necessary for compliance with the privacy requirement or to mitigate or prevent a potential privacy impact or risk.

[3] **Y (Yes):** You know the privacy protection requirement either has been met by existing safeguards, practices or measures or will be met by action planned before implementation

[4] **N (No):** You know nothing has been done or is planned to address this privacy protection requirement; there is a possible privacy risk and "gap" in the project's compliance. If nothing has been done or planned, explain why.

[5] **IP (In Progress):** You do not know the answer to the question at this time; more information or analysis is required and, until such time, there is a potential privacy risk and gap.

[6] **NA (Not Applicable):** You know this privacy protection requirement is not applicable to the project. Note: Be sure to check with your FIPPA or MFIPPA Coordinator and Legal Counsel.

A. Collection

Key requirements:

- A written PIA report must be prepared before collecting personal information.
- For each collection of personal information, ensure that the institution collects personal information only if it has the authority to do so. Consider the following:
    - Is the collection expressly authorized by statute?
    - Will the personal information be used for law enforcement purposes?
    - Is the collection necessary for the proper administration of a lawfully authorized activity?
    - Why is personal information necessary to achieve the purpose of the collection?
- Personal information must be collected directly from the individual to whom it relates, unless another manner of collection is authorized by the individual or other statutory provision.
- Notify the individual of the collection, including legal authority, purpose(s), and contact information of a person who can answer questions about the collection.
- Risk prevention and mitigation steps must generally be implemented by the institution before collecting personal information.
- See sections 28 and 29 of MFIPPA and sections 38 and 39 of FIPPA.



PRIVACY REQUIREMENT QUESTIONS	FINDINGS Y	N	IP	NA	EXPLANATION	PRIVACY IMPACT/RISK	ACTION ITEMS
AUTHORITY							
Is the collection of personal information authorized under FIPPA or MFIPPA or another act?							
Do all parties collecting personal information have legal authority for the collection?							
Have you documented the legal authority for the intended collection?							
Has responsibility for the collection been assigned to program staff or third party service providers?							
PURPOSE OF COLLECTION							
Has each purpose of the collection been defined, including why personal information is necessary to achieve the purpose? Explain the purpose(s).							

PRIVACY REQUIREMENT QUESTIONS	FINDINGS Y	N	IP	NA	EXPLANATION	PRIVACY IMPACT/RISK	ACTION ITEMS
NOTICE TO INDIVIDUAL							
Will notice of collection be provided to the individual(s)? Explain timing, method, and exemptions from notice, where authorized.							
Will the notice of collection comply with FIPPA or MFIPPA? Explain how or if there are missing components.							
MANNER OF COLLECTION/SOURCE OF PERSONAL INFORMATION							
Will personal information be collected directly from the individual? Explain the types, sources and form of collection.							
Will personal information be collected indirectly from another source, or covertly? Why?							
Will indirect collection comply with FIPPA or MFIPPA? Explain the authority for indirect collection.							

PRIVACY REQUIREMENT QUESTIONS	FINDINGS Y	N	IP	NA	EXPLANATION	PRIVACY IMPACT/RISK	ACTION ITEMS
CONTROLS							
Will the project only collect personal information for which there is legal authority?							
Will there be any limitations or restrictions imposed on the collection of the personal information?							
Will there be periodic reviews of the collection controls to ensure effectiveness?							
DATA MINIMIZATION							
Is personal information necessary for the project to proceed?							
Is collection of all the personal information necessary? Why or why not?							

B. Use

Key requirements:

- For each use of personal information, ensure that all parties involved in the project, including your institution, partners and other third parties, use personal information only with the authority to do so. Consider the following:
    - Is the use for the purpose it was collected or for a consistent purpose?[7]
    - Is the use authorized by the individual to whom it relates?
    - Does the use comply with another statute?
    - Is the use for other purposes permitted by FIPPA or MFIPPA?
    - Why is personal information necessary to achieve the purpose of the use?
- Before making any significant change to a purpose for which personal information is used, update the PIA report to, among other things, reflect the proposed change and implement additional risk prevention and mitigation steps.
- See sections 28 and 31 of MFIPPA and sections 38 and 41 of FIPPA.

PRIVACY REQUIREMENT QUESTIONS	FINDINGS					PRIVACY IMPACT/RISK	ACTION ITEMS
	Y	N	IP	NA	EXPLANATION		
AUTHORITY							
Do all parties using personal information have the legal authority for the use(s)?							
Have you documented the legal authority for the intended use(s)?							

[7] A consistent purpose is a use of personal information that the individual to whom the personal information relates might reasonably expect at the time of collection.

PRIVACY REQUIREMENT QUESTIONS	FINDINGS Y	N	IP	NA	EXPLANATION	PRIVACY IMPACT/RISK	ACTION ITEMS
PURPOSE(S) OF USE							
Has each purpose of use been defined, including why personal information is necessary to achieve the purpose? Explain the purpose(s).							
Will personal information be used for other purposes?							
Will uses of personal information be for purposes stated in the notice of collection or for a consistent purpose?							
MANNER OF USE							
Have all parties using personal information been defined by position title (for example: program staff, consultants, agents of the institution, third party service providers, employees, officers etc.)?							
Have you indicated how each type of personal information will be used?							

PRIVACY REQUIREMENT QUESTIONS	FINDINGS Y	N	IP	NA	EXPLANATION	PRIVACY IMPACT/RISK	ACTION ITEMS
CONTROLS							
Will there be administrative, technical, and physical safeguards, practices, and measures in place to ensure personal information will be used only for authorized purposes and by authorized parties? Explain the safeguards, practices and measures.							
Will there be any limitations or restrictions imposed on the use(s) of the personal information?							
Will there be periodic reviews of the use safeguards, practices and measures to ensure effectiveness?							
DATA MINIMIZATION							
Is use of all the personal information necessary for the project to proceed? Why or why not?							

C. Disclosure

Key requirements:

- For each disclosure of personal information, ensure that all parties involved in the project disclose personal information only with the authority to do so. Consider the following:
    - Is the disclosure for the purpose for which it was collected or for a consistent purpose?[8]
    - Is the disclosure authorized by the individual to whom the personal information relates?
    - Does the disclosure comply with another statute?
    - Is the disclosure for other purposes permitted by FIPPA or MFIPPA?
    - Why is the personal information necessary to achieve the purpose of the disclosure?
- Before making any significant change to a purpose for which personal information is disclosed, update the PIA report to, among other things, reflect the proposed change and implement additional risk prevention and mitigation steps.
- See sections 28 and 32 of MFIPPA and sections 38 and 42 of FIPPA.

PRIVACY REQUIREMENT QUESTIONS	FINDINGS					PRIVACY IMPACT/RISK	ACTION ITEMS
	Y	N	IP	NA	EXPLANATION		
AUTHORITY							
Do all parties disclosing personal information have the legal authority for the disclosures?							
Have you documented the legal authority for the intended disclosures?							

[8] A consistent purpose is a disclosure of personal information that the individual to whom the personal information relates, that is, the data subject, might reasonably expect at the time of collection.

PRIVACY REQUIREMENT QUESTIONS	FINDINGS Y	N	IP	NA	EXPLANATION	PRIVACY IMPACT/RISK	ACTION ITEMS
PURPOSE(S) OF DISCLOSURE							
Has each purpose of disclosure been defined, including why personal information is necessary to achieve the purpose? Explain the purpose(s).							
Will personal information be disclosed for other purposes?							
Will disclosures of personal information be for purposes stated in the notice of collection or for a consistent purpose?							
MANNER OF DISCLOSURE							
Have all parties disclosing personal information been defined (for example: program staff, consultants, agents, third party service providers, employees, officers, etc.)?							
Have you indicated how each type of personal information will be disclosed?							
Has the manner of disclosure been defined (for example: oral, mail, email, etc.)?							
Will the disclosures be documented and how?							

PRIVACY REQUIREMENT QUESTIONS	FINDINGS Y	N	IP	NA	EXPLANATION	PRIVACY IMPACT/RISK	ACTION ITEMS
INFORMATION SHARING AGREEMENT							
Will disclosures be documented and controlled by information sharing agreements or other means?							
CONTROLS							
Will there be administrative, technical and physical safeguards, practices and measures in place to ensure personal information will be disclosed for authorized purposes, by and to authorized parties? Explain the safeguards, practices and measures.							
Will there be any limitations or restrictions imposed on the disclosures of the personal information?							
Will there be periodic reviews of the disclosure safeguards, practices and measures to ensure effectiveness?							
DATA MINIMIZATION							
Is disclosure of all the personal information necessary for the project to proceed?							

PRIVACY REQUIREMENT QUESTIONS	FINDINGS Y	N	IP	NA	EXPLANATION	PRIVACY IMPACT/RISK	ACTION ITEMS
DISCLOSURE FOR RESEARCH PURPOSES							
Is it reasonably likely that personal information will need to be disclosed for research purposes?[9]							
DISCLOSURE FOR FUNDRAISING PURPOSES							
Is it reasonably likely that personal information will need to be disclosed for fundraising purposes?[10]							

[9] Before such a disclosure, there should be a defined and documented process that makes sure the researcher demonstrates why identifiable information is required for the research purpose. The researcher must agree to the terms and conditions of Ontario Regulations 460 and 823, section 10.

[10] FIPPA defines when disclosure of personal information by educational institutions or hospitals may be done for fundraising purposes. Before such disclosures, ensure the requirements, as defined in sections 42(2) and (3), have been met.

D. Accuracy and correction

Key requirements:

- Take reasonable steps to ensure personal information is not used or disclosed unless it is accurate, complete and up to date.
- Ensure that every individual can:
  - correct their personal information
  - have a statement of disagreement attached to the personal information if the correction is not made
  - require a notice of the correction or the statement of disagreement to be sent to anyone to whom the personal information was disclosed within the year before the above action was taken
- See sections 30(2) and 36 of MFIPPA and 40(2) and 47 of FIPPA.

PRIVACY REQUIREMENT QUESTIONS	FINDINGS					PRIVACY IMPACT/RISK	ACTION ITEMS
	Y	N	IP	NA	EXPLANATION		
STANDARD OF ACCURACY							
Will there be measures in place to make sure personal information is not used, unless it is accurate, complete and up-to-date? Provide details of measures.							
CORRECTING THE PERSONAL INFORMATION							
Will there be a defined and documented process for the processing of a request for the correction of personal information? Provide details of process.							

PRIVACY REQUIREMENT QUESTIONS	FINDINGS Y	N	IP	NA	EXPLANATION	PRIVACY IMPACT/RISK	ACTION ITEMS
CORRECTION REQUESTS/STATEMENT OF DISAGREEMENT							
Will there be a defined and documented process for individuals to request the correction of their personal information? Provide details of the process.							
CONTROLS							
Will controls be in place to ensure that only authorized personnel will be able to add, change, or delete personal information?							
Will there be periodic reviews of the controls to ensure effectiveness?							

E. Security

Key requirements:

- Take all reasonable measures to prevent unauthorized access to personal information in your custody or control, taking into account the nature of the record to be protected.
- Access should be restricted to only those individuals who need the personal information for the performance of their duties.
- Explain the safeguards, practices and measures that will be used to protect the personal information.
- Summarize any risks to individuals in the event of a theft, loss or unauthorized use or disclosure of personal information
- Take all reasonable safeguards, practices and measures to protect personal information against loss or theft, unauthorized access, use or disclosure, inadvertent modification, destruction or damage, taking into account the format of the record to be protected.
- See Ontario Regulation 823, section 3 as well as sections 28 and 30(5) of MFIPPA, and Ontario Regulation 460, sections 3 and 4, as well as sections 38 and 40(5) of FIPPA.

PRIVACY REQUIREMENT QUESTIONS	FINDINGS Y	N	IP	NA	EXPLANATION	PRIVACY IMPACT/RISK	ACTION ITEMS
SECURITY MEASURES							
Will safeguards, practices and measures be used to protect the personal information? Explain each administrative, technical and physical safeguard, practice and measure.							
Will risk prevention and mitigation steps be implemented before collecting the personal information?							

PRIVACY REQUIREMENT QUESTIONS	FINDINGS Y	N	IP	NA	EXPLANATION	PRIVACY IMPACT/RISK	ACTION ITEMS
CONTROLS							
Will security safeguards, practices and measures be defined and documented to protect the confidentiality, integrity and availability of personal information?							
Will testing and periodic reviews be conducted to ensure that personal information is only collected, accessed, used, disclosed, retained and disposed of when authorized and is not stolen or lost?							
Will all actions relating to the collection, use, disclosure, retention, correction, copying or disposal be logged and subject to auditing and monitoring?							
Will procedures be defined and documented on how to identify, report, investigate and address the theft, loss and/or unauthorized access, collection, uses and/or disclosure of personal information?							

F. Requesting access to personal information

Key requirements:

- Ensure that every individual has a right of access to their personal information in the institution's custody or control.
- Make sure that personal information in the institution's custody or control is retrievable.
- Verify the identity of persons requesting access to their personal information.
- See section 36 of MFIPPA and section 47 of FIPPA.

PRIVACY REQUIREMENT QUESTIONS	FINDINGS					PRIVACY IMPACT/RISK	ACTION ITEMS
	Y	N	IP	NA	EXPLANATION		
ACCESS REQUESTS							
Will the management of personal information change or restrict individuals' right of access to their personal information?							

G. Retention

Key requirements:

- Personal information should be retained for at least one year after use to provide the individual with a reasonable opportunity to access their personal information.
- The individual's consent should be obtained in order to dispose of personal information prior to one year after use.
- Ensure compliance with other relevant records retention laws, regulations, bylaws or other requirements.
- See MFIPPA sections 28(3), 30(1), 30.1(8) and Ontario Regulation 823, section 5; FIPPA sections 38(3), 40(1), 40.1(8) and Ontario Regulation 460, section 5.

PRIVACY REQUIREMENT QUESTIONS	FINDINGS Y	N	IP	NA	EXPLANATION	PRIVACY IMPACT/RISK	ACTION ITEMS
RETENTION SCHEDULES							
Will there be defined and documented policies, procedures, and other requirements related to the retention of personal information?							
REASONABLE OPPORTUNITY FOR ACCESS							
Will safeguards, practices and measures be in place to ensure that personal information will be retained for a minimum of one year after its last use?							

PRIVACY REQUIREMENT QUESTIONS	FINDINGS Y	N	IP	NA	EXPLANATION	PRIVACY IMPACT/RISK	ACTION ITEMS
MEDIUM AND LOCATION OF RETENTION							
Has the medium and format of the personal information to be retained been defined?							
RETENTION PERIOD							
If the personal information has not been used, will it be retained for only as long as necessary to meet its purpose? How long will it be retained?							
How long will personal information that has been used be retained?							
CONTROLS							
Will procedures be defined and documented related to consent for early disposal of personal information?							
Will there be periodic reviews of the retention requirements and consent procedures to ensure effectiveness?							

H. Disposal and destruction

Key requirements:

- Personal information must be disposed by either securely destroying it or transferring it to the appropriate archives.
- Make sure personal information is only destroyed when authorized by an appropriate party and in accordance with records retention laws/regulations/bylaws applicable to the institution.
- Take all reasonable safeguards, practices and measures to protect the security and confidentiality of personal information to be destroyed throughout the process, that is, when personal information is stored, transported, handled and destroyed.
- Take all reasonable safeguards, practices and measures to protect the security and confidentiality of personal information to be transported to archives throughout the process, that is, when personal information is stored, transported and handled.
- Take all reasonable safeguards, practices and measures to destroy personal information so it cannot be reconstructed or retrieved.
- Keep an accurate record of the disposal, including what personal information was destroyed or transferred and on what date it was destroyed or transferred.
- Do not include personal information in your record of disposal.
- See Ontario Regulation 823 and section 30(4) and (5) of MFIPPA, and Ontario Regulation 459 and sections 40(4) and (5) of FIPPA.



PRIVACY REQUIREMENT QUESTIONS	FINDINGS Y	N	IP	NA	EXPLANATION	PRIVACY IMPACT/RISK	ACTION ITEMS
MANNER OF DISPOSAL							
Will procedures be defined and documented for the secure disposal, for example, transfer to archives or destruction of personal information in accordance with applicable records retention schedules, laws/ regulations/ bylaws? Explain the disposal process.							
DEVICES/EQUIPMENT							
Will procedures be defined and documented for disposal of devices and equipment containing personal information?							
CONTROLS							
Will safeguards, practices and measures be defined and documented to ensure only appropriate personal information will be disposed of or destroyed, and only by authorized parties after obtaining appropriate approval?							
Will there be periodic reviews of the disposal safeguards, practices and measures to ensure effectiveness?							

PRIVACY REQUIREMENT QUESTIONS	FINDINGS Y	N	IP	NA	EXPLANATION	PRIVACY IMPACT/RISK	ACTION ITEMS
RECORD-KEEPING							
Will details of the disposal of personal information be recorded?							
Will safeguards, practices and measures be defined and documented to ensure no personal information is captured in the disposition record?							

I. Privacy management

The questions in this section relate to privacy management throughout your institution. They are not limited to the project's information system, technology, or program, but address your institution's privacy maturity, capability, and readiness to undertake the project.
The emphasis is on accountability and training.

Key requirements:

- Apply common management principles, such as planning, directing, controlling and evaluating the personal information collected, used, disclosed, retained and destroyed by institutions.
- Establish and follow disciplined and consistent practices for the management of personal information.
- Educate staff about privacy, as well as legislative and other relevant requirements.
- Periodically review safeguards, practices, and measures, and commit to ongoing improvement in compliance.

PRIVACY REQUIREMENT QUESTIONS	FINDINGS					PRIVACY IMPACT/RISK	ACTION ITEMS
	Y	N	IP	NA	EXPLANATION		
ACCOUNTABILITY							
Will accountability for managing personal information throughout its lifecycle be defined to include parties involved in the project (for example: your institution, **officers, employees, consultants or agents of your institutions**, partners, vendors and other third parties)? Explain accountability.							

PRIVACY REQUIREMENT QUESTIONS	FINDINGS Y	N	IP	NA	EXPLANATION	PRIVACY IMPACT/RISK	ACTION ITEMS
TRAINING							
Will operational safeguards, practices, and measures related to the protection of personal information be needed?							
Have all parties requiring training on operational, security, and privacy aspects of the project been identified?							
Has the individual responsible for ensuring that all parties receive appropriate training been identified?							
AUDITS							
Will safeguards, practices, and measures be developed and documented to evaluate whether the personal information is accessed, collected, used, retained, disclosed, secured, and disposed of in a manner that is consistent with FIPPA or MFIPPA, or if it is stolen or lost?							

Appendix D: PIA report template

Mandatory information to be contained in a PIA

As of July 1, 2025, under FIPPA and January 1, 2027, under MFIPPA, PIAs are mandatory before collecting personal information (subject to any prescribed exceptions) and must contain, at minimum, the information set out in section 38 of FIPPA or section 28 of MFIPPA:

1. The purpose for which the personal information is intended to be collected, used and disclosed, as applicable, and an explanation of why the personal information is necessary to achieve the purpose.
2. The legal authority for the intended collection, use and disclosure of the personal information.
3. The types of personal information that is intended to be collected and, for each type of personal information collected, an indication of how the type of personal information is intended to be used or disclosed.
4. The sources of the personal information that is intended to be collected.
5. The position titles of the officers, employees, consultants, or agents of the institution who will have access to the personal information.
6. Any limitations or restrictions imposed on the collection, use, or disclosure of the personal information.
7. The period of time that the personal information would be retained by the institution, in accordance with subsection 40(1) of FIPPA or 30(1) of MFIPPA.
8. An explanation of the administrative, technical and physical safeguards, practices and measures that would be used to protect the personal information in accordance with subsection 40(5) of FIPPA or 30(5) of MFIPPA and a summary of any risks to individuals in the event of a theft, loss or unauthorized use or disclosure of the personal information.
9. The steps to be taken by the institution,
   i. to prevent or reduce the likelihood of a theft, loss or unauthorized use or disclosure of personal information from occurring, and
   ii. to mitigate the risks to individuals in the event of such an occurrence.
10. Such other information as may be prescribed.

Risk prevention and mitigation steps outlined in the PIA must generally be implemented before collecting personal information. It is important that you review both new and existing legal requirements when preparing your PIA report and ensure that it includes all required information.[11]

[11] See PIA requirements in section 38 of FIPPA and section 28 of MFIPPA.

Privacy Impact Assessment Template

Initiative Information	
Initiative Name:	
Institution:	
Program / Service Area:	
Initiative Description:	

Assessment Information	
PIA Status	*Initial PIA / Updated PIA*
Related / Previous PIA, if applicable	
Prepared By:	
Reviewed By:	
Approved By:	
Date Approved:	
PIA Version:	

1. The purpose for which the personal information is intended to be collected, used and disclosed, as applicable, and an explanation of why the personal information is necessary to achieve the purpose.

2. The legal authority for the intended collection, use and disclosure of the personal information.

3. The types of personal information that is intended to be collected and, for each type of personal information collected, an indication of how the type of personal information is intended to be used or disclosed.

Type of Personal Information	Intended Use(s)	Intended Disclosure(s)

4. The sources of the personal information that is intended to be collected.

5. The position titles of the officers, employees, consultants or agents of the institution who will have access to the personal information.

Position Title	Department / Business Area	Personal Information / Type Accessed	Reason Access Required	Access Limitations, if applicable

6. Any limitations or restrictions imposed on the collection, use or disclosure of the personal information.

Limitations on Collection

Limitations on Use

Limitations on Disclosure

7. The period of time that the personal information would be retained by the institution, in accordance with subsection 30 (1).

Record Containing Personal Information	Retention Period	Source of Retention Period	Disposition

8. An explanation of the administrative, technical and physical safeguards and practices that would be used to protect the personal information in accordance with subsection 30 (5) and a summary of any risks to individuals in the event of a theft, loss or unauthorized use or disclosure of the personal information.

Administrative Safeguards

Technical Safeguards

Physical Safeguards

Risks to Individuals

9. The steps to be taken by the institution to prevent or reduce the likelihood of a theft, loss or unauthorized use or disclosure of personal information from occurring, and to mitigate the risks to individuals in the event of such an occurrence.

Risk Identified	Step to be Taken	How the Step Addresses the Risk	Implementation Timing

10. Such other information as may be prescribed.

Additional resources

Ontario privacy legislation, regulations, and other guidance

The *Freedom of Information and Protection of Privacy Act* (FIPPA)

- ***The Freedom of Information and Protection of Privacy Act***
- **Disposal of Personal Information – R.R.O. 1990, Reg. 459**
- **General – R.R.O. 1990, Reg. 460**

The *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA)

- ***The Municipal Freedom of Information and Protection of Privacy Act***
- **General – R.R.O. 1990, Reg. 823**
- **Institutions – R.R.O. Reg. 372/91**

Other IPC guidance

- ***Privacy and Access in Public Sector Contracting with Third Party Service Providers***
- ***De-identification Guidelines for Structured Data***
- ***Privacy Impact Assessment Guidelines for the Ontario Personal Health Information Protection Act***

PIA guidance from other sources and jurisdictions

- Government of Ontario, ***Freedom of Information and Protection of Privacy Manual***
- Government of Ontario Recordkeeping, Access and Privacy Advisory Services at 416-327-1600 or **access.privacy@ontario.ca**
- United Kingdom Information Commissioner's Office, **Data protection impact assessments** (2023)
- Office of the Australian Information Commissioner, **Guide to Undertaking PIAs** (2021)
- United States Department of Justice, **Impact Assessment Guidance**

Freedom of Information and Access to Records Policy

1. PURPOSE

The Township of Armour is committed to providing access to municipal information in a manner that promotes openness, transparency, accountability, and public confidence while protecting personal privacy.

The purpose of this Policy is to establish the framework for administering requests for access to records in accordance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), as amended.

This Policy complements the Township's Routine Disclosure and Active Dissemination of Municipal Records Policy (ADM-007), which provides access to records that are routinely available without the need for a formal Freedom of Information request.

2. SCOPE

This Policy applies to all records in the custody or under the control of the Township of Armour that are subject to the access provisions of MFIPPA, regardless of format, location, or storage medium.

Records may include, but are not limited to:

- Paper records;
- Electronic documents;
- Electronic mail (email);
- Audio and video recordings;
- Photographs;
- Databases and information systems;
- Cloud-based records;
- Geographic Information System (GIS) records; and
- Records created, received, stored, processed, or maintained using emerging technologies, including artificial intelligence systems, where such records are under the custody or control of the Municipality.

This Policy applies to all Members of Council, officers, employees, volunteers, contractors, consultants, and any other individual acting on behalf of the Municipality.

3. DEFINITIONS

For the purposes of this Policy, the following definitions apply:

"Act" means the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA), as amended from time to time, and any applicable regulations made under the Act.

"Applicant" means a person who makes a formal request for access to records under MFIPPA.

"Custody or Control" means the authority of the Township to manage, retain, use, disclose, or otherwise exercise control over a record, whether the record is physically held by the Township or by another party on behalf of the Township.

"Head" means the individual designated as the head of the institution under MFIPPA or otherwise authorized through a lawful delegation of authority.

"Information and Privacy Commissioner of Ontario (IPC)" means the independent oversight body responsible for reviewing decisions and investigating matters relating to access to information and protection of personal privacy under MFIPPA.

"Municipal Record" means any recorded information, regardless of format or storage medium, that is created, received, maintained, or controlled by the Township in the course of municipal business.

"Personal Information" means recorded information about an identifiable individual as defined under MFIPPA.

"Routine Disclosure" means the regular release of certain municipal records or information without requiring a formal access request under MFIPPA.

"Third Party" means a person, group of persons, or organization other than the applicant or the Township that may have an interest in records responsive to an access request.

4. LEGISLATIVE AUTHORITY

This Policy shall be administered in accordance with:

- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), as amended;
- Applicable regulations;
- Orders, decisions, guidance, and best practices issued by the Information and Privacy Commissioner of Ontario (IPC); and
- Any other applicable legislation.

Where this Policy conflicts with applicable legislation, the legislation shall prevail.

5. RESPONSIBILITIES

Council approves this Policy and any amendments and support the Township's commitment to openness, accountability, transparency, and privacy protection.

Department Heads shall ensure records are created, maintained, and managed in accordance with approved records management practices; ensure records documenting municipal decisions and business activities are complete and accurate; assist in identifying and retrieving responsive records; conduct or co-ordinate reasonable searches for records; preserve records that may be responsive to an access request; protect confidential and personal information; and support compliance with this Policy and applicable legislation.

The Clerk/Privacy Officer shall administer this Policy and perform the duties assigned by the Head under MFIPPA and any applicable delegation of authority. The Clerk is responsible for co-ordinating formal access requests; providing advice and guidance on access to information and privacy matters; assisting applicants and facilitating access in accordance with MFIPPA; consulting with Department Heads, third parties, and other institutions where required; issuing or co-ordinating decisions in accordance with delegated authority; maintaining Freedom of Information request records; monitoring compliance with MFIPPA, this Policy, and related procedures; and promoting continuous improvement of access and privacy practices. Administrative procedures may be established by the Clerk to support the implementation of this Policy.

Employees shall co-operate in responding to access requests; maintain records in accordance with Township policies and procedures; create and maintain complete and accurate records relating to municipal business activities; protect confidential and personal information; preserve records that may be responsive to an access request; and comply with this Policy and applicable legislation.

Records Access and Privacy Designate is a position that may be designated by the Clerk to one or more Township employees to assist with the administrative and operational responsibilities associated with the administration of Freedom of Information requests and the Township's records access and privacy obligations. Assigned duties may include receiving and tracking access requests, coordinating records searches with Department Heads, gathering and organizing responsive records, preparing records for review and disclosure, coordinating applicant correspondence, maintaining request files and documentation, assisting with fee estimates and processing, supporting records management activities, and assisting with other administrative requirements under this Policy. The Records Access and Privacy Designate shall perform assigned duties under the direction and oversight of the Clerk. The designation does not establish a separate statutory office or transfer the statutory responsibilities or decision-making

authority of the Head under MFIPPA. All decisions, approvals, and determinations requiring the authority of the Head or Clerk shall remain with the Clerk unless otherwise authorized by law.

6. POLICY STATEMENT

The Township of Armour shall administer requests for access to records in accordance with MFIPPA and is committed to:

- Providing access to municipal records in a fair, consistent, transparent, and timely manner;
- Promoting access by default through routine disclosure and active dissemination wherever appropriate;
- Protecting the privacy of personal information;
- Supporting transparency and accountability in municipal government;
- Making every reasonable effort to assist applicants and respond openly, accurately, and completely;
- Conducting reasonable searches for responsive records;
- Maintaining accurate, complete, and reliable municipal records;
- Processing timelines and Staged Access Plans calculated using the mandatory business-day standards defined by the latest MFIPPA amendments, establishing a standard baseline response window of 45 business days;
- Applying legislative exemptions only where authorized or required by law; and
- Continuously improving access to information and privacy practices.

7. RECORDS MANAGEMENT

Effective records management is essential to transparency, accountability, and access to information.

All municipal records shall be created, received, classified, maintained, retained, archived, and disposed of in accordance with the Township of Armour's Records Retention By-law, records management policies, and applicable legislation.

The Township shall maintain records in a manner that supports timely retrieval, appropriate access, and protection of information.

8. DUTY TO ASSIST AND ACCESS SUPPORT

The Township shall make every reasonable effort to assist applicants, provide accurate information, clarify requests where appropriate, and facilitate access to records in accordance with MFIPPA.

The Township shall consider whether records can be provided through routine disclosure, active dissemination, partial disclosure, or other appropriate means before requiring a formal access process.

The Clerk may assign the Records Access and Privacy Designate to assist with coordinating applicant communications, clarifying requests, facilitating records searches, and supporting the processing of access requests under the direction of the Clerk.

9. RESEARCH REQUESTS AND REQUIRED DOCUMENTATION

Where an applicant or researcher requests access to personal information for research purposes, the Township shall ensure that the request is reviewed in accordance with MFIPPA and applicable Information and Privacy Commissioner of Ontario (IPC) guidance.

Prior to any disclosure of personal information for research purposes, the following documents are mandatory and must be completed and approved:

- The applicable Information and Privacy Commissioner of Ontario (IPC) research request form;
- A Researcher Agreement approved by the Township; and
- Any other documentation or forms required by the IPC, MFIPPA, applicable regulations, or the Township.

10. FEES

The Township shall charge fees for formal access requests in accordance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and applicable regulations.

A mandatory application fee of $5.00 shall be paid by the applicant when submitting a formal access request.

Additional fees may be charged where permitted by MFIPPA, including:

- Photocopies and computer printouts: $0.25 per side;
- Records provided on USB: $10.00 per USB;
- Manual search time: $7.50 per 15 minutes;
- Preparing records for disclosure, including severing exempt information: $7.50 per 15 minutes;
- Developing a computer program or other method of producing a record from a machine-readable record: $15.00 per 15 minutes; and
- Other allowable costs incurred in locating, retrieving, processing, copying, or shipping records where authorized by MFIPPA and applicable regulations.

Where fees prescribed under MFIPPA or its regulations change, the applicable legislated rates shall apply.

The Township shall explicitly provide a formal fee estimate for any anticipated costs exceeding $25.00, informing the requester of their right to request a fee waiver and pausing the statutory response clock until the fee matter is resolved. Where the estimated fee is $100 or more, the Township may require a deposit in accordance with applicable legislation.

The Township shall not charge search or preparation fees for requests for an individual's own personal information, as restricted by MFIPPA.

Fees shall not be used as a barrier to access. The Township may consider fee waivers where permitted by MFIPPA and where it is fair and equitable to do so.

All fee estimates, payments, waivers, and related decisions shall be documented and retained as part of the access request file.

11. PRIVACY PROTECTION

The Township shall protect personal information in its custody or control by collecting, using, disclosing, retaining, and disposing of personal information in accordance with MFIPPA and other applicable legislation.

The Township shall take reasonable steps to ensure personal information is accurate, complete, appropriately used, and protected throughout its lifecycle.

Reasonable administrative, physical, and technical safeguards shall be maintained to protect personal information from unauthorized access, use, disclosure, alteration, or destruction.

12. REVIEWS AND APPEALS

Individuals have the right to request a review of decisions made under MFIPPA by the Information and Privacy Commissioner of Ontario.

The Township shall co-operate with the Information and Privacy Commissioner throughout any review, mediation, or adjudication process and shall comply with applicable orders issued under the Act.

13. ANNUAL REPORTING

The Clerk shall maintain records and prepare reports as required by MFIPPA and applicable regulations, with administrative and reporting assistance provided by the Records Access and Privacy Designate where assigned. The Clerk may provide periodic reports to Council regarding

access to information activities, privacy compliance, trends, risks, and other matters related to the Township's Privacy Management Program.

14. REVIEW

The Clerk shall review this Policy periodically to ensure continued compliance with legislative requirements, municipal best practices, Information and Privacy Commissioner guidance, and operational needs.

15. EFFECTIVE DATE

This Policy comes into effect on the date approved by Council.

DISTRICT OF PARRY SOUND

OFFICE OF THE MUNICIPAL CLERK

56 ONTARIO STREET
PO BOX 533
BURK'S FALLS, ON
P0A 1C0

(705) 382-3332
(705) 382-2954
Fax: (705) 382-2068
Email: clerk@armourtownship.ca
Website: www.armourtownship.ca

Standard FOI Fee Invoice Template

This ensures the Township fully recovers its administrative costs.

THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR
56 Ontario Street, PO Box 250, Burk's Falls, ON P0A 1C0

INTERIM FEE ESTIMATE / FINAL INVOICE FOR ACCESS TO RECORDS

Date: [Insert Date]
FOI File Reference No: FOI-

Applicant Name: [Insert Name]

Pursuant to Section 45 of the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*, the fees associated with processing your request for information have been calculated as follows:

Item Description	Rate Structure	Quantity / Time	Line Total
Statutory Application Fee	Mandatory (Non-refundable)	1	$5.00
Manual Search Time	$7.50 per 15 minutes (30/*hr*)		
Record Preparation & Severing	$7.50 per 15 minutes (30/*hr*)		
Photocopies / Hardcopy Prints	$0.25 per page (single side)	[ ] pages	$[ ]
Secure Digital Media Delivery	$10.00 per USB Drive	[ ] drives	$[ ]
Other Allowable Costs	Direct shipping/courier cost	Actual Cost	$[ ]
TOTAL PROCESSING FEE:			**$[ ]**

Notice Regarding Deposits (If applicable):

- ☐ The total estimated fee for your request is **under $100.00**. Full payment is required upon or before the release of records.
- ☐ The total estimated fee for your request is **$100.00 or more** ($***). In accordance with municipal policy, a 50% deposit ($***) is required before further record search or processing actions can continue. The legislative response clock is paused until this deposit is received.

Privacy Breach Response Policy

1. PURPOSE

The purpose of this Policy is to establish the Township's framework for identifying, containing, investigating, assessing, reporting, and responding to actual or suspected privacy breaches involving personal information. The Township is committed to protecting personal information entrusted to it and ensuring that privacy breaches are managed in a timely, consistent, transparent, and accountable manner.

This Policy is guided by:

- The Municipal Freedom of Information and Protection of Privacy Act (MFIPPA);
- Applicable regulations;
- Guidance and recommendations issued by the Information and Privacy Commissioner of Ontario (IPC); and
- Established privacy and information security best practices.

This Policy establishes procedures to:

- Minimize harm to affected individuals;
- Ensure prompt containment of privacy breaches;
- Assess whether a breach creates a real risk of significant harm;
- Determine notification and reporting obligations;
- Document decisions and response actions; and
- Implement corrective measures to prevent recurrence.

This Policy applies to:

- All Township employees;
- Members of Council;
- Appointed officials;
- Volunteers;
- Contractors, consultants, and service providers;
- All Township departments and operational units;
- All records containing personal information, including paper, electronic, audio, video, and cloud-based records; and
- All information systems, applications, artificial intelligence systems, automated tools, and third-party platforms used to process personal information.

This Policy applies to both suspected and confirmed privacy breaches.

2. DEFINITIONS

"Personal Information" means recorded information about an identifiable individual as defined under MFIPPA.

"Privacy Breach" means an incident involving the unauthorized collection, access, use, disclosure, retention, loss, or destruction of personal information contrary to MFIPPA, applicable law, Township policy, or established procedures.

Examples include:

- Unauthorized access to personal information;
- Unauthorized disclosure by email, mail, verbal communication, or electronic transmission;
- Lost or stolen documents, devices, or storage media;
- Cybersecurity incidents, including phishing, malware, ransomware, or hacking;
- Improper disposal of records;
- Unauthorized access by employees, contractors, or third parties;
- Improper use of personal information; and
- Unauthorized disclosure through artificial intelligence tools or automated systems.

A privacy breach may be accidental or intentional.

"Suspected Privacy Breach" is an event where there is reason to believe that personal information may have been accessed, used, disclosed, lost, or compromised without authorization.

"Real Risk of Significant Harm (RROSH)" means a real risk that a breach could result in significant harm to an affected individual, including bodily harm, humiliation, damage to reputation or relationships, loss of employment or business opportunities, or financial loss.

Potential harms include:

- Identity theft or fraud;
- Financial loss;
- Physical harm or safety risks;
- Emotional distress;
- Reputational harm;
- Discrimination or embarrassment;

- Loss of employment, professional, educational, or personal opportunities;
- Exposure of sensitive personal circumstances; or
- Increased risk to vulnerable individuals.

"Head" means the head of the institution as defined under MFIPPA, or an individual authorized to exercise delegated authority on behalf of the Head.

"Privacy Officer" is the Township official responsible for co-ordinating privacy compliance activities, including privacy breach response, investigations, documentation, and liaison with the IPC. The Privacy Officer acts in an advisory and co-ordinating capacity and does not replace the statutory authority or responsibilities of the Head under MFIPPA.

"Privacy Breach Response Team" is the group of Township personnel responsible for co-ordinating breach response activities. Membership may include:

- Privacy Officer;
- Clerk or designate;
- Information Technology representatives;
- Records management personnel;
- Communications personnel;
- Legal counsel; and
- Other subject matter experts as required.

3. PRIVACY BREACH RESPONSE PRINCIPLES

The Township shall respond to privacy breaches according to the following principles:

- Immediate containment of unauthorized access, use, or disclosure;
- Protection of affected individuals;
- Prompt assessment of risk and potential harm;
- Accountability and transparency;
- Compliance with MFIPPA and IPC guidance;
- Appropriate notification where required;
- Accurate documentation of all decisions and actions; and
- Continuous improvement of privacy safeguards.

4. REPORTING A PRIVACY BREACH

4.1 Duty to Report

All employees, Council members, volunteers, contractors, and service providers must immediately report any suspected or confirmed privacy breach.

Reports shall be made to:

- The employee's supervisor;
- The Privacy Officer; and/or
- Designated Information Technology or records management personnel.

Employees are not expected to determine whether a breach has occurred before reporting.

5. IMMEDIATE CONTAINMENT

5.1 Requirement to Contain

Upon discovery or suspicion of a privacy breach, immediate action shall be taken to contain the breach and prevent further unauthorized access, use, or disclosure. Containment shall begin without waiting for completion of the investigation.

5.2 Containment Measures

Depending on the circumstances, containment measures may include:

- Securing affected records or locations;
- Retrieving improperly disclosed information where possible;
- Requesting deletion or return of information disclosed to unauthorized recipients;
- Isolating affected systems;
- Disabling compromised accounts;
- Revoking access privileges;
- Changing passwords or credentials;
- Preserving evidence;
- Restricting further disclosure; and
- Notifying appropriate technical or administrative personnel.

6. PRIVACY BREACH INVESTIGATION

6.1 Investigation Responsibility

All suspected or confirmed privacy breaches shall be investigated under the direction of the Privacy Officer. The Privacy Officer co-ordinates the investigation and response process. Statutory responsibilities under MFIPPA remain with the Head of Institution.

6.2 Investigation Objectives

The investigation shall determine:

- What occurred and when;
- How the breach occurred;
- The type of personal information involved;
- The sensitivity of the information;
- The individuals affected or potentially affected;
- The extent of unauthorized access, use, disclosure, retention, copying, or distribution;
- Whether the information remains at risk;
- Whether unauthorized recipients have retained or further disclosed information;
- Whether notification obligations exist; and
- Required corrective actions.

6.3 Investigation Activities

The investigation may include:

- Interviews with individuals involved;
- Review of system logs and access records;
- Examination of emails and electronic records;
- Review of physical record handling procedures;
- Consultation with IT security personnel;
- Consultation with vendors or service providers;
- Legal review where appropriate; and
- Assessment of existing privacy and security controls.

6.4 Investigation Documentation

The investigation record shall include:

- Date and time the breach occurred, if known;
- Date discovered;
- Timeline of events;
- Nature and scope of the breach;
- Information involved;
- Individuals affected;
- Evidence reviewed;
- Decisions made;
- Notifications issued; and
- Corrective actions taken.

7. PRIVACY BREACH RISK ASSESSMENT

7.1 Assessment Requirement

Every confirmed privacy breach shall be assessed to determine:

- Whether a real risk of significant harm exists;
- Whether affected individuals should be notified;
- Whether notification to the IPC is required or appropriate; and
- Whether additional mitigation measures are required.

7.2 Assessment Factors

The Township shall consider:

- Sensitivity of the personal information;
- Number of individuals affected;
- Likelihood that the information has been, is being, or will be misused;
- Nature of the unauthorized access, use, or disclosure;
- Whether the information has been recovered or contained;
- Whether the breach resulted from unauthorized internal or external activity;
- Availability of measures individuals can take to reduce harm;
- Whether the breach is systemic or recurring; and
- Applicable MFIPPA requirements and IPC guidance.

7.3 Risk Assessment Record

The Privacy Officer shall maintain documentation of the assessment, including:

- Summary of the incident;
- Risk analysis;
- RROSH determination;
- Notification decision;
- Reasoning supporting the decision; and
- Approval or review by appropriate Township officials.

8. NOTIFICATION REQUIREMENTS

8.1 Notification to the IPC

Where a privacy breach involves a real risk of significant harm (RROSH), the Township shall legally notify the Information and Privacy Commissioner of Ontario (IPC) as soon as practicable.

The Privacy Officer, or designate, shall complete the IPC's *Report a Privacy Breach at Your Organization* form and provide all available information regarding the breach.

The notification shall include available information regarding:

- The nature of the breach;
- Personal information affected;
- Number of individuals affected;
- Circumstances of the breach;
- Containment measures;
- Corrective actions; and
- Contact information for Township representatives.

8.2 Notification to Affected Individuals

Where a privacy breach creates a real risk of significant harm, the Township shall notify affected individuals as soon as reasonably practicable.

Notification shall include:

- A description of the breach;
- Date or timeframe of the breach, where known;
- Type of personal information involved;

- Steps taken to contain and address the breach;
- Recommended actions individuals may take to reduce potential harm;
- Township contact information; and
- Information regarding the right to make a complaint to the IPC.

Notifications shall be written in clear and plain language.

8.3 Method of Notification

The Township shall generally provide direct notification to affected individuals.

Indirect notification may be considered only where direct notification is impractical or inappropriate, including situations involving:

- Large numbers of affected individuals;
- Inability to identify affected individuals;
- Inaccurate or unavailable contact information; or
- Other exceptional circumstances.

The rationale for indirect notification shall be documented.

9. THIRD-PARTY AND VENDOR BREACHES

Where contractual arrangements permit, the Township shall require third-party service providers, contractors, or vendors involved in a privacy breach to:

- Immediate notification to the Township (without undue delay);
- Co-operation with investigation activities;
- Disclosure of the scope and impact of the breach;
- Preservation of evidence;
- Assistance with notification requirements; and
- Implementation of corrective measures.

Contracts should include appropriate privacy, confidentiality, security, and breach notification obligations.

10. CORRECTIVE AND PREVENTATIVE MEASURES

10.1 Remediation

Following investigation, the Township shall implement appropriate corrective actions, which may include:

- System security improvements;
- Access control changes;
- Credential resets;
- Data recovery or secure destruction;
- Policy updates;
- Process improvements; and
- Additional safeguards.

10.2 Prevention of Recurrence

Preventative measures may include:

- Privacy and security training;
- Updated procedures;
- Enhanced monitoring;
- Improved vendor controls;
- Technology upgrades;
- Encryption improvements; and
- Additional audits or reviews.

10.3 Disciplinary Measures

Where a breach results from negligence, misconduct, or failure to follow Township requirements, appropriate disciplinary or contractual action may be taken.

10.4 Post-Incident Review

Significant breaches shall undergo a post-incident review to evaluate:

- Root causes;
- Effectiveness of the response;
- Adequacy of safeguards;
- Employee awareness and training;
- Vendor controls;
- Policy effectiveness; and
- Required improvements.

11. PRIVACY BREACH RECORDS AND ACCOUNTABILITY

The Township shall maintain a confidential Privacy Breach Log. The log shall document:

- Date and nature of the breach;

- Personal information involved;
- Individuals affected;
- Risk assessment;
- Notifications provided;
- Response actions;
- Corrective measures; and
- Final outcome.

Records shall be retained in accordance with Township retention schedules, MFIPPA requirements, and applicable records management practices.

12. POLICY REVIEW

This Policy shall be reviewed periodically to ensure continued alignment with MFIPPA, Information and Privacy Commissioner of Ontario (IPC) guidance and decisions, privacy protection requirements, cybersecurity best practices, emerging technologies, and municipal operational needs. The Township shall update this Policy as required to maintain effective privacy breach management practices.

13. EFFECTIVE DATE

This Policy comes into effect on the date approved by Council.

DISTRICT OF PARRY SOUND

56 ONTARIO STREET
PO BOX 533
BURK'S FALLS, ON
P0A 1C0

(705) 382-3332
(705) 382-2954
Fax: (705) 382-2068
Email: clerk@armourtownship.ca
Website: www.armourtownship.ca

OFFICE OF THE MUNICIPAL CLERK

Confidential Municipal Privacy Breach Log

The Municipal Corporation of the Township of Armour
Restricted Access: Clerk / Privacy Officer & CAO Only

Executive Summary Tracker

- **Total Confirmed Breaches (YTD):** [0]
- **Total Suspected Breaches (Cleared):** [0]
- **Open Investigations:** [0]
- **Incidents Reported to IPC:** [0]

Active Breach Registry

Incident Reference: PB-2026-001 *(Example Entry)*

	Registry Details
Status	☐ Closed / ☐ Under Investigation / ☐ Escalated to IPC
Date & Time Occurred	YYYY-MM-DD at 00:00 AM/PM *(or "Unknown - Historical")*
Date & Time Discovered	YYYY-MM-DD at 00:00 AM/PM
Reported By	[Name and Position of staff member / vendor who flagged it]
Responsible Department	[e.g., Treasury, Public Works, Fire Services, Building]

1. Incident Description

What Happened: [Provide a concise, factual summary of the event. Avoid emotional language. e.g., "An employee accidentally emailed an unredacted property tax account ledger containing financial details to an incorrect resident due to an autocomplete error in Outlook."]

Format of Data: ☐ Physical Paper | ☐ Digital/Email | ☐ Cloud System | ☐ AI/Emerging Tech

TOWNSHIP OF ARMOUR
OFFICE OF THE MUNICIPAL CLERK

DISTRICT OF PARRY SOUND

56 ONTARIO STREET
PO BOX 533
BURK'S FALLS, ON
P0A 1C0

(705) 382-3332
(705) 382-2954
Fax: (705) 382-2068
Email: clerk@armourtownship.ca
Website: www.armourtownship.ca

2. Scope & Sensitivity of Personal Information

Types of Data Exposed: ☐ Names |☐ Addresses |☐ Financial/Banking | ☐ Health/Medical | ☐ Employee Records | ☐ Other: `[List here]`

Volume: Total number of individuals affected: `[e.g., 1 individual / 45 residents]`

Vulnerable Populations: Does this involve children, elderly residents, or vulnerable persons registries? ☐ Yes | ☐ No

3. 4-Step Response Execution Timeline

Step 1: Containment (Within 24 Hours)
Action Taken: [e.g., "Contacted the unintended recipient via phone and email within 4 hours. Recipient confirmed in writing that the email was deleted from their inbox and trash folder without being copied or distributed."]
Date Completed: YYYY-MM-DD

Step 2: Investigation & Risk Assessment
Real Risk of Significant Harm (RROSH) Determination: ☐ Low Risk / ☐ Moderate Risk / ☐ High Risk
Rationale: [e.g., "Low Risk. Data was contained quickly with a verified recipient who complied with deletion instructions. Harm or identity theft is highly unlikely."]

Step 3: Notification Metrics
Affected Individuals Notified? ☐ Yes (Sent via: Direct Mail) | ☐ No (Provide rationale)
IPC Notified? ☐ Yes (IPC Ref #: _____) | ☐ No (Did not meet RROSH threshold)

Step 4: Remediation & Prevention (Post-Incident)
System/Process Adjustments: [e.g., "Disabled Outlook external email autocomplete for the treasury system workstation. Conducted a 5-minute refresher training on verifying email attachments with the affected employee."]

Date Signed Off by CAO: YYYY-MM-DD

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Township of Armour

Privacy Breach Reporting Form

(Confidential – To be completed immediately upon discovery or suspicion of a privacy breach)

SECTION 1 – INCIDENT DETAILS

Date of Report: _____
Time Reported: _____

Date Breach Occurred (if known): _____
Time Breach Occurred (if known): _____

Reported By (Name & Position): _____

Department / Division: _____

Contact Information (phone/email): _____

SECTION 2 – TYPE OF INCIDENT (CHECK ALL THAT APPLY)

☐Unauthorized access to records
☐Unauthorized disclosure of personal information
☐Lost or stolen records (paper or electronic)
☐Cybersecurity incident (phishing, malware, ransomware, hacking)
☐Accidental disclosure (email, mail, verbal, system error)
☐Improper disposal of records
☐Social media disclosure error
☐Vendor/third-party breach
☐Other: _____

SECTION 3 – DESCRIPTION OF BREACH

Provide a clear summary of what occurred:

- What happened?

_____
_____

- How was the breach discovered?

_____
_____

- When did it occur?

_____
_____

- Where did it occur (system, department, location)?

_____

SECTION 4 – INFORMATION INVOLVED

Type of information involved (check all that apply):

☐ Personal information (general)
☐ Sensitive personal information (health, financial, etc.)
☐ Employee information
☐ Council / closed session information
☐ FOI-related records (MFIPPA request materials)
☐ Operational / administrative records
☐ Other: _____

Description of Information Affected:

_____
_____
_____

Approximate Number of Individuals Affected:

☐ 1
☐ 2–10
☐ 11–50
☐ 51–100
☐ 100+
☐ Unknown at this time

SECTION 5 – CONTAINMENT ACTIONS TAKEN

Immediate actions taken to contain the breach:

_____
_____

Has access been restricted or revoked?
☐ Yes
☐ No
☐ In progress

Has IT/security been notified?
☐ Yes
☐ No

Has the breach been stopped or is it ongoing?
☐ Stopped
☐ Ongoing
☐ Unknown

SECTION 6 – RISK ASSESSMENT (INITIAL)

Likelihood of Harm:

☐ Low
☐ Moderate
☐ High
☐ Unknown

Type of Potential Harm (check all that apply):

☐ Identity theft
☐ Financial fraud
☐ Reputational harm
☐ Emotional or personal distress
☐ Loss of confidentiality
☐ Operational disruption
☐ Other: _____

SECTION 7 – NOTIFICATION REQUIREMENTS

Internal Notification Completed:

☐ Clerk (Privacy Officer)
☐ Department Head
☐ IT Services
☐ Legal Counsel (if applicable)

Date/Time Notifications Made: _____

External Notification Required? (Initial Assessment)

☐ Yes
☐ No
☐ Under Review

If Yes (check all that apply):

☐ Affected individuals
☐ Information and Privacy Commissioner of Ontario (IPC)
☐ Law enforcement
☐ External regulator
☐ Vendor/third party

SECTION 8 – ROOT CAUSE (IF KNOWN)

☐ Human error
☐ System failure
☐ Policy/process gap
☐ Malicious activity
☐ Third-party/vendor error
☐ Unknown at this time

Details:

_____
_____
_____

SECTION 9 – CORRECTIVE ACTIONS (IMMEDIATE & PLANNED)

Immediate corrective actions taken:

_____
_____

Planned corrective actions:

_____
_____

SECTION 10 – DOCUMENTATION & EVIDENCE

List any supporting materials collected:

☐ Emails
☐ Screenshots
☐ System logs
☐ Physical documents
☐ Vendor reports
☐ Other: _____

Location of stored evidence:

_____
_____

SECTION 11 – VENDOR INVOLVEMENT (IF APPLICABLE)

Is a third-party/vendor involved?

☐ Yes
☐ No

Vendor Name:

_____

Has vendor been notified?
☐ Yes
☐ No

Vendor response summary:

_____
_____
_____

SECTION 12 – CLERK / PRIVACY OFFICER REVIEW

Risk classification confirmed:
☐ Low
☐ Moderate
☐ High

Final determination:
☐ No breach
☐ Confirmed breach – no notification required
☐ Confirmed breach – notification required

Notification actions authorized:

_____
_____

Date Reviewed: _____
Reviewed By: _____

_____

SECTION 13 – POST-INCIDENT ACTIONS (TO BE COMPLETED LATER)

☐ Policy update required
☐ Staff training required
☐ System/security improvements required
☐ Vendor contract review required
☐ Process redesign required

SECTION 14 – SIGN-OFF

Report Completed By:

Signature: _____ **Date:** _____

Clerk / Privacy Officer Approval:

Signature: _____ **Date:** _____

CONFIDENTIALITY NOTICE

This form contains sensitive information and must be handled in accordance with the Township of Armour Privacy Management Program and MFIPPA requirements. Unauthorized disclosure is prohibited.

Township of Armour

Privacy Breach Response Policy – Appendix A

Privacy Breach Notification Decision Tree

Step 1 – Is this a confirmed or suspected privacy breach?

A breach includes any:

- Unauthorized access to personal information
- Unauthorized disclosure (intentional or accidental)
- Loss or theft of records containing personal information
- Cybersecurity incident affecting municipal data
- Vendor or third-party exposure of Township data

Decision:

- ☐ No → No breach process required
- ☐ Yes → Proceed to Step 2

Step 2 – What type of information is involved?

Check all that apply:

- ☐ Basic contact information only (name, address, phone)
- ☐ Employee or HR information
- ☐ Financial information
- ☐ Health or medical information
- ☐ Social services / sensitive personal information
- ☐ Council closed session / confidential municipal information
- ☐ Multiple categories or unknown

IPC Risk Indicator:

- Basic contact info only → Lower risk
- Sensitive personal information → Higher risk

Step 3 – How many individuals are affected?

- ☐ 1 individual
- ☐ 2–10 individuals
- ☐ 11–100 individuals
- ☐ 100+ individuals
- ☐ Unknown / potential systemic exposure

IPC Risk Indicator:

- Small scale → lower risk
- Large scale or unknown → higher risk

Step 4 – Is there a reasonable risk of harm? (KEY IPC TEST)

Consider:

- Could the information be used for identity theft or fraud?
- Could it cause financial loss?
- Could it cause reputational or emotional harm?
- Is the information now accessible outside Township control?
- Is the data unencrypted or easily usable?

Decision:

- ☐ No reasonable risk of harm → LOW RISK
- ☐ Possible harm but limited → MODERATE RISK
- ☐ Likely or significant harm → HIGH RISK

Step 5 – Is the breach contained?

- ☐ Yes – fully contained (access removed, email recalled, system secured)
- ☐ Partially contained
- ☐ Not contained / ongoing incident

Step 6 – IPC Reporting Requirement Decision

LOW RISK BREACH

Characteristics:

- Non-sensitive information
- Limited individuals affected
- No reasonable risk of harm
- Fully contained

Action:

- No IPC notification required
- Document internally
- Notify individuals if appropriate

MODERATE RISK BREACH

Characteristics:

- Some sensitive information OR
- Limited risk of harm OR
- Small to moderate number of individuals

Action:

- Notify Clerk/Privacy Officer immediately
- Notify affected individuals (case-by-case assessment)
- Consider IPC notification if escalation risk exists
- Document full incident

HIGH RISK BREACH (IPC REPORTING TRIGGER)

Characteristics include ANY of the following:

- Sensitive personal information involved
- Likely risk of identity theft, fraud, or harm
- Large number of individuals affected
- Cybersecurity incident (hacking, ransomware, unauthorized system access)
- Vendor or cloud service breach
- Systemic or repeated failure
- Information exposed beyond Township control

Action:

- 🚨 **Immediate notification to Clerk / Privacy Officer**
- 🚨 **Notify Information and Privacy Commissioner of Ontario (IPC) without delay**
- 🚨 Notify affected individuals
- 🚨 Initiate full breach investigation and containment plan

Step 7 – Mandatory Internal Escalation (All Levels)

Regardless of risk level:

- Clerk / Privacy Officer must be notified immediately
- IT Services must be engaged where systems are involved
- Legal counsel may be engaged for high-risk or complex breaches
- Vendor notification required if third party is involved

Step 8 – Final Determination Authority

Final classification (Low / Moderate / High risk and IPC notification decision) rests with:

The Clerk, as Privacy Officer under MFIPPA

All decisions must be:

- Documented
- Justified based on risk factors
- Retained as part of breach file (linked to FOI Code A11 if applicable)

Quick Reference Summary

Risk Level	IPC Notification	Internal Action
Low	Not required	Document only
Moderate	Case-by-case	Notify individuals + monitor
High	REQUIRED	IPC + individuals + full response

Key IPC Principle Embedded in This Tool

A privacy breach must be reported externally when there is a **real risk of significant harm**, not merely when a breach occurs.

Artificial Intelligence and Emerging Technology Policy

1. PURPOSE

The purpose of this Policy is to establish a responsible, ethical, transparent, and accountable framework for the use of Artificial Intelligence (AI) and emerging technologies by the Township of Armour ("the Township").

The Township recognizes that AI and emerging technologies may provide opportunities to improve municipal operations, enhance service delivery, increase administrative efficiency, and support cybersecurity initiatives. The Township also recognizes that these technologies may introduce privacy, security, legal, ethical, and operational risks.

This Policy establishes governance requirements to ensure that AI systems are implemented and used responsibly, with appropriate approval, human oversight, protection of municipal information, and consideration of public trust.

This Policy is guided by the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), applicable Ontario legislation, guidance issued by the Information and Privacy Commissioner of Ontario (IPC), Ontario government guidance regarding responsible AI use, applicable federal guidance, cybersecurity best practices, and principles of fairness, transparency, accountability, and human oversight.

2. SCOPE

This Policy applies to all Township departments, employees, members of Council, volunteers, contractors, consultants, and third-party service providers.

This Policy applies to all Artificial Intelligence (AI) systems and emerging technologies used, purchased, developed, or accessed for Township purposes, including generative AI, predictive AI, machine learning, automated decision-support systems, chatbots, cybersecurity applications, analytics tools, biometric technologies, and AI-enabled services provided through external vendors.

This Policy applies to AI systems used in municipal operations, service delivery, administrative processes, communications, decision-support activities, and any process involving Township information, municipal records, confidential information, or personal information.

No AI system or emerging technology may be implemented or used for Township purposes without prior approval from the Chief Administrative Officer (CAO).

3. DEFINITIONS

"Artificial Intelligence (AI)" means a machine-based system that uses data and computational methods to infer how to generate predictions, content, recommendations, decisions, or other outputs that can influence physical or digital environments. AI systems may operate with varying degrees of autonomy and may adapt after deployment. For the purposes of this Privacy Management Program, AI includes systems used to collect, analyze, infer, generate, or otherwise process personal information, including machine learning, generative AI, and AI-supported automated decision-making tools.

"Automated Decision-Making" means the use of technology to make, recommend, prioritize, rank, assess, or materially influence decisions affecting individuals or municipal services.

"Emerging Technology" means technology that may introduce new operational, privacy, security, or governance risks, including AI systems, automation tools, biometric technologies, and similar digital solutions.

"Generative AI" means AI systems capable of creating content, including text, images, audio, code, summaries, or analytical outputs based on prompts or input data.

"High-Risk AI Use" means AI applications that may significantly affect individuals, including automated decision-making, biometric applications, or systems involving sensitive personal information.

"Low-Risk AI Use" means AI applications used for administrative assistance, productivity, drafting, summarization, or other functions that do not directly affect individual rights, eligibility, safety, or access to municipal services.

"Personal Information" means recorded information about an identifiable individual as defined under MFIPPA.

"Predictive AI" means AI systems that analyze information and patterns to support forecasting, predictions, or data-informed decision-making.

"Privacy Impact Assessment (PIA)" means an assessment used to identify and address privacy risks associated with the collection, use, disclosure, or processing of personal information.

"Real Risk of Significant Harm (RROSH)" means the threshold used to assess privacy breaches, defined as a real risk of significant harm—such as identity theft, physical harm,

humiliation, damage to reputation or relationships, or financial loss—arising from the unauthorized access, use, or disclosure of personal information.

4. GOVERNANCE AND ACCOUNTABILITY

The Township shall maintain centralized oversight of AI and emerging technologies through the Chief Administrative Officer (CAO), supported by the Clerk (Privacy Officer) or designate.

The CAO is responsible for approving all AI systems and emerging technologies used by the Township, including internally developed tools, purchased software, vendor-provided services, and AI capabilities incorporated into existing technology platforms.

Before approving an AI system, the CAO shall ensure that the proposed technology has a clearly identified municipal purpose, appropriate operational justification, and has undergone suitable privacy, security, legal, and risk reviews. The review process shall consider the type of information involved, potential impacts on individuals, safeguards required, staff training needs, and ongoing monitoring requirements.

No department, employee, contractor, consultant, or service provider shall implement or use an AI system for Township purposes unless approval has been granted by the CAO.

The Clerk (Privacy Officer) or designate shall provide privacy oversight and advice regarding AI systems. This includes reviewing proposed uses for compliance with MFIPPA, advising whether a Privacy Impact Assessment is required, identifying privacy risks, recommending mitigation measures, and maintaining appropriate privacy documentation. The Privacy Officer's role is advisory and does not replace the statutory responsibilities of the Head under MFIPPA.

The Township shall maintain an inventory of approved AI systems, including the system purpose, responsible department, vendor information where applicable, information processed, risk classification, approval status, privacy review status, and applicable monitoring requirements.

5. RESPONSIBLE USE PRINCIPLES

5.1 Transparency

The Township shall use AI systems in a transparent manner. Where AI is used in a meaningful way to support service delivery, communications, or decision-making, appropriate notice may be provided to affected individuals.

Where AI-assisted content is used externally, the Township may include an appropriate disclaimer indicating that AI assistance was used and that human review has occurred.

5.2 Accountability and Human Oversight

AI systems shall support, but not replace, human judgment and municipal authority.

Employees remain responsible for reviewing AI-generated information, ensuring accuracy, and complying with applicable legislation, Township policies, and professional obligations.

Departments remain accountable for decisions and outcomes resulting from the use of AI systems.

5.3 Fairness and Bias Mitigation

The Township shall consider potential bias, discrimination, and unintended impacts when implementing AI systems.

Higher-risk AI systems may require additional review to assess fairness, reliability, accuracy, and potential impacts on individuals or groups.

5.4 Privacy and Data Protection

AI systems shall comply with MFIPPA and applicable privacy requirements.

Personal information belonging to staff, Council members, residents, or other individuals shall not be entered into publicly available AI tools unless the system has been approved by the Township and appropriate privacy, security, and contractual protections are in place.

AI systems shall only collect, use, disclose, or process personal information for authorized municipal purposes.

5.5 Security and Risk Management

AI systems shall be reviewed for cybersecurity risks before implementation.

The Township shall consider risks relating to unauthorized access, disclosure, misuse, vulnerabilities, third-party data handling, and system reliability.

Approved AI tools may be used to support cybersecurity initiatives, including threat detection, phishing prevention, and information security improvements.

5.6 Environmental Awareness

Users should be aware that AI services rely on computing infrastructure, including third-party data centres, which may require significant energy and resource consumption and may have indirect environmental impacts.

6. GENERATIVE AI SYSTEMS

6.1 Permitted Uses

Approved generative AI tools may be used to support administrative tasks, drafting, editing, summarizing non-confidential information, preparing preliminary materials, improving workflow efficiency, and assisting with research and analysis.

Generative AI may also be used for other approved municipal purposes where appropriate safeguards and human oversight are maintained.

All AI-generated content must be reviewed by appropriate Township staff before being relied upon, distributed, or incorporated into official Township materials.

6.2 Restrictions

Generative AI shall not be used to make final municipal decisions, provide unauthorized legal interpretations, replace professional judgment, or create content that has not been appropriately reviewed.

AI-generated information shall not be considered authoritative without human verification.

6.3 Input Restrictions

Employees shall not enter personal information, confidential information, closed-session information, municipal election information, protected records, or sensitive Township information into public or unapproved AI systems.

6.4 Accuracy of AI Outputs

AI-generated information may contain inaccuracies, omissions, outdated information, or fabricated content. Employees shall independently verify factual information, legal

references, financial information, technical advice, and other material before relying upon or distributing AI-generated outputs.

7. APPROVED USES OF ARTIFICIAL INTELLIGENCE

Approved AI systems may be used to support Township operations where there is a demonstrated municipal purpose and approval has been obtained from the CAO.

Approved uses may include administrative support, drafting and editing documents, summarizing non-confidential information, assisting with research and analysis, improving workflow efficiency, supporting accessibility initiatives, enhancing cybersecurity measures, and assisting staff with routine operational tasks.

AI systems may also be used to support public communications, service delivery, and internal business processes where appropriate privacy, security, and operational safeguards are in place.

AI-generated content, recommendations, analysis, or other outputs shall be reviewed by appropriate Township staff before being relied upon for municipal purposes.

AI systems shall not replace the authority, judgment, or accountability of Township employees, Council, or decision-makers.

8. CHATBOTS AND VIRTUAL ASSISTANTS

The Township may use approved AI-enabled chatbots and virtual assistants to improve access to municipal information and services.

All chatbot and virtual assistant systems require prior approval from the CAO and shall undergo appropriate privacy, security, and operational review before implementation.

Chatbots may be used to provide general information, assist individuals in locating Township services, answer routine inquiries, and direct users to appropriate resources.

Chatbots shall not provide binding legal, administrative, or statutory decisions and shall not replace staff involvement in complex, sensitive, or individualized matters.

Where a chatbot collects information from individuals, the Township shall ensure that only information necessary for the approved purpose is collected and that the collection, use, disclosure, and protection of personal information complies with MFIPPA and applicable privacy requirements.

9. AUTOMATED DECISION-MAKING SYSTEMS

Automated decision-making refers to the use of AI or automated systems to make, recommend, prioritize, rank, assess, or materially influence decisions affecting individuals, municipal services, programs, or operations.

Due to the potential impact of automated decision-making systems, all such systems require prior approval from the CAO and enhanced review before implementation.

Before approving an automated decision-making system, the Township shall assess the purpose of the system, the information used, potential impacts on individuals, accuracy and reliability, privacy considerations, cybersecurity risks, potential bias, and available safeguards.

Where automated decision-making systems are used, the Township shall ensure meaningful human oversight is maintained. Staff shall retain the ability to review, question, and override automated outputs where appropriate.

The Township remains responsible for decisions and outcomes resulting from the use of automated systems.

Where appropriate, individuals affected by automated processes may be provided with information regarding the use of the system and available options for review or reconsideration.

10. BIOMETRICS AND IDENTIFICATION TECHNOLOGIES

Biometric technologies are systems that identify or verify individuals using physical or behavioural characteristics, including facial recognition, fingerprint scanning, voice recognition, and similar identification technologies.

Because biometric technologies may present elevated privacy, security, and ethical risks, their use requires prior approval from the CAO and completion of appropriate risk assessments before implementation.

Before approving biometric technologies, the Township shall consider whether the proposed use is necessary, proportionate, supported by a legitimate municipal purpose, and whether less intrusive alternatives are available.

Approved biometric systems shall include appropriate safeguards, including access controls, security protections, audit logging, defined retention and destruction requirements, and restrictions on secondary use.

The Township shall provide appropriate notice where biometric technologies are used in public-facing contexts.

11. RISK ASSESSMENT AND CLASSIFICATION

11.1 Risk Assessment Requirements

All AI systems shall undergo an appropriate risk assessment before implementation to determine the level of review, oversight, and safeguards required.

Risk assessments shall consider factors including the type of information processed, whether personal information is involved, the purpose of the system, potential impacts on individuals, cybersecurity considerations, vendor risks, human oversight requirements, accuracy, reliability, and the potential for bias or unintended consequences.

The level of assessment required shall be proportionate to the risk associated with the AI system.

11.2 Low-Risk AI Systems

Low-risk AI systems are generally those used for administrative assistance, productivity, drafting, summarization, or similar activities that do not directly affect individual rights, eligibility, safety, or access to municipal services.

Low-risk systems still require CAO approval before use and must comply with applicable Township privacy, security, and acceptable-use requirements.

11.3 Moderate-Risk AI Systems

Moderate-risk AI systems include public-facing informational tools, chatbots, operational assistance tools, and systems that process limited information while maintaining appropriate safeguards.

Moderate-risk systems require additional review to confirm privacy, security, accessibility, and operational considerations have been addressed.

11.4 High-Risk AI Systems

High-risk AI systems include systems involving personal information, predictive analytics, automated decision-support, significant service impacts, or processes that may materially affect individuals.

High-risk systems require enhanced privacy and security review, appropriate documentation, ongoing monitoring, and CAO approval before implementation.

11.5 Very High-Risk AI Systems

Very high-risk AI systems include automated decision-making systems affecting individuals, biometric technologies, or other systems presenting significant privacy, legal, ethical, or public trust concerns.

Very high-risk systems require enhanced review, documented justification, appropriate safeguards, and CAO approval before implementation.

12. PROCUREMENT AND THIRD-PARTY AI SYSTEMS

All AI systems obtained through procurement, contracts, subscriptions, or third-party service providers require prior CAO approval before implementation.

The Township shall ensure that agreements involving AI systems address privacy, confidentiality, cybersecurity, data ownership, permitted uses of Township information, breach notification obligations, vendor responsibilities, and secure return or destruction of information where appropriate.

Third-party AI and SaaS vendors shall explicitly adhere to the Township's mandatory privacy breach reporting requirements, providing notification without undue delay (no later than within 24 hours) of any security incident or actual/suspected privacy breach involving Township information, alongside comprehensive impact and data volume metrics necessary for the Township to conduct its Real Risk of Significant Harm (RROSH) assessment and satisfy statutory reporting obligations to the Information and Privacy Commissioner of Ontario (IPC).

Vendor agreements shall address whether Township information may be used for AI model training, analytics, or other secondary purposes. Township information shall not be used for these purposes unless expressly authorized by the Township and supported by appropriate contractual protections.

Third-party AI providers shall be expected to comply with applicable Township privacy and security requirements.

13. RESPONSIBILITIES

13.1 Employees

Employees authorized to use AI systems shall comply with this Policy and use approved AI tools responsibly, ethically, and transparently.

Employees shall protect personal, confidential, and sensitive information, review AI-generated content for accuracy and appropriateness, and report suspected misuse, security concerns, privacy breaches, or violations of this Policy.

Employees shall not use Township-provided AI resources for unauthorized personal purposes.

13.2 Members of Council

Members of Council shall use AI systems responsibly and in accordance with this Policy, confidentiality obligations, and applicable legislation.

Council members shall not enter personal information, confidential information, closed-session information, municipal election information, or protected information into unapproved AI systems.

Township-provided AI resources shall not be used for campaigning, election-related activities, or other unauthorized purposes.

13.3 Department Heads and Supervisors

Department heads and supervisors shall ensure that AI use within their areas of responsibility complies with this Policy.

They shall assess operational risks, ensure approved systems are used appropriately, support responsible AI practices, and report concerns regarding inappropriate use.

13.4 Chief Administrative Officer

The CAO is responsible for approval of all AI systems used by the Township and ensuring appropriate governance, oversight, and accountability.

13.5 Clerk (Privacy Officer)

The Clerk (Privacy Officer) shall monitor legislative and regulatory developments relating to AI and privacy, provide privacy guidance, review privacy implications of AI systems, and recommend updates to this Policy as required.

13.6 Information Technology Support

The Township's information technology function shall support the review of AI systems, assess cybersecurity considerations, assist with technical safeguards, and support appropriate implementation of approved technologies.

14. RECORDS MANAGEMENT

AI-generated content, prompts, outputs, and related documentation shall be managed in accordance with applicable Township records management practices where they are required for legal, accountability, operational, or historical purposes.

Not all AI-generated content, prompts, or outputs will constitute official Township records. Employees shall use appropriate judgment when determining whether AI-generated materials should be retained as part of Township records.

15. TRAINING AND AWARENESS

Employees and members of Council authorized to use AI systems shall be provided with appropriate information and guidance regarding the responsible use of approved AI tools.

Guidance may include information regarding approved AI systems, privacy obligations, confidentiality requirements, cybersecurity considerations, limitations of AI-generated information, human review requirements, and procedures for reporting concerns or incidents.

The Township may provide additional education or awareness opportunities as appropriate to support responsible and effective use of AI technologies.

16. MONITORING, REVIEW, AND COMPLAINTS

The Township shall monitor approved AI systems to ensure continued alignment with operational needs, privacy requirements, cybersecurity expectations, and responsible AI practices.

AI systems may be reviewed periodically to assess performance, accuracy, fairness, security, privacy impacts, and continued suitability.

Where concerns are identified regarding the use of an AI system, including inaccurate, unfair, inappropriate, or unintended outcomes, the Township shall review the matter and take appropriate corrective action where required.

Individuals affected by AI-assisted processes may seek human review or clarification through applicable Township processes.

This Policy shall be reviewed periodically and updated as required to reflect changes in legislation, regulatory guidance, technology, cybersecurity practices, and municipal operational requirements.

17. LEGISLATIVE AND REGULATORY ALIGNMENT

The Township's use of AI and emerging technologies shall be conducted in accordance with applicable legislation, regulations, and guidance, including but not limited to:

- The Municipal Freedom of Information and Protection of Privacy Act (MFIPPA);
- Applicable Ontario legislation and regulations relating to privacy, cybersecurity, and municipal operations;
- Guidance and recommendations issued by the Information and Privacy Commissioner of Ontario (IPC);
- Ontario government guidance regarding responsible use of Artificial Intelligence;
- Applicable federal guidance regarding responsible use of Artificial Intelligence; and
- Other legislation or regulatory requirements applicable to Township operations.

The Township shall monitor legislative and regulatory developments relating to AI and update this Policy as required.

18. COMMUNICATION

This Policy shall be made available to Township employees, members of Council, and applicable contractors and service providers to support awareness and compliance.

Where AI-assisted content is used for external communications or official Township materials, the Township may provide appropriate disclosure indicating that AI tools were used and that the final content was reviewed by authorized Township personnel.

Examples of appropriate AI disclosure statements may include:

- "AI assistance was used in preparing this document. The content has been reviewed by qualified municipal staff."
- "This material was developed with the assistance of AI tools. Human review was completed to ensure accuracy and alignment with municipal requirements."
- "AI tools were used to support drafting and formatting. Final review and approval remain the responsibility of Township staff."

19. EFFECTIVE DATE

This Policy comes into effect on the date approved by Council.

Vendor Privacy and Security Standard Policy

1. PURPOSE

The purpose of this Policy is to establish a comprehensive, risk-based framework governing all vendors, contractors, consultants, service providers, and technology partners (collectively "Vendors") who collect, access, store, process, transmit, or dispose of personal information or municipal records on behalf of the Township of Armour ("the Township").

2. SCOPE

This Policy applies to:

- Cloud service providers and SaaS platforms
- IT service providers and managed service contractors
- Professional consultants and operational contractors
- Communications, marketing, and social media service providers
- Any third-party handling records in the custody or control of the Township

This Policy is designed to ensure compliance with:

- The Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)
- Applicable IPC guidance on third-party service providers
- Municipal procurement and accountability standards
- Privacy-by-design and security-by-default principles

3. DEFINITIONS

For the purposes of this Policy:

"Artificial Intelligence (AI)" means a machine-based system that uses data and computational methods to infer how to generate predictions, content, recommendations, decisions, or other outputs that can influence physical or digital environments. AI systems may operate with varying degrees of autonomy and may adapt after deployment. For the purposes of this Privacy Management Program, AI includes systems used to collect, analyze, infer, generate, or otherwise process personal information, including machine learning, generative AI, and AI-supported automated decision-making tools.

"Machine Learning" means technology that enables computer systems to identify patterns in data, learn from experience, and improve performance or make predictions without being explicitly programmed for each specific task. Examples include systems that automatically classify documents, identify trends in data, detect unusual activity, provide recommendations, or assist with tasks such as speech recognition and image analysis.

"Personal Information" means recorded information about an identifiable individual as defined by applicable privacy legislation.

"Records" means recorded information in any format, including paper and electronic records, created, received, or maintained by or on behalf of the Township.

"Real Risk of Significant Harm (RROSH)" means the threshold used to assess privacy breaches, defined as a real risk of significant harm—such as identity theft, physical harm, humiliation, damage to reputation or relationships, or financial loss—arising from the unauthorized access, use, or disclosure of personal information.

"Security Incident" means any event that compromises or may compromise the confidentiality, integrity, or availability of Township information or systems.

"Township Information" means all records and information created, collected, received, accessed, used, stored, processed, transmitted, retained, or disposed of by or on behalf of the Township.

"Vendor" means any contractor, consultant, service provider, supplier, technology provider, or subcontractor that provides services to the Township and has access to Township information or systems.

"Privacy Breach" means the unauthorized access, collection, use, disclosure, loss, alteration, retention, or destruction of personal information.

4. LEGISLATIVE AUTHORITY

This Policy is established pursuant to the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) and shall be administered in accordance with applicable legislation, regulations, municipal policies, records retention requirements, and guidance issued by the Information and Privacy Commissioner of Ontario.

Where legislation imposes more stringent privacy requirements, those requirements shall prevail.

5. RESPONSIBILITIES

Council approves this Policy.

Department Managers are responsible for identifying vendor engagements involving Township information and ensuring compliance with this Policy.

The Clerk/Privacy Officer provides privacy guidance, supports privacy risk assessments, and advises on compliance with MFIPPA.

Procurement ensures appropriate privacy and security requirements are incorporated into procurement documents and agreements.

Information Technology provides technical guidance on information security and technology risks, where applicable.

Vendors are responsible for complying with this Policy and all applicable contractual privacy, security, and confidentiality obligations.

6. VENDOR PRIVACY AND SECURITY PRINCIPLES

All Vendors shall conduct their activities in accordance with the following principles.

6.1 Accountability

Vendors are accountable for protecting all Township information entrusted to them and shall maintain appropriate administrative, technical, and physical safeguards throughout the duration of the contractual relationship.

Compliance with this Standard does not relieve a Vendor of any contractual, statutory, or professional obligations.

6.2 Authorized Collection, Use and Disclosure

Township information shall be collected, accessed, used, disclosed, processed, retained, and disposed of solely for the purposes authorized by the Township and only to the extent necessary to fulfill the applicable contractual obligations.

Information shall not be used for secondary purposes without the Township's prior written authorization.

6.3 Data Minimization

Vendors shall limit the collection, access, use, retention, and disclosure of personal information to the minimum amount reasonably necessary to perform the contracted services.

Where practical, Vendors shall employ privacy-enhancing techniques including anonymization, de-identification, or masking to reduce privacy risks.

6.4 Need-to-Know Access

Access to Township information shall be restricted to personnel whose duties require such access. Vendors shall implement role-based access controls, least-privilege principles, and appropriate authentication mechanisms to prevent unauthorized access.

Access permissions shall be reviewed regularly and promptly revoked when no longer required.

6.5 Security Safeguards

Vendors shall implement safeguards appropriate to the sensitivity, volume, and risk associated with Township information.

Safeguards shall include administrative, technical, and physical measures designed to protect information against unauthorized access, collection, use, disclosure, alteration, destruction, loss, theft, or unavailability.

6.6 Transparency

Vendors shall maintain documented privacy, information security, records management, and incident response practices and shall provide relevant documentation to the Township upon reasonable request.

Vendors shall promptly notify the Township of any material changes to practices that could affect the privacy or security of Township information.

6.7 Privacy by Design and Security by Default

Where technologies or services are developed, implemented, configured, or maintained on behalf of the Township, Vendors shall incorporate privacy and security considerations throughout the system lifecycle.

Default configurations shall protect personal information to the greatest extent reasonably practicable without requiring unnecessary user intervention.

6.8 Risk-Based Information Management

Privacy and security safeguards shall be proportionate to the sensitivity of the information, the likelihood and severity of potential harm, operational requirements, and recognized industry practices.

Higher-risk information shall receive enhanced protection commensurate with the level of risk.

6.9 Continuous Improvement

Vendors shall periodically review and improve their privacy and information security practices to address evolving threats, technological developments, operational changes, and emerging risks.

Where deficiencies are identified, Vendors shall implement corrective measures within reasonable timeframes agreed upon with the Township.

7. VENDOR PRIVACY AND SECURITY REQUIREMENTS

7.1 Contractual Requirements

Vendor agreements involving Township information shall include appropriate privacy, security, confidentiality, and records management requirements based on the nature of the services provided and the sensitivity of the information involved.

7.2 Data Ownership and Control

All Township information remains under the custody and control of the Township. Vendors acquire no ownership rights or independent authority over Township information and shall retain such information only as necessary to provide contracted services or as otherwise required by law.

7.3 Security Safeguards

Vendors shall implement reasonable administrative, technical, and physical safeguards appropriate to the sensitivity and risk of Township information.

Safeguards shall include, where applicable:

- access controls based on least privilege;
- appropriate authentication measures, including multi-factor authentication where required;
- encryption of information in transit and at rest;
- security monitoring and audit logging;
- vulnerability management and security updates; and
- protection against unauthorized access, disclosure, alteration, loss, or destruction.

7.4 Vendor Personnel Requirements

Vendors shall ensure personnel with access to Township information:

- are authorized and require access to perform assigned duties;
- are subject to confidentiality obligations;
- receive appropriate privacy and security training; and
- have access removed promptly when no longer required.

7.5 Privacy Breaches and Security Incidents

Vendors shall notify the Township without undue delay, and no later than within 24 hours, upon becoming aware of any actual or suspected privacy breach or security incident involving Township information.

Vendors shall:

- provide comprehensive impact details, data volume metrics, and sufficient information necessary for the Township to conduct its Real Risk of Significant Harm (RROSH) assessment and satisfy mandatory reporting obligations to the Information and Privacy Commissioner of Ontario (IPC); co-operate with investigation, containment, and remediation activities;
- preserve relevant records, logs, and evidence; and
- provide documentation of actions taken.

7.6 Subcontractors

Vendors shall obtain approval before granting subcontractors access to Township information where required by contract.

Subcontractors shall be subject to privacy, security, confidentiality, and records management obligations equivalent to those imposed on the primary Vendor.

Vendors remain responsible for the actions and compliance of all approved subcontractors.

8. VENDOR RISK MANAGEMENT AND OVERSIGHT

8.1 Due Diligence

The Township may assess Vendor privacy and security practices before entering into an agreement or implementing a service.

Assessments may consider:

- sensitivity and volume of information involved;
- security safeguards;
- data storage and processing locations;
- subcontractor arrangements;
- incident response capabilities; and
- relevant certifications or independent assessments.

8.2 Privacy and Security Assessments

The Township may require a Privacy Impact Assessment (PIA) and/or other privacy, security, or technology assessments for services involving higher-risk information, new technologies, cloud services, artificial intelligence, automated processing, or significant changes to existing services.

Vendors shall provide information reasonably required to support such assessments.

8.3 Audit and Compliance Verification

The Township may conduct reasonable and proportionate compliance reviews to confirm Vendor adherence to contractual and policy requirements.

Oversight activities may include:

- review of relevant documentation;
- review of security certifications or assessments;
- verification of applicable controls; and
- review of records relating to Township information.

The Township shall exercise oversight in a manner that considers Vendor confidentiality, security requirements, and operational constraints. Where possible, the Township may rely on current third-party certifications, audit reports, or assessments provided by the Vendor.

8.4 Vendor Cooperation

Vendors shall cooperate with reasonable Township compliance reviews and address identified deficiencies within agreed timelines.

9. CLOUD SERVICES AND TECHNOLOGY PROVIDERS

9.1 General Requirements

Cloud service providers, SaaS providers, and technology Vendors shall ensure Township information is securely stored, processed, accessed, and protected.

Providers shall maintain:

- appropriate access controls;
- security monitoring and logging;
- system availability and reliability measures;
- backup and recovery capabilities; and
- processes supporting secure data export and transition.

9.2 DATA RESIDENCY AND CROSS-BORDER PROCESSING

The Township prefers that personal information be stored and processed within Canada where reasonably practicable.

Vendors shall disclose:

- locations where Township information is stored or processed;
- any cross-border data flows; and
- material changes to storage or processing locations.

9.3 Artificial Intelligence and Automated Processing

Vendors using artificial intelligence, machine learning, or automated processing involving Township information shall:

- disclose such use to the Township;
- protect Township information from unauthorized use or disclosure;
- not use Township information to train publicly available or shared models without written authorization; and
- provide reasonable information regarding how such technologies process Township information.

9.4 Business Continuity and Disaster Recovery

Technology Vendors shall maintain appropriate business continuity and disaster recovery measures to support the availability and recovery of Township information and services.

Where appropriate, Vendors shall periodically test recovery procedures and address identified deficiencies.

10. Records Lifecycle and Retention Requirements

10.1 Retention Requirements

Vendors shall manage Township information in accordance with applicable Township retention requirements and contractual obligations.

Where reasonably practicable, Vendor retention practices shall align with Township requirements.

10.2 Lifecycle Management

Vendors shall support the appropriate management of Township information throughout its lifecycle, including authorized use, retention, transfer, return, and disposal.

10.3 Backups and Replication

Vendors shall maintain reasonable controls for backup and replicated copies of Township information to support security, availability, and appropriate retention practices.

10.4 Legal Holds

Where the Township provides notice of a legal hold affecting Township information, Vendors shall take reasonable steps to preserve relevant information and suspend routine deletion processes as required.

10.5 Return and Disposal

Upon completion of services, termination of an agreement, or request by the Township, Vendors shall return or securely dispose of Township information in accordance with contractual requirements and applicable obligations.

Where appropriate, Vendors shall confirm completion of return or disposal activities.

11. COMMUNICATIONS AND SOCIAL MEDIA VENDORS

Vendors acting on behalf of the Township shall follow approved communications requirements, protect Township information, and promptly report any privacy, security, or communication incidents. Vendors shall not disclose personal information, confidential information, or represent personal opinions as official Township positions.

12. CONFIDENTIALITY

Vendors shall ensure that Township information is treated as confidential and accessed only by authorized individuals for approved purposes. Confidentiality obligations shall continue following completion or termination of services.

13. NON-COMPLIANCE

Failure to comply with this Standard or contractual obligations may result in corrective action, restriction of access, or other contractual remedies.

14. REVIEW

This Standard shall be reviewed periodically to ensure continued alignment with applicable privacy, security, records management, and technology practices.

15. EFFECTIVE DATE

This Policy comes into effect on the date approved by Council.

Information Asset Register Policy

1. PURPOSE

The purpose of this Policy is to establish a framework for identifying, documenting, maintaining, and reviewing the Township of Armour's Information Asset Register.

The Information Asset Register replaces the former Personal Information Bank (PIB) inventory maintained under previous legislative requirements. It is maintained as an internal governance and administrative tool to support the responsible management, protection, and oversight of information held by the Township.

The Register supports, but does not replace, the Township's obligations under applicable legislation and municipal policies.

2. SCOPE

This Policy applies to all Township departments, boards, committees, employees, contractors, consultants, volunteers, and agents acting on behalf of the Township.

It applies to information created, collected, received, used, or maintained by the Township in any format, including paper records, electronic files, databases, and information systems.

3. DEFINITIONS

For the purposes of this Policy:

"Information Asset" means information or a collection of information created, collected, received, or maintained by the Township to support its programs, services, and operations.

"Information Asset Register" means an internal record identifying the Township's information assets and documenting relevant information about their purpose, responsible department, location, protection, and retention.

"Personal Information" means recorded information about an identifiable individual, as defined by applicable legislation.

"Clerk/Privacy Officer" means the employee designated to coordinate the Township's information management, privacy, and access to information responsibilities.

4. LEGISLATIVE AUTHORITY

This Policy is established pursuant to the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) and shall be administered in accordance with applicable legislation,

regulations, municipal policies, records retention requirements, and guidance issued by the Information and Privacy Commissioner of Ontario.

Where legislation imposes more stringent privacy requirements, those requirements shall prevail.

5. RESPONSIBILITIES

5.1 Council

Council shall approve this Policy and any amendments.

5.2 Chief Administrative Officer

The Chief Administrative Officer shall oversee the implementation of this Policy and promote compliance throughout the organization.

5.3 Clerk/Privacy Officer

The Clerk/Privacy Officer shall:

a) coordinate the maintenance and review of the Register;
b) provide guidance to departments on information management and privacy requirements;
c) coordinate updates with Department Heads; and
d) recommend improvements and corrective actions where necessary.

5.4 Department Heads

Department Heads shall:

a) identify information assets within their departments;
b) provide accurate information for the Register;
c) notify the Clerk/Privacy Officer of new information assets or significant changes; and
d) ensure information is managed in accordance with applicable legislation and Township policies.

6. INFORMATION ASSET REGISTER

The Register may be maintained in an electronic database, spreadsheet, or other approved format. The Register shall be maintained separately from this Policy. The database and its entries do not form part of the Policy and may be updated as required without Council approval, provided the updates remain consistent with this Policy. The Register shall be reviewed at least annually and updated as necessary.

7. PRIVACY AND INFORMATION SECURITY

Departments shall ensure that information, particularly personal information, is collected, used, disclosed, stored, and protected in accordance with applicable legislation and Township policies.

Only information reasonably necessary for an authorized purpose shall be collected, and appropriate safeguards shall be used to protect information against unauthorized access, use, disclosure, loss, or destruction.

Where a new program, technology, or information system may create significant privacy or security risks, the Clerk/Privacy Officer may require an appropriate assessment before implementation.

8. RECORDS RETENTION AND DISPOSAL

Information assets shall be retained and disposed of in accordance with the Township's Records Retention By-law, applicable legislation, and other relevant requirements.

Inclusion in the Register does not independently authorize the destruction of records or establish a retention period.

9. REVIEW

This Policy shall be reviewed by the Clerk at least once during each term of Council or sooner where legislative, technological, or operational changes require review.

10. EFFECTIVE DATE

This policy comes into effect on the date approved by Council.

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
A00	Administration – General	Municipal Act, 2001; MFIPPA s.28(2)	Names, addresses, correspondence, contact information	General administration and municipal operations	All departments	Residents, businesses, stakeholders, staff	7 years
A01	Associations & Organizations	Municipal Act, 2001	Names, contact information, committee membership information	Liaison with professional associations and organizations	Administration, Senior Management	Association representatives, municipal staff	7 years
A02	Staff Meetings	Municipal Act, 2001; Employment-related authority	Employee names, attendance records, staff reports	Internal administration and management	All departments	Municipal employees	7 years
A03	Computer Systems	Municipal Act, 2001; MFIPPA	User IDs, access logs, system administrator records	System development and administration	IT, Administration	Employees, contractors	Superseded
A04	Office Equipment and Furniture	Municipal Act, 2001	Employee assignments, office locations	Asset management	Administration	Employees	Superseded
A05	Office Services	Municipal Act, 2001	Names, addresses, mailing information	Mail, courier and printing services	Administration	Residents, businesses, staff	7 years
A06	Policies and Procedures	Municipal Act, 2001	Limited employee information where applicable	Governance and administration	All departments	Staff	Superseded

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
A07	Records Disposition	MFIPPA; Municipal Act, 2001	Names of staff authorizing destruction, signatures	Records management compliance	Clerk's Office, Administration	Employees	Permanent
A08	Telecommunications Systems	Municipal Act, 2001; MFIPPA	Telephone numbers, user accounts, contact information	Communications administration	IT, Administration	Employees, residents	Superseded
A09	Message Records	Municipal Act, 2001	Names, phone numbers, contact details, message content	Business communications	All departments	Residents, businesses, staff	7 years
A10	Vendors and Suppliers	Municipal Act, 2001	Contact names, business contact information	Procurement support	Finance, Administration	Vendors, contractors	1 year
A11	Accessibility of Records, Freedom of Information (FOI)	MFIPPA	Requester names, addresses, phone numbers, records requested, identification information, complaints, investigations	Processing access, privacy administration and correction requests	Clerk's Office, FOI Coordinator, Solicitor	Requesters, affected parties	10 years
A12	Security & Video Surveillance	MFIPPA; Municipal Act, 2001	Images, video footage, visitor information, key-holder information	Security and incident investigation	Administration, Facilities, Security Personnel, Communications	Visitors, residents, employees	Superseded (Video: 30 days)

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
A13	Facilities Construction & Renovations	Municipal Act, 2001; Building Code Act	Consultant names, contractor contact information	Project administration	Public Works, Facilities, Administration	Contractors, consultants	Permanent
A14	Building and Property Maintenance	Municipal Act, 2001	Contractor information, complainant information	Facility maintenance and operations	Facilities, Public Works	Contractors, residents, staff	7 years
A15	Facilities Bookings	Municipal Act, 2001	Names, addresses, phone numbers, payment information, insurance contacts	Facility rental administration	Recreation, Administration	Renters, community groups	7 years
A16	Accessibility of Services	AODA; Municipal Act, 2001	Names, accommodation requests, disability-related information where necessary	Accessibility planning and accommodation	Administration, Accessibility Coordinator	Residents, visitors, staff	10 years
A17	Information Systems Production Activity & Control	MFIPPA; Municipal Act, 2001	User IDs, IP addresses, access logs, activity records	Security monitoring and system administration	IT Department	Employees, contractors	7 years
A18	MPAC Ownership Changes/Title Changes	Assessment Act; Municipal Act, 2001	Property owner names, mailing addresses, legal descriptions, sale information	Property taxation and assessment administration	Taxation, Clerk, Treasury	Property owners	1 year

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
A19	Municipal Newsletters	Municipal Act, 2001	Contact information where distribution lists are maintained	Public communications	Administration	Residents, subscribers	7 years
A20	Building Permit Reports	Building Code Act, 1992	Property owner names, contractor information, inspection records	Building regulation and enforcement	Building Department	Property owners, contractors	25 years
A21	Uniforms and Clothing	Occupational Health and Safety Act; Municipal Act, 2001	Employee names, clothing sizes, issue records	Employee safety and uniform management	Human Resources, Department Managers	Employees	7 years
A22	Building Structure Systems	Fire Protection and Prevention Act; Building Code Act	Contractor names, inspector information	Life safety and asset management	Facilities, Building Department	Contractors, inspectors	Superseded/Life of Asset
A23	Intergovernmental Relations	Municipal Act, 2001	Contact names, correspondence records	Government relations and reporting	Administration, Senior Management	Government representatives, stakeholders	Superseded/Life of Program
A24	Privacy Impact Assessments & Privacy Compliance Records	MFIPPA	Names of reviewers, project contacts, privacy incident information, risk assessment details	Privacy governance, compliance, risk management	Clerk's Office, Privacy Officer, Administration	Employees, residents, service users, contractors	Superseded + 7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
C00	Council, Boards and By-laws – General	Municipal Act, 2001; MFIPPA s.28(2)	Names, contact information, correspondence, stakeholder submissions	General administration of Council and governance matters	Clerk's Office, Council, Administration	Residents, businesses, stakeholders, elected officials	7 years
C01	By-Laws	Municipal Act, 2001	Names of applicants, owners, signatories, complainants or affected persons contained within supporting schedules or attachments where applicable	Legislative authority, governance, enforcement, public record	Clerk's Office, Council, Administration, Municipal Departments	Property owners, residents, businesses, elected officials	Permanent
C02	Council Agenda	Municipal Act, 2001	Names of delegates, presenters, applicants, correspondents and meeting participants	Preparation and administration of Council meetings	Clerk's Office, Council	Residents, businesses, organizations, elected officials	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
C03	Council Minutes	Municipal Act, 2001	Names of delegates, presenters, applicants, meeting attendees, sign-in sheets and individuals appearing before Council	Official record of Council proceedings and decisions	Clerk's Office, Council, Administration	Residents, businesses, organizations, elected officials	Permanent
C04	Closed Meetings	Municipal Act, 2001 (s.239); MFIPPA	Employee information, labour relations information, legal opinions, property matters, identifiable personal information discussed in closed session	Documentation of legally authorized closed meetings and decisions	Clerk's Office, Council, CAO, Legal Counsel	Employees, residents, property owners, contractors, elected officials	Permanent
C05	Council Committee Agenda & Minutes	Municipal Act, 2001	Names of committee members, delegates, presenters, applicants and attendees	Administration and documentation of committee proceedings	Clerk's Office, Committees, Council	Residents, businesses, volunteers, committee members	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
C06	Clerk's Correspondence – Council	Municipal Act, 2001; MFIPPA	Names, addresses, telephone numbers, email addresses and correspondence content	Administration of Council business and constituent communications	Clerk's Office, Council, Administration	Residents, businesses, stakeholders	7 years
C07	Resolutions	Municipal Act, 2001	Names of applicants, guests, delegates, staff contacts or affected individuals referenced in resolutions	Official documentation of Council decisions and direction	Clerk's Office, Council, Administration	Residents, businesses, elected officials	Permanent
C08	Reports to Council	Municipal Act, 2001; applicable program legislation	Names, contact information, opinions, complaints, applications, employee information and property information depending on subject matter	Supporting information for Council decision-making	Council, Clerk's Office, Administration, Department Heads	Residents, property owners, businesses, employees, stakeholders	7 years (reports included in agenda packages form part of permanent Council records)

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
C09	Appointments to Boards and Committees	Municipal Act, 2001	Names, addresses, resumes, qualifications, contact information, appointment records	Recruitment, evaluation and appointment of members to boards and committees	Clerk's Office, Council	Applicants, committee members, elected officials	7 years
C10	Elections	Municipal Elections Act, 1996	Elector names, addresses, voting information, election official information, nomination records, returned notices and voters' lists	Administration of municipal elections	Clerk's Office, Election Officials	Electors, candidates, election workers	As prescribed by Municipal Elections Act, 1996
C11	Elections – Councillors & Candidates	Municipal Elections Act, 1996	Candidate names, addresses, financial statements, nomination forms, declarations, oaths and compliance audit information	Candidate registration, election administration and statutory compliance	Clerk's Office, Election Officials, Compliance Audit Committee	Candidates, elected officials	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
C12	Goals and Objectives	Municipal Act, 2001	Limited personal information such as stakeholder contacts, committee participants and consultation submissions	Strategic planning, service delivery and organizational development	Council, Administration, Department Heads	Residents, stakeholders, elected officials	10 years
C13	Shared Services	Municipal Act, 2001	Names and contact information of representatives, committee members and participating officials	Administration of shared service agreements and intermunicipal initiatives	Council, Administration, Partner Municipalities	Municipal representatives, stakeholders, elected officials	Permanent
C14	Accountability, Transparency & Governance	Municipal Act, 2001; Integrity Commissioner provisions; MFIPPA; Ombudsman Act	Complainant information, respondent information, witness statements, investigation records, lobbyist registrations, ethics declarations and related correspondence	Administration of accountability and governance programs, investigations and compliance activities	Clerk's Office, Integrity Commissioner, Council, CAO, Legal Counsel	Council members, staff, complainants, lobbyists, witnesses, members of the public	10 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
D00	Development and Planning – General	Planning Act; Municipal Act, 2001; MFIPPA s.28(2)	Names, addresses, phone numbers, email addresses, correspondence	General planning and development administration	Planning, Clerk's Office, Administration	Property owners, applicants, residents, consultants	7 years
D01	Demographic Studies	Municipal Act, 2001	Limited personal information; stakeholder contacts and survey participants where applicable	Population and growth analysis	Planning, Administration	Residents, stakeholders	6 months
D02	Economic Development / Community Improvement	Municipal Act, 2001; Planning Act (Community Improvement Plans)	Property owner information, business owner contact information, grant applicants, correspondence	Economic development and community improvement initiatives	Economic Development, Planning, Administration	Property owners, business owners, applicants	Permanent
D03	Environment Planning	Planning Act; Municipal Act, 2001; Environmental Protection legislation	Property owner information, consultant information, environmental study contacts	Environmental planning and land-use decision making	Planning, Public Works, Conservation Authorities	Property owners, consultants, residents	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
D04	Residential Development	Planning Act	Property owner information, developer information, housing program applicants, correspondence	Housing needs assessment and residential growth planning	Planning, Administration, Council	Property owners, developers, residents	Permanent
D05	Natural Resources	Municipal Act, 2001; Planning Act	Property owner information, consultant information, stakeholder submissions	Natural resource planning and management	Planning, Public Works	Property owners, consultants, stakeholders	Permanent
D06	Tourism Development	Municipal Act, 2001	Business contact information, tourism operators, stakeholders, grant applicants	Tourism promotion and development initiatives	Economic Development, Administration	Business owners, tourism operators	Permanent
D07	Condominium Plans	Planning Act; Condominium Act, 1998	Applicant names, property owner information, consultants, engineers, legal representatives, correspondence	Review and approval of condominium developments	Planning, Clerk's Office, Council	Property owners, developers, consultants	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
D08	Official Plans	Planning Act	Public consultation submissions, property owner information, stakeholder correspondence	Official Plan development and administration	Planning, Council, Administration	Residents, property owners, stakeholders	Permanent
D09	Official Plan Amendment Applications	Planning Act	Applicant names, addresses, phone numbers, property ownership information, planning consultant information, public submissions	Review and approval of Official Plan amendments	Planning, Council, Committee of Adjustment	Applicants, property owners, neighbouring owners, consultants	Permanent
D10	Consents (Severances)	Planning Act	Applicant information, owner information, surveyor information, mortgage holder information, adjacent owner comments	Processing and approval of land severances	Planning, Committee of Adjustment, Council	Property owners, applicants, adjacent landowners	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
D12	Comprehensive Zoning By-law	Planning Act	Public consultation submissions, property owner information, stakeholder correspondence	Land-use regulation and zoning administration	Planning, Council	Residents, property owners, stakeholders	Permanent
D13	Zoning By-law Amendment Applications	Planning Act	Applicant information, property ownership records, consultant information, public submissions	Processing zoning amendment applications	Planning, Council, Committee of Adjustment	Property owners, applicants, neighbouring owners	Permanent
D14	Minor Variances	Planning Act	Applicant information, owner information, agent information, public submissions, notices	Processing Committee of Adjustment applications	Planning, Committee of Adjustment	Property owners, applicants, neighbours	Permanent
D15	Easements	Municipal Act, 2001; Land Titles Act	Property owner names, legal representatives, surveyor information	Administration of municipal easements and rights-of-way	Planning, Public Works, Clerk's Office	Property owners, legal representatives	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
D16	Encroachments	Municipal Act, 2001	Property owner information, survey information, correspondence	Administration of encroachments on municipal property	Public Works, Planning, Clerk's Office	Property owners, adjacent landowners	Permanent
D17	Annexation / Amalgamation	Municipal Act, 2001	Property owner information, stakeholder submissions, consultation records	Municipal restructuring and boundary adjustments	Council, Administration, Planning	Residents, property owners, stakeholders	Permanent
D18	Municipal Addressing / Civic Numbers	Municipal Act, 2001; Planning Act	Property owner names, addresses, contact information	Assignment and management of civic addresses	Planning, Building, Emergency Services, Public Works	Property owners, residents	Permanent
D19	Reference Plans	Planning Act; Land Titles Act	Property owner information, surveyor information, legal representative information	Property identification and land administration	Planning, Building, Clerk's Office	Property owners, surveyors	Permanent
D20	Industrial / Commercial Development	Municipal Act, 2001; Planning Act	Business owner information, developer information, property owner information	Commercial and industrial growth initiatives	Economic Development, Planning, Council	Business owners, developers, property owners	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
D21	Digital Mapping (CGIS)	Municipal Act, 2001	Property ownership information, parcel information, address data	Geographic information systems and mapping	Planning, Public Works, Building, Emergency Services	Property owners, residents	10 years
D22	Site Plan Agreements	Planning Act s.41	Property owner information, corporate contacts, consultants, engineers, legal representatives	Site plan review and administration	Planning, Building, Public Works	Property owners, developers, consultants	Permanent
D23	Shore Road / Road Allowances	Municipal Act, 2001	Applicant information, property owner information, surveyor information, correspondence	Administration of shore road and road allowance transactions	Planning, Clerk's Office, Council	Property owners, applicants	Permanent
D24	TransCanada Pipelines	Municipal Act, 2001	Landowner information, contact information, correspondence	Administration of pipeline-related matters affecting municipal lands and residents	Administration, Planning, Public Works	Property owners, stakeholders	Permanent
D25	CN Rail	Municipal Act, 2001	Property owner information, complainant information, stakeholder correspondence	Railway-related planning and operational matters	Administration, Planning, Public Works	Property owners, residents, stakeholders	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
D26	Hazard Lands	Planning Act; Conservation Authorities Act	Property owner information, consultant reports, engineering studies, correspondence	Hazard land identification and planning review	Planning, Building, Conservation Authorities	Property owners, applicants	Permanent
D27	Subdivision Plans & Agreements	Planning Act	Applicant information, developer information, property owner information, consultant reports, legal representatives, public submissions	Review and approval of subdivision developments	Planning, Council, Public Works, Building	Property owners, developers, consultants, residents	Permanent
D28	Deeming Process	Planning Act	Applicant information, property ownership information, legal representative information, correspondence	Processing deeming by-law applications	Planning, Council, Clerk's Office	Property owners, applicants	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
E00	Waste Management – General	Municipal Act, 2001; Environmental Protection Act; MFIPPA s.28(2)	Names, addresses, telephone numbers, email addresses, correspondence	General administration of waste management services	Public Works, Administration, Clerk's Office	Residents, contractors, property owners	7 years
E01	TRI-R Committee Meetings	Municipal Act, 2001	Names of committee members, attendees, delegates, presenters and signatories	Administration of landfill and waste management governance	Public Works, Administration, Council Representatives	Committee members, municipal staff, stakeholders	Permanent
E02	TRI-R Staff Reports	Municipal Act, 2001; Environmental Protection Act	Staff names, contact information, complainant information where applicable	Landfill operations and reporting	Public Works, Administration, Council	Employees, residents, stakeholders	7 years
E03	Blue Box Contracts – Funding	Resource Recovery and Circular Economy Act; Municipal Act, 2001	Applicant names, business contacts, financial contacts, correspondence	Administration of recycling funding and agreements	Public Works, Finance, Administration	Contractors, applicants, business representatives	7 years
E04	Recycling	Municipal Act, 2001	Contractor contact information, rebate recipients	Administration of recycling programs and rebate processing	Public Works, Finance	Contractors, businesses, residents	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
E05	Contaminated Soil	Environmental Protection Act	Property owner names, consultant information, contractor information, correspondence	Environmental monitoring and remediation activities	Public Works, Administration, Ministry liaison staff	Property owners, consultants, contractors	Permanent
E06	TRI-R Invoicing	Municipal Act, 2001; Municipal Act financial authority	Customer names, addresses, account information, payment details, invoice information	Collection of landfill tipping fees and financial administration	Finance, Public Works	Residents, businesses, contractors	7 years
E07	TRI-R Site Monitoring / Waste Management	Environmental Protection Act; Environmental Compliance Approval requirements	Landowner information, consultant information, site contacts, correspondence	Regulatory compliance and landfill operations	Public Works, Administration	Property owners, consultants, contractors	Permanent
E08	Employee Site Reports and Logs	Occupational Health and Safety Act; Municipal Act, 2001	Employee names, observations, incident information, operational logs	Daily landfill operations and monitoring	Public Works	Employees, contractors	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
E09	Waste Management – Property File	Environmental Protection Act; Building Code Act; Municipal Act, 2001	Property owner names, applicant information, consultant information, contractor information	Administration of landfill property, approvals and infrastructure projects	Public Works, Administration	Property owners, consultants, contractors	Permanent
E10	Water Works	Municipal Act, 2001; Safe Drinking Water Act, 2002	Property owner information, service information, contractor contacts	Water infrastructure planning and maintenance	Public Works, Administration	Property owners, contractors	Permanent
E11	Pits and Quarries	Aggregate Resources Act; Municipal Act, 2001	Property owner names, operator information, consultant contacts	Management and monitoring of pits and quarries	Public Works, Planning, Administration	Property owners, operators, consultants	Permanent
E12	Sewage Disposal	Building Code Act, 1992; Ontario Building Code; Planning Act	Property owner information, septic system information, consultant reports	Sewage system review, monitoring and approvals	Building Department, Planning, Public Works	Property owners, applicants	Permanent
E13	Near North Labs	Safe Drinking Water Act, 2002	Contact names, correspondence, laboratory contacts	Water quality monitoring and compliance	Public Works, Administration	Staff, contractors, facility users	10 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
E14	Waste Management – Water Sampling & Monitoring	Environmental Protection Act; Environmental Compliance Approval requirements	Site contact information, consultant information, chain-of-custody signatures, correspondence	Water quality monitoring and environmental compliance	Public Works, Consultants, Administration	Employees, consultants, contractors	Permanent
E15	Energy Management	Green Energy Act requirements (historical), Municipal Act, 2001; Electricity Act	Utility account contacts, contractor information, consultant information	Energy planning, conservation and reporting	Administration, Finance, Public Works	Staff, contractors, consultants	10 years
E16	Natural Heritage	Municipal Act, 2001; Planning Act	Property owner information, stakeholder submissions, consultant information	Management of forests, beaches, parks and natural heritage features	Public Works, Planning, Administration	Property owners, residents, stakeholders	10 years
E17	Renewable Energy	Municipal Act, 2001; Planning Act; applicable provincial energy legislation	Property owner information, landowner agreements, consultant information, correspondence	Review and administration of renewable energy projects	Planning, Administration, Public Works	Property owners, landowners, consultants	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
E18	Contaminated Sites	Environmental Protection Act	Property owner information, consultant reports, remediation contacts, correspondence	Monitoring and administration of contaminated sites	Public Works, Planning, Administration	Property owners, consultants, contractors	Permanent
E19	Ministry of Environment	Environmental Protection Act; Municipal Act, 2001	Contact names, correspondence, complaint information	Regulatory liaison and compliance activities	Administration, Public Works	Residents, property owners, stakeholders	Permanent
E20	Storm Sewers & Stormwater Management	Municipal Act, 2001; Drainage Act; Environmental Protection Act	Property owner information, engineering contacts, consultant reports	Planning, operation and maintenance of drainage infrastructure	Public Works, Planning	Property owners, contractors, consultants	Permanent
E21	Lake Water Monitoring	Safe Drinking Water Act, 2002; Clean Water Act, 2006	Property owner information, water-taking records, monitoring contacts, grant applicants	Source water protection and environmental monitoring	Public Works, Administration, Conservation Authorities	Property owners, applicants, stakeholders	10 years
E22	Utilities	Municipal Act, 2001	Utility account contacts, landowner information, utility representative information	Infrastructure coordination and utility management	Public Works, Planning, Administration	Property owners, utility representatives	25 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
F00	Finance and Accounting – General	Municipal Act, 2001; Municipal Affairs Act reporting requirements; MFIPPA s.28(2)	Names, contact information, financial correspondence, taxpayer information	General financial administration and statutory reporting	Treasury, Administration	Property owners, residents, vendors, employees	7 years
F01	Accounts Payable	Municipal Act, 2001; Income Tax Act; Excise Tax Act	Vendor names, employee expense claims, council expense claims, addresses, banking information, credit card details, receipts, signatures, EFT Authorization	Processing payments and reimbursements	Treasury, Finance Staff, Auditors	Employees, Council members, vendors, committee members	7 years
F02	Accounts Receivable	Municipal Act, 2001	Customer contact info, account balances, collection correspondence, payment histories	Collection of monies owing to the municipality	Treasury, Finance Staff, Auditors	Property owners, residents, businesses	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
F03	Audits	Municipal Act, 2001	Employee, vendor & taxpayer information, transaction details	Internal and external financial auditing	Treasury, Auditors, Administration	Employees, taxpayers, vendors	7 years
F04	Banking & Cheques	Municipal Act, 2001	Bank account information, names, signatures, cheque images, payment information	Banking administration and reconciliation	Treasury, Finance Staff	Employees, vendors, taxpayers, customers	7 years
F05	Budgets and Estimates	Municipal Act, 2001	Limited personal information, compensation data, program contacts	Financial planning and budget development	Treasury, Department Heads, Council	Employees, taxpayers	7 years
F06	Assets	Municipal Act, 2001	Assignment records, employee custodianship information, contractor contacts	Asset lifecycle management	Treasury, Public Works, Administration	Employees, contractors	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
F07	Debentures and Bonds	Municipal Act, 2001	Investor names, addresses, payment information	Debt administration and investor reporting	Treasury, Finance Staff	Investors, financial institutions	7 years
F08	Financial Statements	Municipal Act, 2001	Aggregated financial information; limited personal information	Statutory financial reporting	Treasury, Council, Auditors	Taxpayers, residents	Permanent
F09	Grants and Loans	Municipal Act, 2001; applicable provincial/federal funding legislation	Contact & financial information, banking information	Administration of grants, subsidies and loans	Treasury, Administration	Property owners, residents, organizations	7 years
F10	Investments	Municipal Act, 2001	Investor & financial institution contacts, transaction records	Investment management	Treasury	Financial institutions, investors	7 years
F11	Journal Vouchers	Municipal Act, 2001	Names, account references, supporting financial documentation	Financial accounting and audit support	Treasury	Employees, vendors, taxpayers	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
F12	Subsidiary Ledgers, Registers and Journals	Municipal Act, 2001	Account holder names, payment records, tax account information	Financial accounting and reconciliation	Treasury	Taxpayers, vendors, residents	7 years
F13	General Ledgers and Journals	Municipal Act, 2001	Financial transaction references containing identifiable individuals where applicable	Official accounting records	Treasury, Auditors	Taxpayers, vendors, employees	Permanent
F14	Payroll	Municipal Act, 2001; Employment Standards Act, 2000; Income Tax Act; OMERS Act	Employee names, addresses, SINs, salaries, banking information, benefits, pension information, tax deductions, attendance records	Payroll administration and statutory reporting	Treasury, Human Resources, Payroll Staff	Employees, Council members receiving remuneration	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
F15	Quotations and Tenders – Unsuccessful	Municipal Act, 2001; Procurement By-law	Contact names, resumes, qualifications, pricing submissions, references	Procurement evaluation and vendor selection	Treasury, Administration, Evaluation Committees	Vendors, consultants, contractors	7 years
F16	Quotations and Tenders – Successful	Municipal Act, 2001; Procurement By-law	Contact names, references, pricing information, resumes, contract administration records	Procurement and contract management	Treasury, Administration, Department Managers	Vendors, consultants, contractors	Completion + 7 years
F17	Receipts	Municipal Act, 2001	Names, addresses, payment information, account references	Recording payments received	Treasury	Property owners, residents, businesses	7 years
F18	Reserve Funds	Municipal Act, 2001	Limited personal information contained in supporting records	Reserve fund administration	Treasury, Council	Taxpayers	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
F19	Revenues	Municipal Act, 2001; Development Charges Act, 1997	Applicant names, property owner information, account information	Revenue administration and reporting	Treasury	Property owners, developers, residents	7 years
F20	Tax Rolls and Records	Municipal Act, 2001; Assessment Act; Municipal Tax Sales Rules	Property owner names, mailing addresses, assessment information, tax payment history, tax arrears records, tax sale records	Property taxation administration	Treasury, Taxation Staff, Clerk's Office	Property owners, taxpayers	Permanent
F21	Write-Offs	Municipal Act, 2001	Names, account information, bankruptcy records	Debt recovery and financial administration	Treasury	Property owners, residents, businesses	7 years
F22	Trust Funds	Municipal Act, 2001	Beneficiary names, addresses, banking information, trust account details	Administration of trust funds	Treasury	Beneficiaries, trust account holders	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
F23	Working Papers	Municipal Act, 2001	Supporting financial calculations, employee information, taxpayer information	Preparation of financial statements and audits	Treasury, Auditors	Employees, taxpayers, vendors	7 years
F24	Financial Correspondence	Municipal Act, 2001	Contact information, financial inquiries, correspondence	Treasury administration	Treasury	Residents, taxpayers, vendors, agencies	7 years
F25	Assessment Review Board	Assessment Act	Names, addresses, appeals, supporting evidence, legal information	Assessment appeals administration	Treasury, Clerk's Office, Legal Counsel	Property owners, taxpayers	Permanent
F26	Tax Billings	Municipal Act, 2001; Assessment Act	Names, mailing addresses, assessment information, account numbers, billing history	Property tax billing administration	Treasury	Property owners, taxpayers	10 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
F27	Property Tax Credit/Subsidies	Municipal Act, 2001; applicable municipal tax relief programs	Applicant names, addresses, income information, supporting financial documentation, age or disability-related eligibility information where applicable	Administration of tax relief programs	Treasury	Eligible property owners, seniors, low-income residents, persons with disabilities	7 years
F28	Record of Earnings	Employment Standards Act, 2000; Income Tax Act	Employee names, earnings information, deductions, benefit information	Employment verification and payroll administration	Treasury, Human Resources	Employees	7 years
F29	School Board & Education Levies	Education Act; Municipal Act, 2001	Property ownership information, levy calculations, assessment references	Administration of education tax remittances	Treasury	Property owners, taxpayers	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
F30	Pre-Authorized Payments	Municipal Act, 2001; Payments Canada Rules	Property owner names, banking information, account numbers, signatures, tax account numbers, authorization forms	Administration of automatic payment plans	Treasury	Property owners, taxpayers	Expiry/Termination + 2 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
H00	Human Resources – General	Municipal Act, 2001; MFIPPA s.28(2); Employment Standards Act	Employee names, contact information, employment-related correspondence	General human resources administration	Human Resources, CAO, Department Heads	Employees, volunteers, applicants	7 years
H01	Attendance and Scheduling	Employment Standards Act, 2000; Municipal Act, 2001	Employee names, attendance records, vacation records, sick leave records, scheduling information	Workforce management and attendance administration	Human Resources, Supervisors, Payroll Staff	Employees	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
H02	Benefits	Employment Standards Act, 2000; Income Tax Act	Employee names, beneficiary information, benefit enrollment information, dependent information, insurance records	Administration of employee benefits programs	Human Resources, Payroll Staff	Employees and dependents	7 years
H03	Employee Records	Municipal Act, 2001; Employment Standards Act, 2000; Occupational Health and Safety Act	Resumes, applications, employment history, performance evaluations, criminal record checks, medical information, emergency contacts, disciplinary records, training certificates, correspondence	Employee lifecycle management	Human Resources, CAO, Authorized Supervisors	Employees, volunteers, students	Permanent
H04	Health and Safety	Occupational Health and Safety Act; Workplace Safety and Insurance Act	Accident reports, injury reports, medical restrictions, WSIB information, witness statements, health and safety investigations	Occupational health and safety administration	Human Resources, Supervisors, Health & Safety Committee	Employees	Permanent
H05	Job Descriptions	Municipal Act, 2001	Employee position information, classification data, organizational assignments	Position management and compensation administration	Human Resources, Management	Employees	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
H06	Labour Relations – Employment Management	Labour Relations Act, 1995; Municipal Act, 2001	Employee names, grievance information, disciplinary matters, bargaining records, labour relations correspondence	Labour relations and collective bargaining administration	Human Resources, CAO, Legal Counsel	Employees, union representatives	Permanent
H07	Organization	Municipal Act, 2001	Employee names, reporting relationships, organizational assignments	Organizational planning and administration	Human Resources, Senior Management	Employees	Permanent
H08	Salary Planning, Pay Equity & Succession Planning	Pay Equity Act; Municipal Act, 2001	Employee names, salary information, compensation records, performance assessments, succession planning information, employment equity data	Compensation administration and workforce planning	Human Resources, Senior Management	Employees	Permanent
H09	Pension Records – OMERS	OMERS Act; Pension Benefits Act	Employee names, pension numbers, beneficiary information, retirement information, earnings history	Pension administration	Human Resources, Payroll Staff	Employees, retirees, beneficiaries	Permanent
H10	Recruitment	Municipal Act, 2001; Human Rights Code	Names, resumes, references, interview notes, qualifications,contact information, screening information	Recruitment and hiring processes	Human Resources, Hiring Managers	Job applicants	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
H11	Training and Development	Occupational Health and Safety Act; Municipal Act, 2001	Employee names, training records, certifications, attendance records, development plans	Employee development and compliance training	Human Resources, Supervisors	Employees	Maintained in employee file
H12	Claims	Workplace Safety and Insurance Act, 1997; Insurance Act	Employee names, contact information, injury information, medical documentation, claim records, disability information	Administration of WSIB and insurance claims	Human Resources, Insurers, Legal Counsel	Employees	Permanent
H13	Grievances / Harassment / Violence	Occupational Health and Safety Act; Human Rights Code; Labour Relations Act, 1995	Complainant information, respondent information, witness statements, investigation records, findings, disciplinary information	Investigation and resolution of workplace complaints	Human Resources, CAO, Legal Counsel, Investigators	Employees, volunteers	Permanent
H14	Disability Management – AODA	Accessibility for Ontarians with Disabilities Act, 2005; Human Rights Code	Accommodation requests, medical restrictions, disability-related information, return-to-work plans	Accommodation and disability management	Human Resources, Supervisors, Authorized Managers	Employees, volunteers	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
H15	CPI	Municipal Act, 2001	Limited personal information, if any	Compensation and budgeting reference material	Human Resources, Finance	Employees	7 years
H16	Job Postings	Municipal Act, 2001; Human Rights Code	Applicant names, resumes, interview notes, rating sheets, references, contact information, correspondence	Recruitment and candidate evaluation	Human Resources, Hiring Committees	Job applicants	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
L00	Legal Affairs – General	Municipal Act, 2001; Courts of Justice Act; MFIPPA s.28(2)	Names, contact information, correspondence, legal notes	General legal administration where no other classification applies	Clerk's Office, Legal Services, CAO	Residents, property owners, contractors	Permanent
L01	Appeals and Hearings	Planning Act; Statutory Powers Procedure Act; Land Tribunal Act, Municipal Act, 2001; MFIPPA s.28(2)	Names, addresses, property ownership data, submissions, transcripts, witness statements, hearing exhibits	Administration of appeals, hearings, tribunals, and quasi-judicial proceedings	Clerk, Planning, Legal Services, CAO	Applicants, appellants, property owners, witnesses	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
L02	Claims Against the Municipality	Municipal Act, 2001; Insurance Act; Courts of Justice Act; MFIPPA s.28(2)	Claimant names, contact details, medical information, witness statements, financial loss data, legal correspondence	Defence and management of litigation and insurance claims against the municipality	Legal Services, Clerk, CAO, Risk Management	Claimants, witnesses, employees, residents	Permanent
L03	Claims by Municipality / Prosecutions	Provincial Offences Act; Municipal Act, 2001; Municipal By-laws; MFIPPA s.28(2)	Names, addresses, offence details, disclosure materials, witness statements, court records, fine/payment history	Enforcement of by-laws and legislation; prosecution and court administration	By-law Enforcement, POA Office, Legal Services, Clerk	Defendants, witnesses, complainants	Permanent
L04	Contracts and Agreements – Under By-Law	Municipal Act, 2001; MFIPPA s.28(2)	Names of contracting parties, signatures, contact information, contractual terms, financial information	Administration of major municipal contracts requiring by-law approval	Clerk, Legal Services, Finance, Department Heads	Contractors, vendors, partners	Permanent or Superseded
L05	Insurance Appraisals	Insurance Act; Municipal Act, 2001	Property valuation data, municipal asset information, insured party details	Insurance valuation and risk assessment of municipal assets	Finance, Legal Services	Municipality, insurers	7 years
L06	Insurance Policies	Insurance Act; Municipal Act, 2001	Policy holder information, coverage details, insured municipal assets	Administration of municipal insurance coverage	Finance, Legal Services	Municipality	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
L07	Land Acquisition and Sale	Municipal Act; Expropriations Act; Planning Act; MFIPPA s.28(2)	Property owner names, addresses, legal agreements, appraisals, signatures, financial terms	Acquisition and disposition of municipal land and property transactions	Clerk, Planning, Finance, Legal Services	Property owners, buyers, sellers, tenants	Permanent
L08	Opinions and Briefs	Municipal Act, 2001; MFIPPA s.28(2)	Names in legal matters, legal opinions, case summaries, legal analysis	Legal interpretation & advisory services to Council and staff	Legal Services, CAO, Clerk	Municipality, Council	Permanent
L09	Precedents	Courts of Justice Act; Municipal Act, 2001	Case law references, judicial decisions, party names, legal analysis	Legal tracking for municipal decision-making and risk management	Legal Services	Municipality, public parties to cases	Permanent
L10	Federal Legislation	Constitution Act, 1867; Statutory references	Names not typically required; legislative reference material	Monitoring legislative impacts on municipal operations	Clerk, Legal Services	Municipality	Superseded
L11	Provincial Legislation	Municipal Act, 2001; Statutory references	Legislative references, regulatory analysis	Monitoring legislation impacting municipal governance	Clerk, Legal Services	Municipality	Superseded

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
L12	Vital Statistics	Vital Statistics Act; MFIPPA s.28(2)	Names, birth records, death records, marriage records, family relationships	Registration and historical recordkeeping of vital events	Clerk's Office	Residents, deceased individuals, families	Permanent
L13	MOE Licences, Permits & Compliance Approvals	Environmental Protection Act; Ontario Water Resources Act; Resource Management Acts; MFIPPA s.28(2)	Licence holder names, contact details, permit conditions, compliance reports	Environmental permitting and regulatory compliance monitoring	Public Works, Environmental Services, Clerk	Applicants, property owners, operators	Permanent
L14	Contracts and Agreements – Simple	Municipal Act, 2001; MFIPPA s.28(2)	Names, contact information, signatures, service agreements, rental terms	Administration of routine municipal contracts and service agreements	Finance, Departments, Clerk	Contractors, vendors, service providers	Termination of Contract + 2 years
L15	Pickerel Lake Lodge Recovery Centre	Municipal Act, 2001; MFIPPA s.28(2)	Names, submissions, correspondence, planning records, legal filings	Management of property-specific recovery centre and related legal/administrative records	Planning, Clerk, Legal Services	Property owners, applicants, stakeholders	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
L16	Ontario Land Tribunal / LPAT / OMB Appeals	Planning Act; Ontario Land Tribunal Act, 2021; MFIPPA s.28(2)	Property owner names, applicant information, submissions, expert reports, correspondence, hearing materials	Administration of land use planning appeals and tribunal proceedings	Planning, Clerk, Legal Services, CAO	Property owners, appellants, applicants, consultants	Permanent
Classification Code	**Description**	**Legal Authority to Collect Information**	**Personal Information Maintained**	**Office Uses**	**Office/Department Users**	**Individuals Impacted**	**Retention Period**
M00	Media and Public Relations – General	Municipal Act, 2001; MFIPPA s.28(2)	Names, contact information, correspondence, media inquiries, briefing notes	General media relations and public communications where no other classification applies	Clerk's Office, Communications, CAO	Residents, media representatives, stakeholders	7 years
M01	Advertising / News Releases	Municipal Act, 2001; MFIPPA s.28(2); Advertising standards legislation where applicable	Names (where included in acknowledgements), contact information for media contacts, distribution lists, correspondence	To issue public notices, advertisements, and official municipal communications to the public	Communications, Clerk's Office, Department Heads	Residents, businesses, media outlets	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
M02	Ceremonies and Events	Municipal Act, 2001; MFIPPA s.28(2)	Names of attendees, participants, organizers, volunteers, photographs, contact information, registration lists	Planning and delivery of municipal ceremonies, public events, commemorations, and community celebrations	Clerk's Office, Recreation, Communications	Residents, participants, volunteers, officials	7 years
M03	Complaints, Commendations & Petitions	Municipal Act, 2001; MFIPPA s.28(2)	Names, addresses, contact information, complaint details, petitions, correspondence, service inquiries	To receive, track, and respond to public feedback, complaints, commendations, and petitions regarding municipal services	Clerk's Office, Department Heads, CAO	Residents, ratepayers, petitioners, service users	7 years
M04	News Clippings	Municipal Act, 2001; MFIPPA s.28(2)	Names appearing in media articles, news references, public commentary	To maintain public record of media coverage relevant to municipal operations and public perception	Communications, Clerk's Office	Residents, elected officials, stakeholders	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
M05	Speeches and Presentations	Municipal Act, 2001; MFIPPA s.28(2)	Names referenced in presentations, speaker notes, audience participation information (where applicable)	Preparation and delivery of official speeches, presentations, and public communications by municipal officials	CAO Office, Clerk, Communications, Council	Residents, stakeholders, elected officials	7 years
M06	Website and Social Media Content	Municipal Act, 2001; MFIPPA s.28(2)	Names, user-generated content, photos, comments, engagement data, public posts	Management and archival of municipal website and social media communications	Communications, IT, Clerk's Office	Residents, website users, social media users	7 years
Classification Code	**Description**	**Legal Authority to collect this information (cite provincial legislation)**	**Personal Information Maintained (eg name, address, etc)**	**Office Uses (why Township needs this information)**	**Office/Department Users**	**Individuals Impacted**	**Retention Period**
P00	Protection and Enforcement Services – General	Municipal Act, 2001; Provincial Offences Act; MFIPPA s.28(2)	Names, contact information, complaint details, correspondence, enforcement notes	General enforcement administration where no other classification applies	By-law Enforcement, Clerk's Office, CAO	Residents, property owners, businesses	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
P01	By-law Enforcement	Municipal Act, 2001; Provincial Offences Act; Smoke-Free Ontario Act, Building Code Act; MFIPPA s.28(2)	Names, addresses, photographs, inspection notes, compliance orders, property reports & assessments, cannabis & tobacco, correspondence	Enforcement of municipal by-laws, compliance monitoring, issuance of orders	By-law Enforcement, Building Department, Legal Services	Property owners, residents, businesses	Permanent
P02	Occurrence Logs – CBO	Building Code Act, 1992; Municipal Act, 2001	Names, addresses, inspection logs, occurrence notes, site visit records	Tracking building inspections and compliance activities	Chief Building Official (CBO), Building Department	Property owners, contractors	7 years
P03	Emergency Planning	Emergency Management and Civil Protection Act (EMCPA); MFIPPA s.28(2)	Names of emergency contacts, plans, response roles, communication lists	Emergency preparedness planning, training, and coordination	Emergency Management Coordinator, CAO, Clerk	Residents, municipal staff, partner agencies	7 years
P04	Hazardous Materials	Occupational Health and Safety Act; Environmental Protection Act; Transportation of Dangerous Goods Act	Substance data, incident reports, location details, contact information, inspection reports	Management of hazardous materials and public safety risk mitigation	Fire Services, Public Works, Emergency Management	Residents, workers, emergency responders	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
P05	Incident / Accident Reports	Municipal Act, 2001; Occupational Health and Safety Act; MFIPPA s.28(2)	Names, witness statements, incident descriptions, photographs, injury details, reports	Investigation and documentation of incidents occurring on municipal property	Clerk's Office, Risk Management, Department Heads	Residents, employees, visitors	7 years
P06	Building and Structural Inspections	Building Code Act, 1992; Fire Protection and Prevention Act	Property owner names, inspection findings, compliance data, photographs, reports	Enforcement of building safety and structural compliance	Building Department, Fire Services	Property owners, contractors	Permanent
P07	Health Inspections	Health Protection and Promotion Act	Property names, inspection findings, compliance records, reports	Public health inspections and compliance monitoring	Public Health, By-law Enforcement	Businesses, property owners	Superseded
P08	Investigations	Police Services Act; Provincial Offences Act; Municipal Act, 2001	Names, witness statements, investigation notes, evidence records, reports	Investigation of enforcement, safety, and emergency-related incidents	By-law Enforcement, Police Services, Fire Services	Residents, complainants, suspects	Permanent
P09	Licences	Municipal Act, 2001; Business Licensing By-laws	Names, addresses, business information, licence applications, approvals	Administration of municipal and provincial licensing requirements	Clerk's Office, Licensing Officer	Business owners, applicants	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
P10	Building Permits / Demolition Permits / Cloud Permit	Building Code Act, 1992; Municipal Act, 2001	Owner names, addresses, permit applications, drawings, contractor information	Administration of building permits and construction approvals	Building Department, CBO	Property owners, builders, contractors	Permanent
P11	Permits, Other	Municipal Act, 2001	Applicant names, contact information, permit details, event approvals	Administration of special permits and municipal authorizations	Clerk's Office, By-law Enforcement	Residents, businesses, event organizers	7 years
P12	Community Protection Programs	Municipal Act, 2001; Police Services Act	Participant names, contact information, program records, community safety data	Community safety, crime prevention, and public safety initiatives	Clerk's Office, Emergency Management, Police Services	Residents, community groups	7 years
P13	Emergency Services	Emergency Management and Civil Protection Act	Names, contact information, incident records, response logs	Coordination of fire, ambulance, and emergency response services	Fire Services, EMS, Emergency Management	Residents, emergency victims	7 years
P14	EMS Incident, Accident, Statistics Reports	Ambulance Act; Emergency Health Services legislation	Patient identifiers, incident details, response data, statistical reports	EMS reporting, analytics, and service delivery monitoring	EMS, Emergency Services Administration	Patients, residents	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
P15	Municipal Emergency Response	Emergency Management and Civil Protection Act	Names, contact information, emergency logs, response actions, situational reports	Management of municipal emergency events and disaster response	Emergency Operations Centre (EOC), CAO, Fire Services	Residents, businesses, emergency responders	25 years
P16	Administrative Monetary Penalty System (AMPS)	Municipal Act, 2001; AMPS Regulation O. Reg. 333/07	Names, addresses, penalty notices, appeals, hearing records, correspondence	Enforcement of municipal administrative penalties	By-law Enforcement, Hearing Officers, Clerk	Residents, property owners, businesses	7 years
P17	Livestock Evaluation / Animal Control / Weed Inspector	Municipal Act, 2001; Animal Welfare Services Act	Owner names, animal records, complaint information, inspection reports, enforcement actions	Animal control, livestock management, and weed enforcement	By-law Enforcement, Animal Control Officers, Public Works	Animal owners, farmers, residents	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
R00	Recreation and Culture – General	Municipal Act, 2001; MFIPPA s.28(2)	Names, contact information, correspondence, program inquiries	General recreation and cultural	Recreation Department, Clerk's Office, CAO	Residents, program participants	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
				administration where no other classification applies			
R01	Heritage Preservation	Ontario Heritage Act; Municipal Act, 2001; MFIPPA s.28(2)	Property owner names, photographs, designation records, historical documentation, addresses	Preservation, designation, and management of heritage properties, districts, and cemeteries	Planning Department, Clerk, Heritage Committee	Property owners, residents, researchers	Permanent
R02	Library Services	Public Libraries Act; MFIPPA s.28(2)	Names, addresses, membership records, borrowing history, contact information	Operation and administration of library services and member accounts	Library Services, Clerk (if applicable board oversight)	Library users, residents	7 years
R03	Museum and Archival Services	Archives and Recordkeeping legislation; MFIPPA s.28(2)	Names, donor information, archival access records, historical references	Museum operations, archival preservation, and public historical programming	Museum Services, Clerk's Office	Residents, researchers, donors	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
R04	Parks Management	Municipal Act, 2001; MFIPPA s.28(2)	Names (complainants/contractors), maintenance logs, inspection records, photographs	Management, maintenance, and operation of municipal parks and playgrounds	Parks Department, Public Works	Residents, park users, contractors	7 years (playground equipment maintenance: Permanent)
R05	Recreational Facilities	Municipal Act, 2001; MFIPPA s.28(2)	Names, registrations, contact information, program participation data	Operation of arenas, pools, and recreation facilities and program delivery	Recreation Department	Residents, program participants	10 years
R06	Katrine Community Centre / Seniors Club	Municipal Act, 2001; MFIPPA s.28(2)	Names, memberships, booking applications, correspondence, program participation data	Management and programming of community centre facilities	Recreation Department	Seniors, residents, community groups	10 years
R07	Berriedale Community Centre	Municipal Act, 2001; MFIPPA s.28(2)	Names, booking applications, contact information, facility usage records	Administration and operation of community centre facilities	Recreation Department	Residents, community groups	10 years
R08	12 Three Mile Lake Road Property	Municipal Act, 2001; MFIPPA s.28(2)	Names, applications, correspondence, usage records, facility documentation	Property management and operational oversight of	Public Works, Recreation Department	Residents, users, tenants	10 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
				municipal property			
R09	Chetwynd Community Centre	Municipal Act, 2001; MFIPPA s.28(2)	Names, booking records, correspondence, participation lists	Management and operation of community facility	Recreation Department	Residents, community groups	10 years
R10	Public Beaches / Water Access	Municipal Act, 2001; MFIPPA s.28(2)	Names (complaints/applications), usage records, safety reports, correspondence	Management of public waterfront access and recreational safety	Public Works, Recreation Department	Residents, visitors	10 years
R11	Recreational Programming	Municipal Act, 2001; MFIPPA s.28(2)	Names, addresses, registrations, emergency contacts, participation records	Delivery and administration of recreational programs and activities	Recreation Department	Residents, participants (including children/youth)	7 years
R12	Community and Social Assistance Programs	Municipal Act, 2001; Housing Services Act, 2011; MFIPPA s.28(2)	Names, addresses, household information, program eligibility data, assistance records	Delivery of community support services, housing-related supports, and social assistance programs	Social Services, Clerk's Office, Recreation	Vulnerable residents, applicants for assistance	25 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
S00	Social and Health Care Services – General	Municipal Act, 2001; Health Protection and Promotion Act; MFIPPA s.28(2)	Names, contact information, correspondence, service inquiries, program records	General administration of health and social services where no other classification applies	Clerk's Office, Social Services, CAO	Residents, service users	7 years
S01	Almaguin Highlands Healthcare Centre	Public Hospitals Act; Municipal Act, 2001; MFIPPA s.28(2)	Names, contact information, correspondence, patient/service inquiries, program participation records	Coordination and liaison with regional healthcare facilities and services	Clerk's Office, CAO, Social Services	Patients, residents, healthcare partners	7 years
S03	Cemetery Records	Funeral, Burial and Cremation Services Act, 2002; Municipal Act, 2001; MFIPPA s.28(2)	Names of deceased, plot ownership records, burial permits, interment details, family contact information	Administration, regulation, and maintenance of municipal cemetery operations and records	Clerk's Office, Cemetery Board (if applicable)	Deceased individuals' families, plot owners	Permanent
S04	Public Health	Health Protection and Promotion Act; Immunization of School Pupils	Names, addresses, health program data, immunization records (where applicable), inspection data	Public health monitoring, disease prevention, and community health	Public Health, School Boards, Social Services	Residents, students, vulnerable populations	Superseded

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
		Act; MFIPPA s.28(2)		program coordination			
S05	Social and Health Care Planning and Management	Municipal Act, 2001; Fixing Long-Term Care Act, 2021; Health Protection and Promotion Act; MFIPPA s.28(2)	Names (program participants/stakeholders), demographic data, service plans, program evaluations, statistical reports	Planning, evaluation, and coordination of social and health care programs and services	Social Services, CAO, Clerk's Office	Residents, healthcare partners, vulnerable populations	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
T00	Transportation Services – General	Municipal Act, 2001; Highway Traffic Act; MFIPPA s.28(2)	Names, contact information, correspondence, service requests	General transportation administration where no other classification applies	Public Works, Clerk's Office	Residents, road users	7 years
T01	Parking	Municipal Act, 2001; Highway Traffic Act;	Names, vehicle information, permit applications, correspondence	Administration of municipal parking services and enforcement support	By-law Enforcement, Public Works	Residents, permit holders, visitors	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
		MFIPPA s.28(2)					
T02	Public Transit	Municipal Act, 2001; Ontario Transit legislation (where applicable); MFIPPA s.28(2)	Names, contact information, route feedback, fare records (where applicable)	Planning and administration of public transit services	Public Works, Planning	Residents, transit users	7 years
T03	Road Construction	Municipal Act, 2001; Highway Traffic Act; MFIPPA s.28(2)	Names (contractors/complainants), property owner info, correspondence, project records	Construction of new roads and major infrastructure upgrades	Public Works, Engineering	Property owners, residents, contractors	Permanent
T04	Road Design and Planning	Municipal Act, 2001; Highway Traffic Act; MFIPPA s.28(2)	Property owner names, design submissions, engineering reports, correspondence	Planning and design of road infrastructure projects	Public Works, Engineering, Planning	Property owners, residents, consultants	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
T05	Road Maintenance	Municipal Act, 2001; Highway Traffic Act; MFIPPA s.28(2)	Names (complainants/contractors), work orders, inspection notes, correspondence	Maintenance and repair of municipal roads and infrastructure	Public Works	Residents, road users	7 years
T06	Road Complaints	Municipal Act, 2001; MFIPPA s.28(2)	Names, addresses, complaint details, correspondence	Tracking and responding to public road-related complaints	Public Works, Clerk's Office	Residents, complainants	7 years
T07	Signs and Signals	Highway Traffic Act; Municipal Act, 2001	Names (complainants/contractors), engineering data, traffic control records	Installation and management of road signage and traffic signals	Public Works, Engineering	Road users, residents	Permanent
T08	Traffic	Highway Traffic Act; Municipal Act, 2001	Names (incident reporters), traffic study data, accident summaries, correspondence	Traffic monitoring, analysis, and road safety planning	Public Works, Police Services	Residents, drivers, pedestrians	7 years
T09	Bridges	Municipal Act, 2001; Highway Traffic Act	Names (contractors/property owners), engineering reports, inspection data	Construction and maintenance of bridges and	Public Works, Engineering	Residents, road users	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
				related infrastructure			
T10	Proudfoot Bridge/Road	Inter-municipal agreements; Municipal Act, 2001	Names, correspondence, agreements, maintenance records	Joint management of shared infrastructure with neighbouring municipality	Public Works, CAO	Residents, partner municipality stakeholders	Permanent
T11	CVOR (Ministry of Transportation)	Highway Traffic Act; Commercial Vehicle Operator's Registration Regulation	Operator names, business information, compliance records	Monitoring commercial vehicle operator compliance	Public Works, Enforcement	Drivers, carriers, businesses	10 years
T12	Driver's Abstracts	Highway Traffic Act; MFIPPA s.28(2)	Driver names, licence information, driving history summaries	Verification of driver eligibility for municipal operations	Human Resources, Public Works	Employees, applicants	7 years
T13	Driver's Log Books	Highway Traffic Act; Occupational	Driver names, trip logs, work hours, vehicle usage data	Monitoring driving activity and compliance	Public Works, HR	Employees, contractors	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
		Health and Safety Act		with safety regulations			
T14	Roads Department Correspondence	Municipal Act, 2001; MFIPPA s.28(2)	Names, contact information, service requests, correspondence	General communication and operational coordination	Public Works, Clerk's Office	Residents, contractors	7 years
T15	Utility Locates	Ontario One Call Act; Municipal Act, 2001	Names, addresses, utility request data, contact information	Processing utility locate requests for excavation and construction safety	Public Works	Contractors, utility companies, residents	1 year
T16	Weather Reports	Municipal Act, 2001; Occupational Health and Safety Act	Names (if reported incidents), operational weather data, reports	Road maintenance planning and winter operations response	Public Works	Residents, road users	7 years
T17	Entrance Permits		Names, contact information, service requests, correspondence	Road access, operational coordination, safety regulations	Public Works	Residents, contractors, employees	Permanent

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
V00	Vehicles and Equipment – General	Municipal Act; Highway Traffic Act; OHSA; MFIPPA s.28(2)	Names, vehicle identifiers, maintenance records	Administration of municipal vehicles & equipment	Public Works, Fleet Services	Employees, contractors, residents	7 years
V01	Fleet Management	Highway Traffic Act; Municipal Act, 2001; MFIPPA s.28(2)	Driver names, vehicle assignment records, maintenance history, licensing, disposal records	Management of municipal fleet assets including tracking, maintenance, and lifecycle management	Public Works, Fleet Management, Finance	Employees, contractors	Termination of lease/disposition + 1 year
V02	Mobile Equipment	Occupational Health and Safety Act; Municipal Act, 2001	Operator names, maintenance logs, equipment usage records, inspection reports	Maintenance and operation of mobile municipal equipment (e.g., generators, pumps)	Public Works, Operations	Employees, contractors	Disposition of equipment + 1 year
V03	Transportable Equipment	Occupational Health and Safety Act; Municipal Act, 2001	User/operator names, inspection logs, usage records, maintenance history	Management of portable tools and equipment used in	Public Works	Employees, contractors	Disposition of equipment + 1 year

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
				municipal operations			
V04	Protective Equipment	Occupational Health and Safety Act; Workplace Safety and Insurance Act	Employee names, assignment records, inspection logs, safety compliance data	Tracking and maintenance of protective and safety equipment issued to staff	Public Works, Health & Safety Committee	Employees	Disposition of equipment + 1 year
V05	Vehicle Inspection Reports – No Deficiencies	Highway Traffic Act; Municipal Act, 2001	Driver/operator names, vehicle identifiers, inspection logs	Documentation of vehicle safety inspections confirming compliance	Fleet Services, Public Works	Employees, contractors	7 years
V06	Vehicle Inspection Reports – Deficiencies	Highway Traffic Act; Occupational Health and Safety Act	Driver/operator names, defect reports, corrective action records	Tracking and correction of vehicle safety issues and compliance deficiencies	Fleet Services, Public Works	Employees, contractors	7 years
V07	Patrol Records	Municipal Act, 2001; Highway Traffic Act	Driver names, patrol logs, location data, incident notes	Documentation of municipal road patrols and service monitoring	Public Works, Enforcement	Employees	7 years

Classification Code	Description	Legal Authority to Collect Information	Personal Information Maintained	Office Uses	Office/Department Users	Individuals Impacted	Retention Period
V08	Truck Hire Reports	Municipal Act, 2001; Procurement policies	Contractor names, driver/operator information, hire agreements, correspondence	Management of contracted vehicle and equipment services	Public Works, Procurement, Finance	Contractors, employees	7 years
V09	Ancillary Equipment	Occupational Health and Safety Act; Municipal Act, 2001	Operator names, equipment manuals, inspection records, maintenance logs	Management of non-vehicle operational equipment and associated safety compliance	Public Works, Facilities	Employees, contractors	Disposition + 1 year (setup tests until superseded)

Burk's Falls, Armour & Ryerson Union Public Library

MINUTES

September 16, 2026

The regular meeting of the BFARUPL Board was held on Wednesday, September 16, 2026, at 7:00 PM. Those in attendance were Chairperson Ruth Fenwick; Councillors, Bev Abbott, Rod Blakelock and Nancy Kyte. Trustees: Donna Luck, Tiffany Monk, Robert Van der Wijst, and Representative: Vicky Roeder-Martin. Absent: Joseph Vella

1. **Call to order** with a quorum present Board Chairperson called the meeting to order at 7:04 PM

2. **Approval of Meeting Agenda**
   Motion #479/26 – Moved by Bob Van der Wijst, seconded by Rod Blakelock; that the meeting agenda of the Board of Trustees of September 16, 2026, be accepted as presented. Carried

3. **Declaration of conflict of interest**
   No conflicts were declared

4. **Approval of consent Agenda**
   Motion #480/26 – Moved by Bob Van der Wijst, seconded by Nancy Kyte; that the consent agenda of the Board of Trustees meeting of September 16, 2026, be approved as presented. Carried
   a) Resolution to accept the **Minutes of August 2026.**
   b) Resolution to accept the **CEO's Report of August 2026.**
   c) Resolution to accept the **Financial Statement of August 2026.**

5. **Business arising from the minutes**
   Discussions are ongoing to determine the best way to continue using the Seniors' Centre for library programs at no cost to the library. Donations from participants could help offset the cost of renting the space.
6. **Committee Reports**

   FINANCE/BUDGET
   Due to other commitments, the Committee was unable to meet in September. Every effort will be made to have the 2027 Budget Draft ready for the Tri-Council meeting scheduled for October 5, 2026.
   Motion #481/26 – Moved by Bev Abbott, seconded by Tiffany Monk; that the flyers designed by library staff to promote and champion the library in preparation for the municipal elections be distributed by Canada Post to residents of the communities served by the library, at a cost of $0.20 per flyer. Carried
   PERSONNEL
   No Report

   BUILDING/FUNDRAISING
   The Committee met on September 16 to update members on promotional efforts for the Silent Auction. A date has also been set for the Christmas Bake Sale: Saturday, December 19.

POLICY/PLANNING

The Committee will set a date in September to meet and review the Strategic Plan.
Policies: D-4 and F-IV will also be reviewed and brought back for approval at the next regular meeting.

7. **Correspondence and Information Items**

-CELA The Library Page Winter 2026 – Report
-Valuing Ontario Libraries Toolkit survey – available at the library
-Postcard local libraries, local decisions – available at the library

8. **New Business**

-Village Sweets Fundraising for New Library raised $120.00. A heartfelt thank you card was hand delivered to the owner for her generosity and thoughtfulness
-Several patrons have donated hand made items to raise funds for the New Library. Monetary donations are being received weekly and earmarked accordingly.
-CEO received an email from Patty Butler stating her resignation from the Board. Patty donated a large amount of crafting material which library staff will use for programs and special events.
-Members were informed about a timely webinar: Advocacy That Works: Build the Relationships Before You Need Them in preparation for the Ontario Municipal Election.
-Motion #482/26 – Moved by Nancy Kyte, seconded by Donna Luck; that the Board commits to recognizing September 30th as National Day for Truth & Reconciliation and the resolution be displayed during Orange Shirt Day. Carried

9. **Adjournment**

Motion 483/26 – Moved by Tiffany Monk, seconded by Rod Blakelock that the Board adjourns this regular Board meeting at 8:45 PM until the next regular Board meeting scheduled for October 21, 2026. Carried

X _____

Ruth Fenwick
Library Board Chairperson

SOUTHEAST PARRY SOUND DISTRICT
PLANNING BOARD
Regular Meeting

Wednesday, October 28, 2026 – 6:30 p.m.
VIA ZOOM

Hearings;

6:30 p.m.: **1) B-014/26 - Vista Investments Muskoka Inc.**
2) B-015/26 - J. Allan
B-016/26

Regular Meeting:

1. Review and Approval of the Minutes

2. Business Arising from the Minutes

3. Administrative

4. Correspondence

5. Status of Applications
Amend B-011/26, B-012/26 & B-013/26 (THISDELLE)
- Consent to retained parcel

6. Financial Report

7. Other Business

8. Adjournment

SOUTHEAST PARRY SOUND DISTRICT PLANNING BOARD

Regular Meeting
Wednesday, September 23, 2026
VIA ZOOM

Attending Members: R. Ward
G. Miller (alternate)
J. Lumley (alternate)
D. O'Halloran

Attending Staff: L. Moyer
J. Ross

Regrets: C. Hope

MINUTES:

The meeting opened at 6:30 p.m. The meeting was chaired by R. Ward. The administrative portion of the meeting was held after the hearings.

1. Review and Approval of Minutes

MOTION 51/26 ***Moved by:*** ***J. Lumley***
Seconded by: ***D. O'Halloran***

"BE IT RESOLVED THAT the August 26, 2026 Minutes be approved as presented."
– CARRIED

2. Business Arising from the Minutes

There was no business arising from the minutes.

3. Administrative

There were no administrative items.

4. Correspondence

There was no correspondence.

5. Status of Applications

L. Moyer reported that there are 16 consent applications in progress.

B-032/25 & B-033/25 (Hodge) – Consent to Retained

L. Moyer reported that the applicant for consent applications B-032/25 & B-033/25 has requested that consent be granted on the retained parcel. L. Moyer noted that all conditions have been met and the applications are in the finalization stage.

(5.) Status of Applications cont'd.

MOTION 52/26 ***Moved by:*** ***J. Lumley***
Seconded by: ***G. Miller***

"BE IT RESOLVED THAT the approval for consent applications B-032/25 & B-033/25 (HODGE) is amended by granting consent to the retained parcel.

It is the opinion of the Planning Board that the above change to the conditions is minor and therefore further circulation not necessary."
– CARRIED

6. Financial Report

L. Moyer reported that as of August 31, 2026 there was $41,678.12 in the bank account and to date, there is $40,245.12 less fees in the bank account.

L. Moyer noted that the payment to the Township of Perry is for the wages of the Development and Planning Coordinator Intern, J. Ross. The Township has advised that at the end of the month, the subsidy for the internship will end and therefore the wages will increase.

MOTION 53/26 ***Moved by:*** ***D. O'Halloran***
Seconded by: ***J. Lumley***

"BE IT RESOLVED THAT we pay the bills as presented and approve cheque no. 298 to L. Moyer for $2,910.15; payment (online) to Receiver General for $1,291.12; payment (online) to Virgin Plus for $54.25; payment (online) to Township of Perry for $707.13; cheque no. 299 to LannyD.Planning for $2,943.65." – CARRIED

7. Other Business

There was no other business.

8. Adjournment

L. Moyer noted that, due to the upcoming municipal election, Staff may prepare a resolution for the October meeting regarding the continuation of signing authority until a new chair is appointed. Further, the November and December meetings may be cancelled, and the first meeting of the new Planning Board may occur in January.

The meeting was adjourned at 6:52 p.m. until the next regular meeting on October 28, 2026 at 6:30 p.m. or at the call of the Chair.

MOTION 54/26 ***Moved by:*** ***G. Miller***
Seconded by: ***D. O'Halloran***

"BE IT RESOLVED THAT we do now adjourn at 6:52 p.m. until the next regular meeting on October 28, 2026 at 6:30 p.m. or at the call of the Chair." – CARRIED

Southeast Parry Sound District Planning Board

Regular Meeting
Wednesday, September 23, 2026
Via Zoom
(ATTACHMENT)

Attending Members: R. Ward
G. Miller (alternate)
J. Lumley (alternate)
D. O'Halloran

Attending Staff: L. Moyer
J. Ross

Regrets: C. Hope

APPLICATIONS TO BE HEARD:

The meeting for the hearing was opened at 6:30 p.m. The meeting was Chaired by R. Ward. At the commencement of the hearing R. Ward provided introductory comments and prior to the completion of the hearing, L. Moyer advised the applicant(s) and/agent that the Notice of Decision would be forthcoming by mail/email.

B-011/26
B-012/26
B-013/26

H. THISDELLE
The Applicant H. Thisdelle was present.

Consent applications B-011/26, B-012/26 & B-013/26 are proposed consents to create three new lots for residential purposes. The subject lands are located in Part Lot 11, Concession 3 within the Township of Ryerson. Severed Lot 1 will have an approximate frontage of 100 m. (328.08 ft.) on James Camp Road and 110 m. (360.89 ft.) frontage on Stisted Road, an approximate area of 3.5 ha. (8.65 ac.) and has a dwelling, garage and storage shed located on it. Severed Lot 2 will have an approximate frontage of 100 m. (328.08 ft.) on James Camp Road, an approximate area of 1 ha. (2.47 ac.) and is vacant. Severed Lot 3 will have an approximate frontage of 100 m. (328.08 ft.) on James Camp Road, an approximate area of 1 ha. (2.47 ac.) and is vacant. The parcel to be retained will have an approximate frontage of 100 m. (328.08 ft.) on James Camp Road and 140 m. (459.32 ft.) frontage on Stisted Road, an approximate area of 14.73 ha. (36.4 ac.) and is also vacant.

The members were circulated the planning report prepared by Lanny Dennis (LannyD.Planning). L. Dennis recommended that consent applications B-011/26, B-012/26 & B-013/26 be approved subject to standard conditions including confirmation from the Township's Public Works Foreman that there are satisfactory entrances, confirmation from the authority having jurisdiction there is adequate and suitable area for a septic system on severed lots 2 and 3, amongst others.

The members were circulated comments from the Township of Ryerson. The Township advised that they have no objection to the application subject to standard conditions and that the Township be satisfied that all future building envelopes, sewage disposal systems and wells can be located outside of the required stream setback before a building permit is issued.

L. Moyer reported that there were no concerns or objections received from the public or agencies circulated.

Consent applications B-011/26, B-012/26 & B-013/26 cont'd.

L. Moyer noted that she contacted the Township of Ryerson regarding their requested condition that requires confirmation that all future building envelopes, sewage disposal systems and wells can be located outside of the required stream setback before a building permit is issued. L. Moyer and Township Staff discussed including a condition that evidence be provided to the Township by a surveyor that setbacks from the stream can be met.

G. Miller noted that the Township of Ryerson were pleased with the lot configuration.

The applicant, H. Thisdelle noted that the unusual lot configuration was due to the topography of the subject lands. She also noted that she was available to answer any questions the board may have.

Members of the Board amended the draft conditions to include a condition that evidence be provided to the Township by a surveyor that all future building envelopes, sewage disposal systems and wells can be located outside of the require stream setback, to the satisfaction of the municipality.

MOTION 50/26 ***Moved by:*** ***G. Miller***
Seconded by: ***D. O'Halloran***

"BE IT RESOLVED THAT Consent Applications B-011/26, B-012/26 & B-013/26 be approved subject to the amended conditions presented to the Board. Provisional consent is given for the following reasons:

- ***The applications conform to the approved Official Plan for the municipality.***
- ***The municipality supports the subject applications.***
- ***No concerns or objections have been raised through the circulation of the applications."***

– CARRIED

The hearings were concluded.

_____ _____

Chairperson Secretary-Treasurer

The Municipality of the
VILLAGE OF BURK'S FALLS

172 Ontario Street • PO Box 160 • Burk's Falls ON P0A 1C0
P 705-382-3138 • F 705-382-2273 • www.burksfalls.net

ARBFMA Manager's Report – October 2026

Date: October 20th, 2026

RECOMMENDATION

Accept this report as information.

BACKGROUND

The facility rental request continues to be steady. Staff are keeping the facility availability up to date with the live Calendar on the website and all customers can also request ice or banquet room time through the app https://app.univerusrec.com/burksfallspub/.

September was the busiest the facility has had since keeping the ice in after the summer programs. September the ice surface rental hours were 224 hours. This is the first season the facility has exceeded 200 hours in September

The hall rentals for September remained steady including Seniors exercises, Cadets, Friends, ARBFAS Fall Fair luncheon, Bible Group, Bingo, Kick Boxing 2 birthday parties and a gold and silver auction.

October has started with about 10 more hours booked than in 2025. Staff expect the ice rental requests to increase slightly for the remainder of the month.

Tri-Council update – Commercial Kitchen discussion

During the arena budget presentation at the Tri-Council meeting, concerns were raised regarding the kitchen and kitchen equipment in the Karl Crozier Room, specifically that the equipment is inadequate for commercial cooking purposes.

ANALYSIS - Kitchen Equipment Concern

- The Burk's Falls Fire Department has imposed restrictions on the types of cooking permitted in the Karl Crozier Room kitchen, which have been in place for well over 16 years.
- The cooking restrictions are in place due to the absence of a fire suppression system in the kitchen.
- The cost of installing a fire suppression system depends on the kitchen's square footage and the size of the required ventilation hood. Based on the size of the kitchen, hall, and equipment requirements, the estimated cost ranges from $8,500 to $25,000.
- The fire suppression system would also require annual maintenance by an approved service provider, with estimated costs of approximately $1,000 per year.

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- Since 2020, only six large events have been booked, with just one involving a cooked meal. For that event, the meal was prepared off-site by a caterer.
- Should demand increase for large events requiring a commercial kitchen, staff will be bringing the matter forward to Council for further discussion and consideration.

MONTHLY ANALYSIS

- There was a small issue with the Zamboni board brush which affected the power steering on the Zamboni. This issue has since been rectified however staff have purchased a reserve board brush motor and fittings to be prepared when this issue happens again
- The official winter season started September 27th
- AMHA is slowly getting their game schedule together and have booked game times when available from October through to the end of February.
- Staff have been trying a few different hours to open the snack bar for minor sports groups and games. Staff will analyze and make changes and adjustments as required.
- Public skating has been good so far this season but not yet overwhelming – staff are optimistic the attendance will increase when the colder weather arrives
- The ice rental requests for November are currently in line with those received in 2025.

FINANCIAL IMPACT

N/A

HUMAN RESOURSE IMPACT

N/A

OPTIONS

The Council accepts this report as information and discussion

Graham Smith
Graham Smith RRFA/CIT
ARBFMA Manager

The Municipality of the
VILLAGE OF BURK'S FALLS

Moved By: RB Date: October 20, 2026

Seconded By: AB Resolution # 2026-270

Be it resolved;

WHEREAS
Council for the Village of Burk's Falls recognizes the importance of the municipal arena as a community recreational facility that supports local sports, recreation, community programming, and public well-being;

AND WHEREAS the roof at the municipal arena requires replacement to maintain the safety, integrity, and long-term functionality of the facility;

AND WHEREAS the Community Sport and Recreation Infrastructure Fund (CSRIF) provides funding opportunities to support improvements to community sport and recreation infrastructure;

AND WHEREAS the municipal arena operates as a shared service between participating municipal partners, requiring collaboration and agreement on significant capital expenditures and funding commitments;

AND WHEREAS the Municipality wishes to pursue available external funding to assist with the costs associated with replacing the arena roof and reducing the financial burden on the participating municipal partners;

NOW THEREFORE BE IT RESOLVED THAT

1. **THAT** for the Village of Burk's Falls Council directs municipal staff to prepare and submit an application to the Community Sport and Recreation Infrastructure Fund (CSRIF) for funding toward the replacement of the roof at the municipal arena;

2. **THAT** municipal staff be authorized to undertake the necessary work associated with the application, including obtaining estimates, preparing supporting documentation, and identifying anticipated project costs and potential funding sources;

3. **THAT** any municipal funding contribution, financial commitment, or expenditure associated with the arena roof replacement project be subject to the approval of the participating municipal partners and the applicable municipal budgetary approvals;

4. **THAT** submission of the funding application shall not constitute a commitment by the Municipality or any participating municipal partner to proceed with the project or provide funding beyond amounts subsequently approved by the respective municipal councils;

5. **THAT** staff report back to Council regarding the outcome of the funding application, the proposed project costs, and any required approvals or agreements with the participating municipal partners before proceeding with the project.

Carried

Charlene Watt (Deputy Clerk)

From: Dave Gray
Sent: November 2, 2026 11:15 AM
To: Charlene Watt
Subject: FW: NEW Township of Armour website inquiry!

You've received the following form submission from the Contact Form form on the CONTACT page of your website - https://www.armourtownship.ca.
Full Name: April
Phone Number (optional): 5193310589
Email Address: aprilfuller71@gmail.com
How Can We Help You?: **HIGHLAND ROVERS SNOWMOBILE CLUB**

Mayor and Members of Council

RE: Request for Municipal Financial Support for Regional Trail Improvements and Recreation Infrastructure

Dear Mayor and Members of Council,

On behalf of the Highland Rovers Snowmobile Club, we are requesting financial support from the Municipality to help fund important trail improvement projects that will benefit our local communities, promote tourism, support local businesses, and encourage outdoor recreation and physical activity.

Our regional trail network is an important community asset. It connects villages and neighbouring municipalities, attracts visitors to our area, and provides residents with opportunities to enjoy the outdoors. While snowmobiling is a significant part of our winter tourism economy, the potential of our trail network extends beyond the winter season, offering opportunities for walking, hiking, cycling, and ATV riding on appropriate permitted trails.

Our goal is to improve connections between communities and develop a better-maintained, more accessible recreational network that residents and visitors can enjoy for years to come.

OUR CURRENT TRAIL IMPROVEMENT PROJECTS

1. Regrading the Seguin Trail, also known as the D Snowmobile Trail, from Bear Lake to Kearney

We are working to improve the condition of this important trail corridor through regrading and surface improvements. This route plays a valuable role in connecting our communities and providing recreational access throughout the region.

Improving the trail surface will help create a better riding experience, address rough sections, and support the continued use of this important route. The Seguin Trail is also a valuable regional recreational asset, linking communities and contributing to the area's outdoor tourism opportunities.

2. Establishing a Trail Warm-Up Shelter and Outhouse at Bear Lake

At the intersection where the D Trail meets the South D and the Seguin Trail toward Parry Sound, we plan to install a warm-up shelter and an outhouse.

This location serves as an important junction within the regional trail network. Providing a place for trail users to stop,

warm up, and access basic facilities will improve the overall recreational experience and help make the network more welcoming to visitors.

These facilities will benefit snowmobilers and other permitted trail users while creating a useful rest stop at a strategic connection point.

3. Establishing a Warm-Up Shelter and Outhouse at the 101/102 Trail Intersection near Kearney

We are also planning a warm-up shelter and outhouse at the 101/102 trail intersection near Kearney.

This project will provide another important rest stop within the network, offering trail users a place to take a break and access basic facilities. It will help support tourism, improve the trail experience, and reinforce Kearney's role as a destination for outdoor recreation.

4. Reconnecting Katrine to the South D Trail

We are working toward reconnecting Katrine to the South D Trail by reinstating a previously closed trail section.

Restoring this connection would improve access between communities, strengthen the regional trail network, and provide residents and visitors with additional opportunities to explore the area.

Re-establishing this route would also support regional tourism and make it easier for recreational users to travel between communities and access local businesses and services.

WHY MUNICIPAL SUPPORT MATTERS

These projects represent an investment in more than snowmobiling. They contribute to the broader goals of community wellness, tourism, economic development, and outdoor recreation.

A well-maintained and connected trail network can:

* **Promote physical activity:** Encourage residents of all ages to spend more time outdoors through walking, hiking, cycling, and other permitted recreational activities.
* **Support local businesses:** Bring visitors into our communities who spend money at restaurants, gas stations, shops, accommodations, and other local businesses.
* **Strengthen regional tourism:** Improve the experience for visitors exploring our trails and encourage repeat visits.
* **Connect neighbouring communities:** Provide better recreational connections between villages and municipalities.
* **Improve recreational infrastructure:** Establish useful rest areas and improve trail conditions for the people who use and enjoy these routes.
* **Enhance quality of life:** Preserve and improve outdoor recreational opportunities for local residents and future generations.

The Highland Rovers Snowmobile Club relies on dedicated volunteers, fundraising, donations, sponsorships, and partnerships to carry out its work. Our volunteers contribute countless hours to maintaining trails, completing improvements, working with landowners, and supporting recreational opportunities in our region.

However, projects involving heavy equipment, trail regrading, drainage, construction materials, and the installation of shelters and outhouses require financial resources beyond what volunteer labour alone can provide.

OUR REQUEST TO COUNCIL

We respectfully ask [Municipality Name] to consider providing financial assistance toward these trail improvement

projects.

A municipal contribution would help us continue our work, leverage the efforts of our volunteers and other funding partners, and move these projects closer to completion.

We recognize that each municipality has its own budgetary considerations and priorities. We would welcome the opportunity to discuss an appropriate contribution, whether through a one-time donation, an annual allocation, a community grant, or project-specific funding.

We also invite Council to work with us in identifying trail improvements that provide the greatest benefit to its residents and contribute to the long-term sustainability of our regional recreational network.

By working together, municipalities, community organizations, local businesses, and volunteers can accomplish far more than any one group could achieve alone.

We would appreciate the opportunity to present our projects to Council and discuss how [Municipality Name] could become a partner in improving this valuable regional asset.

Thank you for your time and consideration. We appreciate your continued commitment to our communities and look forward to the possibility of working together to strengthen our trail network for residents, visitors, and future generations.

Sincerely,

Highland Rovers Snowmobile Club
On behalf of the Executive and Volunteers

April Fuller, Treasurer
aprilfuller71@gmail.com

Reply to customer

6020 Highway 542, P.O. Box 420
Mindemoya, ON P0P 1S0
Tel:705-377-5726
Fax:705-377-5585
Email: ddefore@centralmanitoulin.ca

October 23, 2026

Honourable Doug Ford
Premier for the Government of Ontario
Legislative Building Queen's Park
Toronto, ON M7A lAl

premier@ontario.ca

Re: Policy Without Appropriation: Physician Shortage in Northern Ontario and the Practice Ready Ontario Program; Support of Bruce Mines Resolution No. 2026-181

Dear Premier Ford,

On behalf of the Council of the Municipality of Central Manitoulin, we are writing to you in support of the Council of the Town of Bruce Mines resolution no. 2026-181 addressing the physician shortage in Northern Ontario.

Being that Northern Ontario's municipalities face a structural imbalance that is fundamentally different from communities in the south. We are small in population, geographically dispersed, and operate with limited tax bases that cannot support the escalating costs associated with physician recruitment, retention, and community health infrastructure. Despite these limitations, municipalities are increasingly expected to shoulder responsibilities that fall squarely within the provincial mandate for health care delivery.

Municipalities have stepped in where we can, but we cannot continue to fund physician recruitment packages, housing incentives, locum coverage, or clinic operations without dedicated provincial support. The current model places an unsustainable burden on small communities that simply do not have the tax revenue to fill the gaps left by the provincial health care system.

Therefore, the Council of the Municipality of Central Manitoulin endorses Resolution 226-2026:

We respectfully request that the Province of Ontario:

1. ***Establish a dedicated Northern Ontario Physician Recruitment and Retention Fund,*** *accessible to small and rural municipalities ensuring communities are not forced to subsidize provincial healthcare responsibilities.*
2. ***Work directly with Northern municipalities*** *to develop a coordinated strategy that reflects the unique demographic, geographic, and fiscal realities of the North.*

We would welcome the opportunity to discuss this matter further and kindly request a written response from your office.

RESOLUTION

Sincerely,

Ms. Denise Deforge – CAO/Clerk
Municipality of Central Manitoulin

cc.

Ms. Marit Stiles
Leader of the Official Opposition
Leader, New Democratic Party of Ontario

Mr. John Fraser
Interim Leader, Ontario Liberal Party

The Honourable Sylvia Jones
Deputy Premier of Ontario Minister of Health

The Honourable George Pirie
Minister of Northern Economic Development and Growth

Bill Rosenberg
Member of Provincial Parliament Algoma-Manitoulin

Association of Municipalities of Ontario (AMO) Rural Ontario Municipal Association (ROMA)
Federation of Northern Ontario Municipalities (FONOM) Distributed to all Ontario municipalities.

File

NEWS RELEASE

Ontario Introducing Changes to Improve Blue Box Program

Proposed changes will increase transparency and help address costs for businesses

October 23, 2026

Environment, Conservation and Parks

TORONTO — The Ontario government is proposing legislative and regulatory changes that would improve transparency, strengthen accountability and help bring down costs for producers of packaging and paper products, while building a stronger recycling system for all Ontario residents. In the face of economic uncertainty from U.S. tariffs, the government continues to take actions to protect Ontario by cutting costs and unnecessary burden on businesses to ensure the province remains the most competitive place to invest, do business and create good-paying jobs.

"Our government is committed to a Blue Box system that ensures Ontario's small- and medium-sized businesses have the tools they need to forecast and manage their costs more effectively," said Todd McCarthy, Minister of the Environment, Conservation and Parks. "By bringing greater transparency and accountability to the program, these measures will help deliver more predictability and more sustainability for the long term — while ensuring that producers, and not taxpayers, remain responsible for the waste they create."

Ontario has transitioned to a provincewide Blue Box program that is funded and run by producers, including multiple producer responsibility organizations (PROs) that compete to deliver collection and recycling services for producers. The system is facing rising costs during a time of economic uncertainty and action is needed to drive greater transparency, accountability and efficiency to help contain costs and support the system's long-term sustainability.

Proposed legislative changes to the *Resource Recovery and Circular Economy Act*, if passed, would give the province the ability to regulate contract terms between PROs and producers, including the fees paid by producers for the collection and processing of recyclable materials, to ensure stable and predictable producer fees, consistent and fair contract terms and clear and transparent insight into the Blue

Box operations and costs. This will ensure that producers pay their fair share of Blue Box costs while avoiding surprise fees, costs or changes that could impact their business.

The ministry will also be consulting with recycling sector stakeholders, including producers and PROs, and the public on proposed regulatory changes that would help producers better plan for the future and help PROs find ways to streamline operations and contain costs by:

- creating stronger transparency requirements so PROs provide clearer reporting on producer fees and the costs of running the provincewide recycling system
- setting service requirements, including the allocation of recycling carts and bins, to improve resident accessibility and operational efficiency
- exploring the future collection of hard-to-recycle flexible plastic materials and other opportunities to make collection services more efficient

The ministry is also exploring future governance changes to strengthen accountability and minimize any potential conflict of interest, including replacing the current administrator with a new independent administrator.

These proposed changes build on actions taken in September 2025 to stabilize Blue Box program costs and reduce administrative burden for businesses, including a practical decision to gradually phase in recovery targets for flexible plastics.

Quick Facts

- Ontario's blue box program provides recycling to more than 5 million households across the province.
- Producers, such as brand-holders, importers and retailers, are responsible for funding and operating blue box services.
- Residents can now recycle a standardized list of paper, packaging and single-use items in all communities that have blue box services.

Quotes

"Ontario's competitiveness depends on creating an environment where businesses can invest, grow and create jobs. By reducing red tape and helping to lower unnecessary costs, we are building the most competitive, resilient and self-reliant economy in the G7."

- Andrea Khanjin
Minister of Red Tape Reduction

North Bay Parry Sound District Health Unit
Bureau de santé du district de North Bay-Parry Sound

PUBLIC SERVICE ANNOUNCEMENT

For immediate release: Oct. 26, 2026

Health Unit Announces More Clinics for Flu, COVID-19, RSV Vaccines

NORTH BAY, ON – The North Bay Parry Sound District Health Unit (Health Unit) has released its walk-in clinic schedule for individuals aged six months and older who do not have a primary care provider. The community clinics will offer flu shots and COVID-19 vaccines, with the option for eligible adults to receive the RSV vaccine.

Participating pharmacies and primary care providers continue to offer flu and COVID-19 vaccines across the Nipissing and Parry Sound districts.

COVID-19, Flu and RSV Vaccine Clinic Schedule for Ages 6 months+

Magnetawan
Tuesday, Oct. 27, 4 - 6 p.m. at Magnetawan Community Centre, 4304 Hwy 520

Mattawa
Tuesday, Nov. 17, 4 - 6 p.m. at Mattawa Golden Age Club, 464 Poplar St.

North Bay
Sunday, Nov. 15, 10 a.m. - 4 p.m. at Best Western Hotel and Conference Centre, 700 Lakeshore Dr.

Parry Sound
Saturday, Nov. 21, 10 a.m. - 3 p.m. at Bobby Orr Community Centre, 7 Mary St.

Sundridge
Tuesday, Nov. 10, 4 - 6 p.m. at SSJ Arena, 14 Albert St. N

Wait times at clinics may vary. High-risk individuals with unique needs may schedule a private appointment at the Health Unit in North Bay or Parry Sound at myhealthunit.ca/clinics. For more information, call the Health Unit at 705-474-1400 or visit myhealthunit.ca.

To connect with a healthcare provider online, visit shn.ca/vaxfacts or Health811.

-30-

Media Inquiries:

Kylie Wurdell, Public Relations Specialist
P: 705-474-1400, ext. 5221 or 1-800-563-2808
E: communications@healthunit.ca

(19)

Charlene Watt (Deputy Clerk)

From: Dave Gray
Sent: November 2, 2026 4:24 PM
To: Charlene Watt
Cc: Danika McCann
Subject: FW: Congratulations and Introduction

Good afternoon Char,

Can this also be added to correspondence? I've CC'd in Danika for her info as well.

Thanks,

Dave Gray, Ec.D.

Chief Administrative Officer
Township of Armour
PO Box 533, 56 Ontario Street
Burk's Falls, Ontario P0A 1C0
Telephone: 705-382-3332
Fax: 705-382-2068
Website: www.armourtownship.ca

This message may contain confidential information. If you are not the named addressee, you should not disseminate, distribute or copy this email. Please notify the sender immediately if you have received this email by mistake and delete this email from your system. Finally, the recipient should check this email and any attachments for the presence of viruses. The organization accepts no liability for any damage caused by any virus transmitted by this email.

From: Jillian <thespaceupstairs.nearnorth@gmail.com>
Sent: November 2, 2026 1:47 PM
To: Dave Gray <cao@armourtownship.ca>
Subject: Congratulations and Introduction

Hello Dave,

I was hoping you may be able to pass this letter of congratulations to the Mayor and Members of Council of Armour.

Thank you very much!

Jillian Peever,

Hello Mayor Ward and Members of Council,

First, congratulations to everyone who put their names forward in the recent municipal election, and to those elected to serve Armour Township. It takes courage, commitment and a genuine desire to make a difference in one's community to step into public service. I respect the efforts made and wish you all the best in making a positive impact.

I'd like to introduce myself. My name is Jillian Peever, and I am the Artistic Director of The SPACE Upstairs, a registered not-for-profit organization dedicated to sharing dance and the performing arts with people of all ages and abilities throughout Almaguin.

Although we haven't yet established a formal partnership with Armour Township, we've had the pleasure of reaching many of your youth and families through our classes, performances and artistic activities. I would particularly like to thank newly elected Councillor Cheri Roser for her support in helping get a dance program off the ground for home daycare groups. Now in its second season, this program offers something meaningful to both caregivers and the children in their care. The important work of caregivers is often undervalued, and we're pleased to offer them an opportunity to feel supported and recognized, while providing children with valuable physical, creative and social learning experiences through dance.

For the past five years, we've been working to make dance more accessible across Almaguin. Rural communities face significant barriers to arts participation, including less access to facilities, funding and established arts infrastructure than urban centres. While these are systemic challenges that no single organization can solve, we believe in doing our part to help fill the gap by bringing opportunities for movement, expression, creativity and connection to the communities we serve. (Sources below demonstrate that rural communities have substantially lower access to the arts, and an economic study from 2024 that shows for every $1 invested in the arts by the Ontario Arts Council generates approximately $25 in additional revenue from other sources.)

The SPACE Upstairs is a registered not-for-profit. While we charge fees for some programs, these help cover the costs of delivering quality programming, paying artists, and sustaining required operational costs.

We've steadily grown our community support over the past five years, and partnerships with the Townships of Kearney and South River-Machar have allowed us to offer affordable programming with meaningful impact. By making use of existing community spaces, these partnerships help reduce operating costs and make dance more accessible to local families.

I would welcome the opportunity to meet with representatives of Armour Township to share more about our work, answer any questions about our not-for-profit model, and explore how we might work together to bring accessible dance programming and events to your community.

Congratulations again, and thank you for your commitment to the community.

Warm regards,

Jillian Peever
Artistic Director
The S.P.A.C.E. Upstairs
Sharing the Performing Arts and Culture with Everyone
www.thespaceupstairs.ca
416-732-7361

Sources:

1. Does Ontario Provide Equitable Access to Arts Education? – People for Education
2. Arts Across Ontario – Ontario Arts Council, 2025



MONTHLY JOBS REPORT

September 2026

The Labour Market Group
Guiding partners to workforce solutions.

NIPISSING DISTRICT

There were 772 job postings recorded in September for the Nipissing District, representing a 10.2% decrease (-88 postings) compared to August. Employer participation held nearly steady, with 315 unique employers active in the market, a 1.6% decrease (-5) from August.

772 TOTAL NUMBER OF JOB POSTINGS

88 from August

OF THE 772 JOB POSTINGS

315 unique employers posted jobs.

13.5% (104) Requiring a bilingual individual.

26.2% (202) Criminal Record Check.

For postings that listed an annual salary. **$76,524.16**/year AVERAGE

$29.10 HOURLY WAGE The average hourly wage in August for those postings which listed one.

Of the 443 postings which listed an hourly wage **1.6%** (7) were listed at the **provincial minimum wage of $17.20/hour.**

PARRY SOUND DISTRICT

There were 160 job postings recorded in September for the Parry Sound District, representing a 33.6% decrease (-81 postings) compared to August. Employer participation fell alongside volume, with 81 unique employers active in the market, a 22.9% decrease (-24) from August, matching the historical September average exactly.

160 TOTAL NUMBER OF JOB POSTINGS

81 from August

OF THE 160 JOB POSTINGS

81 unique employers posted jobs.

1.9% (3) Requiring a bilingual individual.

3.8% (6) Criminal Record Check.

For postings that listed an annual salary. **$61,249.75**/year AVERAGE

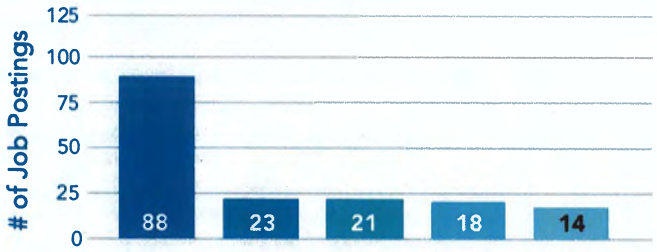
$24.67 HOURLY WAGE The average hourly wage in August for those postings which listed one.

Of the 104 postings which listed an hourly wage **1.0%** (1) were listed at the **provincial minimum wage of $17.20/hour.**

* North American Industry Classification System (NAICS) is the system utilized by the governments of Canada, Unites States and Mexico in order to classify companies based on their primary functions/objectives.

TOP 5 EMPLOYERS POSTING JOBS

- North Bay Regional Health Centre
- Near North District School Board
- Nipissing-Parry Sound Catholic District School Board
- Ontario Northland
- Voyageur Aviation Corpl



TOP 5 INDUSTRIES HIRING (NAICS)

1. **25.5%** of all job postings — Health Care & Social Assistance (NAIC 62)

197 jobs posted

Top 5 Positions :

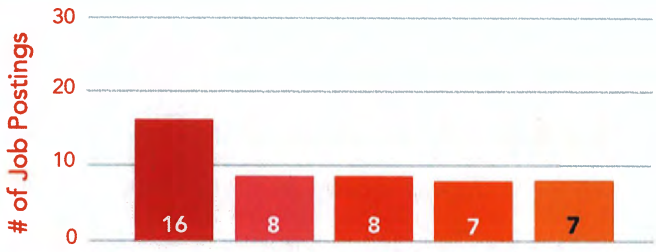
- Registered nurses and registered psychiatric nurses
- Licensed practical nurses
- Social and community service workers
- Home support workers, caregivers and related occupations
- Social workers

2. **17.7%** Retail Trade (NAICS 44–45)
3. **9.6%** Educational Services (NAICS 61)
4. **8.2%** Transportation and Warehousing (NAICS 48–49)
5. **7.6%** Manufacturing (NAICS 31-33)

The Health Care and Social Assistance (NAICS 62) sector remained the largest contributor in September, accounting for 25.5% (197) of all postings. The largest month-over-month increases in market share occurred in Retail Trade (NAICS 44-45), up 2.2 points (+3 postings), and Transportation and Warehousing (NAICS 48-49), up 2.0 points (+10 postings). The largest decrease in market share occurred in Educational Services (NAICS 61), down 3.0 points (-34 postings), followed by Professional, Scientific and Technical Services (NAICS 54), down 2.1 points (-23 postings).

TOP 5 EMPLOYERS POSTING JOBS

- Near North District School Board
- Foodland
- Sobey's Inc.
- West Parry Sound Health Centre
- Shawanaga First Nation



TOP 5 INDUSTRIES HIRING (NAICS)

1. **25.0%** of all job postings — Retail Trade (NAIC 44-45)

40 jobs posted

Top 5 Positions :

- Store shelf stockers, clerks and order fillers
- Cashiers
- Retail salespersons and visual merchandisers
- Automotive and heavy truck and equipment parts installers and servicers
- Pharmacists

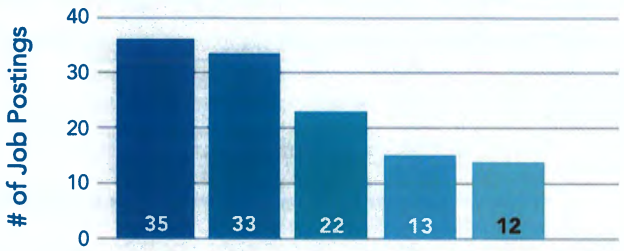
2. **23.8%** Health Care and Social Assistance (NAICS 62)
3. **13.8%** Educational Services (NAICS 61)
4. **10.0%** Accommodation and Food Services (NAICS 72)
5. **8.1%** Public Administration (NAICS 91)

Retail Trade (NAICS 44-45) was the largest contributor in September, accounting for 25.0% (40) of all postings, and recorded the largest increase in market share, up 5.1 points. Health Care and Social Assistance (NAICS 62) followed at 23.8% (38), up 3.4 points in share. The largest decrease in market share occurred in Public Administration (NAICS 91), down 5.6 points (-20 postings), followed by Manufacturing (NAICS 31-33), down 4.1 points (-12 postings).

* National Occupation Classification (NOC) is the system utilized by the Government of Canada to organize occupations based on the primary job requirements and skill level.

TOP 3 OCCUPATIONAL CATEGORIES (NOC)

1 29.4% Sales & Service (NOC 6)



- Retail salespersons and visual merchandisers
- Store shelf stockers, clerks and order fillers
- Food counter attendants, kitchen helpers and related support occupations
- Retail and wholesale trade managers
- Cooks

2 17.2% Education, Law and Social, Community and Government Services (NOC 4)

- Secondary school teachers **(31)**
- Social and community service workers **(22)**
- Home support workers, caregivers and related occupations **(21)**
- Social workers **(12)**
- Early childhood educators and assistants **(9)**

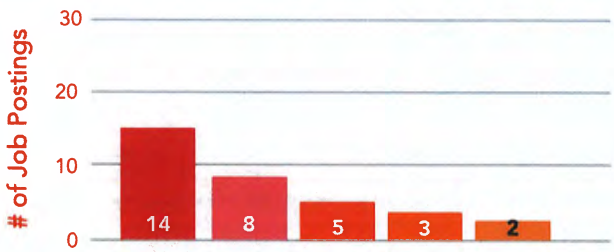
3 16.3% Trades, Transportation, and Equipment Operators (NOC 7)

- Transport truck drivers **(14)**
- Automotive service technicians, truck and bus mechanics and mechanical repairers **(9)**
- General building maintenance workers and building superintendents **(8)**
- Machinists and machining and tooling inspectors **(7)**
- Heavy-duty equipment mechanics **(6)**

Sales and Service (NOC 6) remained the dominant occupational group, making up 29.4% (227) of postings. Education, Law and Social, Community and Government Services (NOC 4) followed at 17.2% (133), and Trades, Transport and Equipment Operators (NOC 7) at 16.3% (126). NOC 4 recorded the largest increase in market share, up 1.1 points, while the largest decrease was Health Occupations (NOC 3), down 1.8 points (-27 postings). 63 managerial positions were advertised in September, with the highest concentrations in sales and service management (24) and business and finance management (14). Two senior manager roles were posted, one in Health Care and Social Assistance and one in Professional, Scientific and Technical Services.

TOP 3 OCCUPATIONAL CATEGORIES (NOC)

1 38.8% Sales & Service (NOC 6)



- Store shelf stockers, clerks and order fillers
- Food counter attendants, kitchen helpers and related support occupations
- Retail salespersons and visual merchandisers
- Food and beverage servers
- Light duty cleaners

2 23.1% Education, Law and Social, Community and Government Services (NOC 4)

- Secondary school teachers **(10)**
- Social and community service workers **(7)**
- Elementary and secondary school teacher assistants **(6)**
- Home support workers, caregivers and related occupations **(4)**
- Elementary school and kindergarten teachers **(3)**

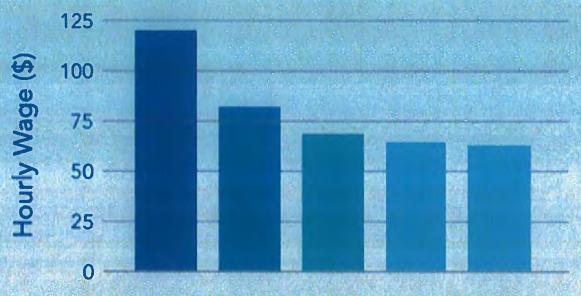
3 13.1% Trades, Transportation, and Equipment Operators (NOC 7)

- Bus drivers, subway operators and other transit operators **(5)**
- Automotive and heavy truck and equipment parts installers and servicers **(3)**
- Transport truck drivers **(2)**
- Public works maintenance equipment operators and related workers **(2)**
- Carpenters **(1)**

Sales and Service (NOC 6) remained the dominant occupational group, making up 38.8% (62) of postings, and recorded the largest increase in market share, up 3.1 points. Education, Law and Social, Community and Government Services (NOC 4) followed at 23.1% (37), and Trades, Transport and Equipment Operators (NOC 7) at 13.1% (21). NOC 4 recorded the largest decrease in market share, down 5.1 points (-31 postings). Six managerial positions were advertised in September, three of which were in sales and service management. There were no senior manager roles posted this month.

TOP 5 HOURLY WAGE VACANCIES

$120.00 Veterinarian
@ VetCare Canada Inc.



$112.00 Registered Social Worker — Independent Contractor
@Gateway Wellness Collective

$100.00 Registered Social Worker
@The Morgan Centre

$79.50 School Administrator
@Near North District School Board

$67.89 Coordinator - Patient Flow
@North Bay Regional Health Centre

TOP 3 ANNUAL SALARY VACANCIES

$168,976.00
Chief Human Resource Officer
@ Conseil scolaire public du Nord-Est de l'Ontario

$151,162.00
Direction Du Service Des Ressources Humaines
@ Conseil scolaire public du Nord-Est de l'Ontario

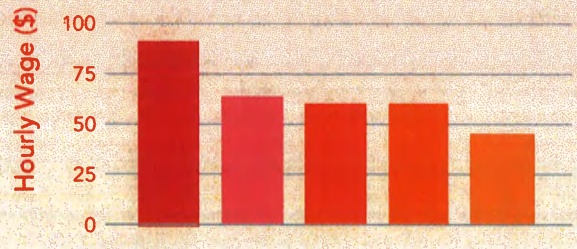
$150,000.00
Digital Sales Manager - North Bay Chrysler
@ 401 Auto - North Bay Chrysler

Lowest Annual Salary $35,200.00
Sales Representative
@ Commonwealth Plywood Distribution

57.4% (443 postings) listed an hourly wage in September, with an average of $29.10/hour. This is $0.65/hour lower (-2.2%) than the 12-month average of $29.75/hour. Seven postings (1.6%) were listed at the provincial minimum wage. For postings listing an annual salary, the average was $76,524.16 across 102 postings, which sits $2,787.69 lower (-3.5%) than the 12-month average of $79,311.85.

TOP 5 HOURLY WAGE VACANCIES

$78.31 Carebridge Nurse Practitioner Manager
@ Canadian Mental Health Association



$60.00 Staff Pharmacist
@ Guardian Sundridge Pharmacy

$41.15 Registered Nurse - Emergency Department
@ West Parry Sound Health Centre

$40.36 Physiotherapist
@ West Parry Sound Health Centre

$39.09 Registered Practical Nurse
@ Canadian Mental Health Association

TOP 3 ANNUAL SALARY VACANCIES

$100,000.00
Electrical Engineer
@Almex Group

$89,700.00
Cardiac Sonographer
@ West Parry Sound Health Centre

$70,000.00
Electrical Engineer
@Almex Group

Lowest Annual Salary $40,000.00
Guest Services & Marketing Executive
@ Jolly Roger Inn & Resort

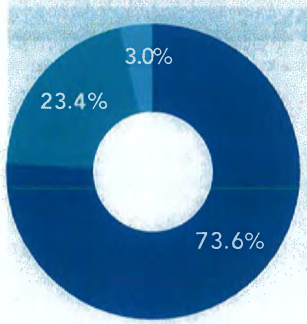
65.0% (104 postings) listed an hourly wage in September, with an average of $24.67/hour. This is $2.77/hour lower (-10.1%) than the 12-month average of $27.44/hour. One posting (1.0%) was listed at the provincial minimum wage. Eight postings listed an annual salary, averaging $61,249.75, which sits $14,899.21 lower (-19.6%) than the 12-month average of $76,148.96. The annual salary sample is particularly small this month, so the average is highly sensitive to the mix of postings included.

FULL-TIME / PART-TIME BREAKDOWN

73.6% of listings in September

0.67% from August

73.6% of job postings (568) in September were for full-time positions, with part-time at 23.4% (181) and casual at 3.0% (23).



- **Full-time (35+ Hours)**
- Part-time (20-34 Hours)
- Casual (Under 20 Hours)

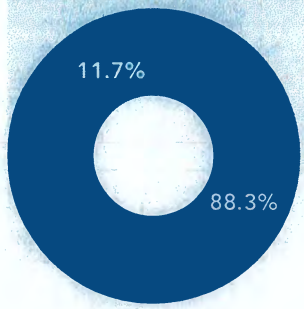
772 Postings listed hours offered **(100%)**

TERM OF EMPLOYMENT

88.3% of listings in September

1.38% from August

88.3% (682) of postings in September were for permanent positions, with the remaining 11.7% split between contract (49) and temporary (41) roles.



- **Permanent**
- Temporary / Contract / Seasonal

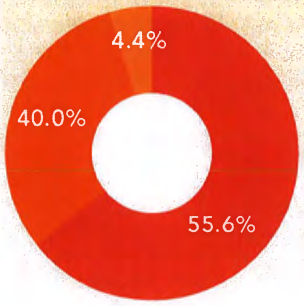
772 Postings listed hours offered **(100%)**

FULL-TIME / PART-TIME BREAKDOWN

55.6% of listings in September

4.9% from August

55.6% of job postings (89) in September were for full-time positions, with part-time at 40.0% (64) and casual at 4.4% (7).



- **Full-time (35+ Hours)**
- Part-time (20-34 Hours)
- Casual (Under 20 Hours)

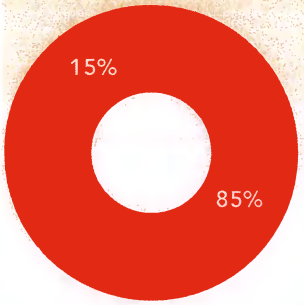
160 Postings listed hours offered **(100%)**

TERM OF EMPLOYMENT

85.0% of listings in September

6.9% from August

85.0% (136) of postings in September were for permanent positions, with the remaining 15.0% split between temporary (15) and contract (9) roles.



- **Permanent**
- Temporary / Contract / Seasonal

160 Postings listed hours offered **(100%)**

ALL EMPLOYERS WITH POSTINGS IN MONTH

NIPISSING DISTRICT

401 Auto - North Bay Chrysler
A La Cantina
A&S Towing
A&W (McKeown)
A&W Restaurant
A. G. Electric LTD
Acosta Group
Aecom
Aecon Group
AIDS Committee of North Bay and Area
All In One Painting
Allard Electrical
American Eagle Outfitters
Aramark Canada Ltd.
Ashley HomeStore North Bay
ASM Stores - Sturgeon Falls
Au Château
Bakke's Trucking Limited
Bath & Body Works
Battano Construction Limited
Bay Truck Stop Family Restaurant
Bayland Property Management
Bayshore Health Care
Bayside Grounds
Bdo
Bee-Clean Building Maintenance
Bell Canada
Bella Terra Stone
Best Buy
Best Western North Bay Hotel & Conference Centre
Beyond Sushi
Big Brothers Big Sisters of North Bay and District Incorporated
Binx Professional Cleaning
Bioped Footcare
BMO Financial Group
Boart Longyear Inc.
Boyd Autobody & Glass
Bradwick Property Management
Brand Momentum Inc.
Brandt Industries
Burger King
Burger World - Hammond
Caisse Alliance
Callon Dietz Inc Ontario Land Surveyors
Campus Living Centres
Canada Post
Canadian Addiction Treatment Pharmacy
Canadian Ecology Centre
Canadian Forces Morale and Welfare Services
Canadian Mental Health Association
Canadian Shield Health Care Services Inc.
Canadian Tire - North Bay
Canadore College
Canine Proficiency Center
Cannabis Jacks
Canpar Express Inc.
Canton Express
CARQUEST Canada
Carter's|OshKosh
Cascades Casino
Cash 4 You Corp.
Cassellholme Home for the Aged
Castle Glass and Mirror
Cedarland Homes Ltd.
Cementation Canada
Centennial Contracting Ltd.
Chad's Grass Snow and More
Chatters
Chucks Roadhouse Bar and Grill
Colas Canada Inc.
Columbia Forest Products Ltd
Commonwealth Plywood Distribution
Community Counselling Centre of Nipissing
Community Living North Bay
Conseil scolaire catholique Franco-Nord
Conseil scolaire public du Nord-Est de l'Ontario
Contrans Flatbed Group
Corus Orthodontists
Cosmoprof Canada
Crisis Centre North Bay
CTS Canadian Career College
DECO Windshield Repair
Defence Construction Canada
Designed Roofing Inc
Digsafe Contracting Inc.
District of Nipissing Social Services Administration Board
Dollar Tree - Lakeshore Drive
Dollarama L.P.
Dominos Pizza
Dynacare Inc.
Dyno Nobel
Eagles Nest Gas Bar
Easy Financial
Eclipse Stores Inc
Ed Seguin & Sons Trucking and Paving
Emmanuel United Church
Empire Living Centre
Englobe Corp.
Enterprise Rent-A-Car
Essential Exteriors
Everest Solutions and Imaging Ltd.
Fairfield Inn & Suites by Marriott North Bay
Fairstone Financial
Family Enrichment Program
Farquhar Dairies Ltd.
FDM4
FedEx Express
Feldcamp Equipment Limited
First Choice Haircutters
First North Enterprise Inc.
First Onsite
First Student / First Transit
Food Basics - Ontario
Foundation Health Canada
Fowler Construction
Fur Harvesters Auction
G&P Welding and Ironworks
GardaWorld
Gateway Dental
GATEWAY ELECTRIC MOTORS
Gateway Wellness Collective
Genuine Parts Company
GeoVerra Inc.
Giant Tiger
Gincor Werx
Golden Estates Limited
Grant Thornton LLP
Greco's Pizza and Pasta - Algonquin Ave.
GreenFirst Forest Products Inc.
Groupe Optimum Inc.
Guy's Tire Sales Inc
Hamelins Outdoor Power Equipment
Haskins Industrial Inc.
Hickory Farms
Hoagies Diner
Home Depot
Home Instead
Homewood Suites by Hilton North Bay
Indigo Books & Music
IPC
JT SUSHI
K & K Automotive
Kam Kam Cafe
Karis Disability Services (formerly Christian Horizons)
Kenan Courier and Logistics
Kia North Bay
Kognitive Sales Solutions
Kohltech Windows & Entrance Systems
Kristin Hodge Dentistry
Krown Rust Control
L Brands
L.I.P.I. - Low Income People Involvement of Nipissing
La Voyager Inc
Levante Living - Barclay House
LHD Equipment
Lids
LKQ Canada
Loblaws
LOSS PREVENTION SERVICES LIMITED
MacLean Engineering
Magnera Corporation
Malmac Properties
mani pedi plus
Manitoulin Group of Companies
Maple Leaf Home Healthcare Inc
March of Dimes Canada
Marina Point Village

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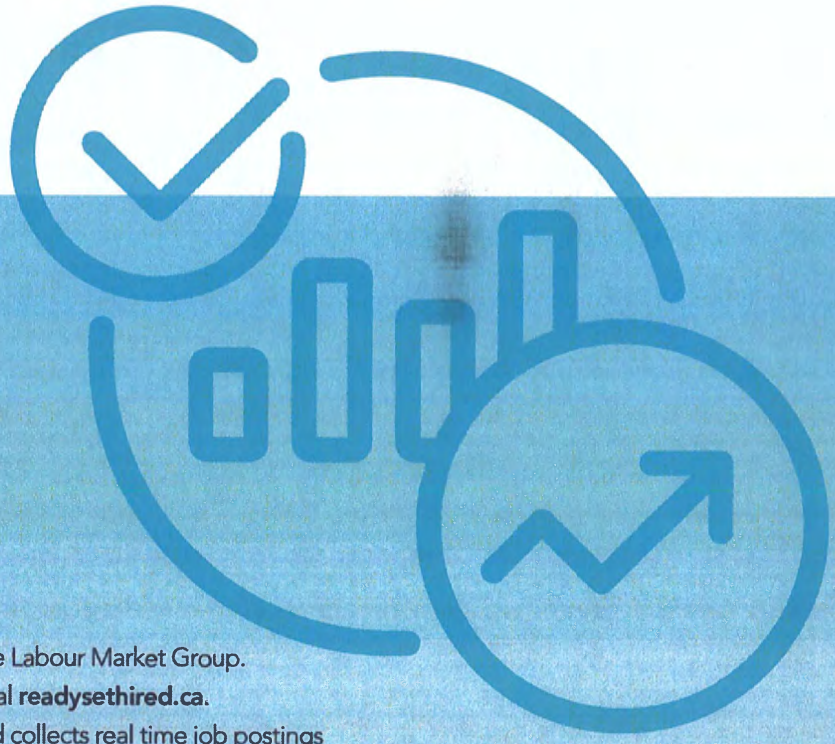
Mark's Work Wearhouse Ltd.
Mark's/L'quipeur
Maurices
McDonald's
Metal Fab Ltd.
Metis Nation of Ontario
MetricAid
Metro
Miller Technology Incorporated
Ministry of Children, Community and Social Services
Ministry of Public and Business Service Delivery
Ministry of the Attorney General
Ministry of the Solicitor General
Money Mart - North Bay
Motion Industries
Near North District School Board
Nedco Ontario
Neddy's North Bay Hyundai
Neo-Wecare healthcare Services Inc
Next Round Social
NHP Manufacturing
Nipissing Serenity Hospice
Nipissing Transition House
Nipissing University
Nipissing-Parry Sound Catholic District School Board
No Frills - Paul and Nancy's
No Frills - Stacie and Troy's
Nordic Minesteel Technologies Inc.
North Bay Animal Hospital
North Bay Auto Group
North Bay BVD Travel Centre
North Bay Cardiology
North Bay Computer Services Inc.
North Bay Construction Documents Depository
North Bay Cycle and Sports
North Bay Family Dentistry
North Bay Humane Society
North Bay Hydro
North Bay Indigenous Hub
North Bay Jack Garland Airport
North Bay Mazda
North Bay Public Library
North Bay Regional Health Centre
Northern Brick
Northern Credit Union
Northern Honda
Northern Lift Truck
Northern Ontario Film Studios/ Hideaway Pictures
Northern Shores Pharmacy
Northern Youth Services Inc
Nutrition Club Canada
OCP Construction Supplies
Old Dutch Foods
One Kids Place Children's Medical Treatment Center of North East Ontario
Ontario Ministry of the Attorney General
Ontario Ministry of Transportation
Ontario Northland
Ontario Public Service
Orchards Fresh Food Market
Oxford Learning Centres, Inc.
Pandora Jewelry
ParaMed Home Health Care
Pavao Contracting Inc
Pearle Vision
Pellerin painting
PHARA
Pilot Diamond Tools Ltd.
Plan A Long Term Care Staffing and Recruitment
Plastruct Polyzone Inc
Platinum Patient Transfer Service
PosPro Financial
Premier Mining Products
ProResp, Inc.
Rahnmet
Rise Controls Inc
Riv Chip Stand
Robinson's Pharmasave
RONA - McGaughey Ave.
Roots Canada
Royal Bank of Canada
Royal LePage Real Estate
S.A. Marshall Enterprises Inc
Sally Beauty Canada
Sandvik
Sangster Law
Savers/Value Village
Scotiabank
Seaboard Transport Group
Security Services
Sephora Canada
Shoppers Drug Mart
Sienna Senior Living
Sodexo Inc.
Sport Chek
Springer Animal Hospital
Stacked Pancake and Breakfast House
Stantec
Staples Canada
Structure Spine and Sport
Subaru of North Bay
Subway
Subway - Lakeshore Drive
Subway - Main Street
Subway - Trout Lake Road
Superior Propane
Swick Mining Services (Canada) Inc.
Swiss Chalet
Syl's Neighbourhood Kitchen
T.E. Parolin & Sons
Tahini's North Bay
Talize
Tan Tan Wok
TELUS
The Brick North Bay
The Children's Aid Society of the District of Nipissing and Parry Sound
The Erb Group of Companies
The Gathering Place
The Morgan Centre
The Salvation Army
The Sisters of St. Joseph of Sault Ste. Marie
The Skyline Group of Companies
The Submarine Place
The TJX Companies
ThinkOn
Thinkon Inc
Tim Hortons
Trans Canada Safety
Trapper City Paving
True North Cannabis Co. & Associated Companies
True North Cannabis Company
Tulloch Engineering
U-NEED-A-CAB
VetCare Canada Inc.
Victorian Order of Nurses / VON
Volkswagen North Bay
Voyageur Aviation Corp
Voyago
VS Group
Wacky Wings
Walmart
West Nipissing General Hospital
WhisBay Traders Ltd.
Wine Rack
Wine Rack - Your Independent Grocer
Workplace Safety North
YMCA of Northeastern Ontario
Your Independent Grocer
ZEDD Customer Solutions

PARRY SOUND DISTRICT

Adams Bros. Construction
Almaguin Highlands Community Living
Almaguin Highlands Family Health Team
Almex
Almex Group
Aqua-cage Fisheries Ltd.
Aramark Canada Ltd.
Bayshore Health Care
Belvedere Heights
Best Buy Express
Boston Pizza International Inc
Bourgeois Ford North
Bray Motors
Buffed Total Cleaning
Canadian Mental Health Association
Canadian Shield Health Care Services Inc.
CarePartners
CDI College
Chucks Roadhouse Bar and Grill
Connor Industries
Conseil scolaire catholique Franco-Nord
Dairy Queen
Dental Corp
District of Parry Sound Social Services Administration Board
Eastholme Home for the Aged
Edgewater Park Lodge
Food Basics - Ontario

Continued on next page

Foodland
Fowler Construction
Gardens of Parry Sound Retirement Home
Guardian Sundridge Pharmacy
Hands, TheFamilyHelpNetwork.ca
Harveys
Home Depot
IDA pharmacy
Iron Design Welding
Jolly Roger Inn & Resort
Kawartha Credit Union
Lakeside Cottage Care
Lakeside Mechanical
Lawson Landscapes
LCBO
Log Cabin Inn & Catering
M L Moore and Sons
Marquee Farm
Municipality of the Village of South River
Muskoka Lumber and Building Suipplies
Near North District School Board
Nipissing-Parry Sound Catholic District School Board
No Frills - Stacie and Troy's
ParaMed Home Health Care
Parry Sound Friendship Centre
Petro Canada
Powassan Public Library
Rosseau Road Powersports and Marine Ltd.
Royal Bank of Canada
Scotiabank
Scott Custom Building
Serenity Senior Residence
Shawanaga First Nation
Shoppers Drug Mart
Sobey's Inc.
Subway
Subway - Parry Sound
Superior Propane
The Friends
The Grumpy Veteran Bar and Grill
Tim Hortons
Town of Parry Sound
Township of Machar
Township of The Archipelago
Trestle Brewing Company Limited
Vista Radio Ltd
Voyago
Walmart
Wasauksing First Nation
West Parry Sound Health Centre
Wilson Transportation LTD
Wine Rack
YMCA of Simcoe/Muskoka
Your Independent Grocer



WHAT IS THE LMG MONTHLY JOBS REPORT?

This Jobs Report is a monthly publication produced by the Labour Market Group. Each month we compile this report based on our job portal **readysethired.ca**. **Readysethired.ca** is an online job portal that provides and collects real time job postings within the districts of Nipissing and Parry Sound. These postings are updated daily and provide job seekers with a one stop shop for local current employment opportunities.

FOR MORE INFORMATION & FURTHER DETAILS ABOUT LOCAL JOBS, PLEASE CONTACT :
The Labour Market Group
readysethired.ca
info@thelabourmarketgroup.ca

The Labour Market Group
Guiding partners to workforce solutions.

October 2026

LABOURFOCUS

The Labour Market Group

JOBS REPORT SEPTEMBER 2026

TOTAL NUMBER OF JOB POSTINGS

NIPISSING	PARRY SOUND
772	160
-88 from August	-81 from August

TOP INDUSTRY WITH VACANCIES

NIPISSING
Health Care & Social Assistance (25.5%)

PARRY SOUND
Retail Trade (25%)

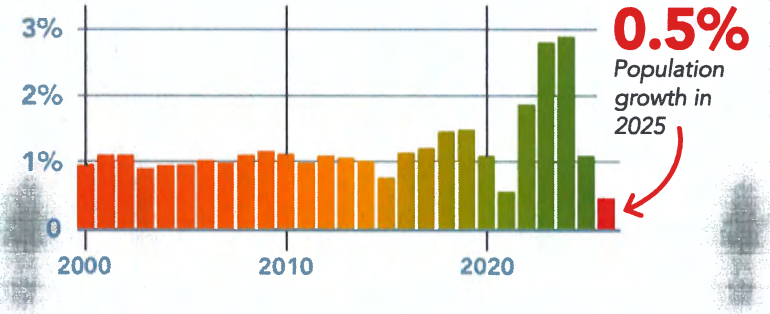
To view the full report, visit our website
www.thelabourmarketgroup.ca
readysethired.ca

CANADA'S CHANGING DEMOGRAPHICS 2026–2027

An Aging Population and Slower Immigration: What It Means for Canada

Canada's population is aging rapidly, while immigration and population growth are slowing. Together, these changes will affect the workforce, housing market, consumer spending, healthcare and overall economic growth.

2025 saw the **slowest population growth on record**, immediately following the federal government's decision in 2024 to reduce immigration levels.





26 → 40+

Median age in 2026 is 40+, up from 26 years old in 1971.

Five Key Impacts on Canada's Economy

1. Slower Economic Growth

Fewer immigrants mean fewer new workers and reduced consumer demand. While this may ease pressure on housing and public services, it could also slow business activity and economic growth.

2. Changing Housing Demand

Rapid population growth increased housing shortages and affordability pressures. Slower population growth may help stabilize demand, although housing supply and affordability challenges will remain.

3. Labour Shortages and Higher Wages

As baby boomers retire, fewer younger workers will be available to replace them. Businesses may face increased competition for employees, particularly in industries already experiencing shortages.

4. Growing Demand for Senior-Focused Services

An aging population will shift consumer spending toward healthcare, pharmaceuticals, home care, accessible living products and travel. Businesses serving older Canadians may see new opportunities.

5. Increased Pressure on Healthcare and Government Budgets

Greater demand for hospitals, long-term care and home support could increase government spending and create additional pressure on public finances and taxation.

Source: Statistics Canada; statcan.gc.ca

Questions or concerns?
Feel free to contact us at
info@thelabourmarketgroup.ca

T. 705.478.9713

150 First Ave. West
Suite 103, North Bay, ON
P1B 3B9

The Labour Market Group is funded by:
Ontario

MORE FROM THE SEPTEMBER JOBS REPORT:

TOP OCCUPATIONS

NIPISSING

Sales & Service (29.4%)

Education, Law and Social, Community and Government Services (17.2%)

Trades, Transportation, and Equipment Operators (16.3%)

PARRY SOUND

Sales & Service (38.8%)

Education, Law and Social, Community and Government Services (23.1%)

Trades, Transportation, and Equipment Operators (13.1%)

To view the full report, visit our website www.thelabourmarketgroup.ca

readysethired.ca

WHAT THIS MEANS MOVING FORWARD

Canada is entering a period of significant demographic change. Businesses, governments and communities will need to adapt to a smaller share of working-age residents, evolving consumer needs and increasing demand for healthcare and senior services.



2026 CENSUS
KEY CONTENT RELEASE SCHEDULE

Starting on February 10, 2027, there are seven data releases planned to disseminate all of the different census topics for the 2026 Census of Population. The aim of this release strategy is to spread out the number of topics on a given release day with the goal of respecting timeliness and disseminating information on each topic.

FEBRUARY 10, 2027
- Population and dwelling counts

MAY 5, 2027
- Age, gender, and sex at birth
- Type of dwellings

JULY 14, 2027
- Families, households, and marital status
- Income

SEPTEMBER 8, 2027 1
- Language
- Housing
- Canadian military experience

SEPTEMBER 28, 2027
- Indigenous Peoples
- Mobility
- Poverty

OCTOBER 27, 2027 1
- Immigration, place of birth, and citizenship
- Ethnocultural and religious diversity
- Sexual orientation
- General health

DECEMBER 1, 2027
- Labour
- Commuting
- Language of work
- Instruction in the minority official language
- Education
- Homelessness



Visit **statcan.gc.ca/census** for more details.

Source: Statistics Canada; statcan.gc.ca

Questions or concerns? Feel free to contact us at info@thelabourmarketgroup.ca

T. 705.478.9713

150 First Ave. West
Suite 103, North Bay, ON
P1B 3B9

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Ontario

BULLETIN

Ontario Announces Disaster Recovery Funding for Municipality of Callander

Province investing up to $455,000 for emergency response and repair costs due to significant storm damage

October 30, 2026

Municipal Affairs and Housing

CALLANDER — The Ontario government is providing the Municipality of Callander with up to $455,000 to help repair essential infrastructure damaged by an extreme storm surge in April 2024. This financial support is provided through the Municipal Disaster Recovery Assistance (MDRA) program and is part of the province's plan to protect Ontario with investments to help repair critical infrastructure when disaster strikes, keeping workers on the job and communities safe.

"Our government is protecting Ontario by providing financial assistance to municipalities facing unexpected natural disasters," said Graydon Smith, Associate Minister of Municipal Affairs and Housing. "While it's never easy to recover from an extreme weather event, our government is here to support the Municipality of Callander with repairs to municipal infrastructure damaged by the storm, keeping the community safe and economy growing."

In April 2024, high winds across Lake Nipissing generated powerful waves and an extreme storm surge over a short period of time in the Municipality of Callander. The storm caused significant damage to shoreline infrastructure along Callander Bay, including the collapse of a break wall. MDRA (Municipal Disaster Recovery Assistance) funding will help cover the cost of repairing municipal infrastructure damaged by the storm.

"Our government is supporting our municipal partners, ensuring they can rebuild and recover without facing significant financial burdens following natural disasters," said Vic Fedeli, MPP for Nipissing. "Today's investment to repair essential infrastructure damaged during April's extreme storm surge highlights the province's commitment to strengthening and protecting communities across Ontario."

Ontario's MDRA (Municipal Disaster Recovery Assistance) program helps municipalities pay for extraordinary emergency response and clean up costs due to natural disasters. Funding can be used to repair essential property and infrastructure, such as roads and bridges.

Quick Facts

- Eligible expenses under the MDRA (Municipal Disaster Recovery Assistance) program may include operating and capital costs that are over and above regular municipal budgets and are directly linked to the disaster.
- A municipality may be eligible for the program if its disaster-related costs reach a threshold of three per cent of its own-purpose taxation levy.

Quotes

"The April 2024 storm had a significant impact on our community, causing extensive damage to our shoreline infrastructure. For a small municipality like Callander, unexpected costs of this magnitude can be challenging. We are very grateful to the Province of Ontario for recognizing the financial pressures this event placed on our municipality and for providing this much-needed assistance. This funding will help us protect our infrastructure while easing the burden on our local taxpayers."

- Jordy Carr
Mayor, Municipality of Callander

Related Topics

Home and housing

Information about housing in Ontario and planning resources for municipalities.
Learn more

Media Contacts

Rachel Hogeveen
Associate Minister's Office
Rachel.Hogeveen@ontario.ca

Communications Branch
MMA.media@ontario.ca

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(22)

Charlene Watt (Deputy Clerk)

From: OPP GHQ Municipal Policing (OPP) <opp.municipalpolicing@opp.ca>
Sent: November 5, 2026 11:12 AM
To: Dave Gray; Alison McGregor; Charlene Watt
Subject: Armour Tp - 2026 Court Security and Prisoner Transportation Grant Remainder

Good morning,

We have reconciled the 2025 Court Security and Prisoner Transportation (CSPT) costs and determined the balance of each municipality's entitlement under the 2026 CSPT Grant Allocation. Grant credits have been submitted to Ontario Shared Services and are expected to be issued within the week.

We have requested that Ontario Shared Services issue a credit memo for the remaining balance of the municipality's 2026 CSPT Grant Allocation (75%) in the amount of $1,216.

If you have any questions or concerns, please do not hesitate to contact OPP.MunicipalPolicing@opp.ca.

Respectfully,

Municipal Policing Financial Services Unit Team Members

(23)

2026 MUNICIPAL ELECTION

TOWNSHIP OF ARMOUR

Form EL32

DECLARATION OF ELECTION CANDIDATE

Municipal Elections Act, 1996 s.55(4)

I, Charlene Watt, Municipal Clerk of the Municipal Corporation of the Township of Armour in the District of Parry Sound, declare the following candidate or candidates elected as a result of the Municipal Election held on October 26, 2026.

ARMOUR TOWNSHIP COUNCIL

	OFFICE	ELECTED CANDIDATE
1.	MAYOR	ROD WARD
2.	COUNCILLOR	ROD BLAKELOCK
3.	COUNCILLOR	JERRY BRANDT
4.	COUNCILLOR	CHERI ROSER
5.	COUNCILLOR	WENDY WHITWELL

SCHOOL BOARD TRUSTEE

	OFFICE	CANDIDATE
1.	Trustee – Zone 5, English Public Near North District School Board	JASON NEWMAN - ACCLAIMED
2.	Trustee – Nipissing-Parry Sound Catholic District School Board	JACQUES BEGIN – ACCLAIMED MATTHEW VAN MILLIGEN – ACCLAIMED
3.	Trustee – Conseil Scolaire Public Du Nord-Est De L'Ontario Sector A	BRUCE CAZABON - ACCLAIMED
4.	Trustee – Conseil Scolaire Catholique Franco-Nord South East Sector	VACANT

October 27, 2026 — Date

Charlene Watt — Clerk or designate

The Clerk shall as soon as possible after Voting Day declare the candidate or candidates who received the highest number of votes to be elected (s.55(4)(a))

Customer Finalized Summary

Rec-Check Inspections Inc **2026**

NAME: **Township of Armour**

LOCATION: **Halycon Beach & Doe Lake Park-Playground**

	PASS
	MONITOR
	FAIL

Cert#	Make	Description	Model	Serial	Capacity	Pass	Fail	Rating	
Halycon Beach									
BA2610191439	Landscape Structures	Play Area1	Sand	n/a	80ft x 35ft	x			Rec. rototilling, spring rider distance
Doe Lake Park									
BG09171232	Landscape	Play Area1	EWF	n/a	65ft x 48ft		x		Missing/loose hardware, broken/missing plastic components
BA2610191349	n/a	Play Area2	Sand	n/a	30ft x 35ft	x			Rec. rototilling, PSZ distance-Failed drop test
BA2610191400	n/a	Play Area3	Sand	n/a	20ft x 32ft		x		Rec. rototilling, improper/missing hardware, rotten/splintering frame. PSZ distance

DISCLAIMER This summary is provided for ease of reference and items may not be presented in any specific order of priority. Important details can be found on the digital certificates. Please review the full digital inspection package in its entirety for complete and accurate information as the inspection was conducted by a qualified technician

REC-CHECK INSPECTIONS INC.

Rec-Check Inspections
100 Copernicus Blvd-Unit 1,
Brantford, Ontario
N3P 1K5
519-758-8800

Playground

Information

(no label)

Learn SiteDocs

Monday, October 19th 2026, 2:43 PM (EDT -04:00)

Site Details

Customer	= **Township of Armour**
Location	= **Halcyon beach**
Manufacturer	= **Landscape structures**

Age Specific

1.5years-12years

Play Area Number	# **1**
Playground Photo	= **1**









Surfacing

Surface Type

Sand

Yes (No) NA Was rototilling done at this time

Recommend rototilling

(Yes) No NA Was impact testing done at this time

Surface Depth In "	# 14
Surfacing Measurement with Photo	= No Response



Surface Drainage

Area size	= 80'x35'
Age of structure	= N.a
Max fall height	= 11'

Daycare Only

P.S.Z Inspection

✓ ✗ NA	P.S.Z stationary
✓ ✗ NA	P.S.Z rocking/swinging
✓ ✗ NA	P.S.Z moving
✓ ✗ NA	P.S.Z slides
✓ ✗ NA	P.S.Z swings

Item Inspection

✓ ✗ NA	Surfacing
✓ ✗ NA	Retaining wall

Surround Type

No Response

✓ ✗ NA	Hardware
✓ ✗ NA	Overall condition
✓ ✗ NA	Head and neck entrapment
✓ ✗ NA	Partially bound openings
✓ ✗ NA	Accessible bolt ends
✓ ✗ NA	Impalement protrusion
✓ ✗ NA	Entanglement protrusion
✓ ✗ NA	Non compliant s-hooks
✓ ✗ NA	Suspended hazards
✓ ✗ NA	Step and ring cautions
✓ ✗ NA	Guard rail / Barrier compliance
✓ ✗ NA	Balance beams
✓ ✗ NA	Upper body equipment
✓ ✗ NA	Drawstring entanglement
✓ ✗ NA	Crush & sheer points
✓ ✗ NA	Track rides
✓ ✗ NA	Swings compliance
✓ ✗ NA	No encroachment swings
✓ ✗ NA	Climbing components

Slide Inspection & Information

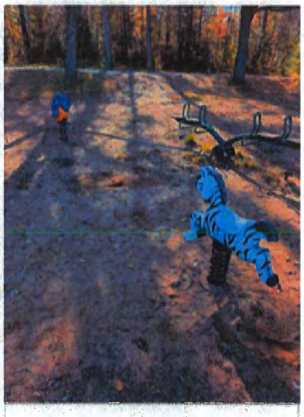
✓ ✗ NA	Slide poles
✓ ✗ NA	Slide compliance

Slide: Deck Height	7'
Slide: Colour	Blue green
Second Slide: Deck Height	No Response
Second Slide: Colour	No Response

Unit Summary

Playground Risk Rating

Yellow



Psz is 1' short infront of each spring rider

Unit Status

Monitor

CSA Compliance Rating

C4

Hazard Rating

H2

Repair Priority	No Response

Sign Off

Technician Name	Bryan
Certificate number	2610191439

DISCLAIMER: The validity of this certificate is for work which was specially requested. This certificate is the result of work performed in conformance with applicable specifications and standards to the best of our ability AND intent. We will not be held responsible for deviations within the norms of accuracy in accordance with standard practices. This inspection was completed by a certified playground inspector through CPRA-ACPL. All inspection results are based on CSA Z614-20 Children's Playground Equipment and Surfacing.

Signatures

Bryan Almeida , *No title*

October 19th 2026, 2:43 PM (EDT -04:00)



Rec-Check Inspections
100 Copernicus Blvd-Unit 1,
Brantford, Ontario
N3P 1K5
519-758-8800

Drop Test

Information

Drop test

Learn SiteDocs

Monday, October 19th 2026, 2:44 PM (EDT -04:00)

Site Details

Customer	Municipality of armour
Location	Halcyon shore beach

Site Conditions

Playground ID #	1
Weather Conditions	Sunny
Weather Temperature (C)	15

Item Description

Drop Area # on Playground	# 1
Height (cm)	335cm.

Surfacing

Sand

Drop 1

Drop 1 & Photo	No Response



GMAX-1	# 142
HIC-1	# 726
Drop 2	
Drop 2 & Photo	= No Response
GMAX-2	# 151
HIC-2	# 853
Drop 3	
Drop 3 & Photo	= No Response
GMAX-3	# 143
HIC-3	# 694
Average GMAX (Drop 2+Drop 3 ÷ 2 =) Must be equal to or less than 200	
Average GMAX	= 147
Average HIC (HIC 2 + HIC 3 ÷ 2 =) Must be equal to or less than 1000	
Average HIC	= 773
Drop Location Summary	
Drop Location Status	
Safe	
Item Description	
Drop Area # on Playground	# 2
Height (cm)	= 244cm.
Surfacing	
Sand	
Drop 1	
Drop 1 & Photo	= No Response



GMAX-1	# 126
HIC-1	# 495
Drop 2	
Drop 2 & Photo	= No Response
GMAX-2	# 143
HIC-2	# 593
Drop 3	
Drop 3 & Photo	= No Response
GMAX-3	# 104
HIC-3	# 335
Average GMAX (Drop 2+Drop 3 ÷ 2 =) Must be equal to or less than 200	
Average GMAX	= 123
Average HIC (HIC 2 + HIC 3 ÷ 2 =) Must be equal to or less than 1000	
Average HIC	= 631
Drop Location Summary	
Drop Location Status	
Safe	

Overall Unit Status

Risk Rating	
Green	
Unit Status	
Safe	

Sign Off

Technician Name	= Braydon Geneau
Certificate Number	= BG 10/19. 0227

***DISCLAIMER* The validity of this certificate is for work which was specially requested. This certificate is the result of work performed in conformance with applicable specifications and standards to the best of our ability AND intent. We will not be held responsible for deviations within the norms of accuracy in accordance with standard practices. This inspection was completed by a certified playground inspector through CPRA-ACPL. All inspection results are based on CSA Z614-20 Children's Playground Equipment and Surfacing.**

Signatures

Braydon Geneau, *No title*

October 19th 2026, 2:44 PM (EDT -04:00)



REC-CHECK INSPECTIONS INC.

Rec-Check Inspections
100 Copernicus Blvd-Unit 1,
Brantford, Ontario
N3P 1K5
519-758-8800

Playground

Information

Inspection

Learn SiteDocs

Thursday, September 17th 2026, 12:49 PM (EDT -04:00)

Site Details

Customer	**Township of armour**
Location	**1014 Ferguson rd, Burks falls ON**
Manufacturer	**Landscape**

Age Specific

5years-12 years

Play Area Number	**1**
Playground Photo	**Photos**







Surfacing

Surface Type

✓ EWF

Yes	(No)	NA	Was rototilling done at this time
(Yes)	No	NA	Was impact testing done at this time

Surface Depth In "	# 13
Surfacing Measurement with Photo	= No Response



Surface Drainage

✓ Present

Area size	= 65'x48'
Age of structure	= N/a
Max fall height	= 9ft

Daycare Only

Yes	No	(NA)	Daycare Only: Is there a gate and does it lock?
Yes	No	(NA)	Daycare Only: Does the fencing meet the 1.2 m (minimum) requirement in height?

P.S.Z Inspection

✓ ✗ NA	P.S.Z stationary
✓ ✗ NA	P.S.Z rocking/swinging
✓ ✗ NA	P.S.Z moving
✓ ✗ NA	P.S.Z slides
✓ ✗ **NA**	P.S.Z swings

Item Inspection

✓ ✗ NA	Surfacing
✓ ✗ NA	Retaining wall

Surround Type

✓ Z

✓ ✗ NA Hardware



Missing hardware



Missing hardware in multiple spots.







Loose hardware throughout musical board and missing plastic dome.

✓ ✗ NA Overall condition





Panel at top of railing is broken.

✓ ✗ NA	Head and neck entrapment
✓ ✗ NA	Partially bound openings
✓ ✗ NA	Accessible bolt ends
✓ ✗ NA	Impalement protrusion
✓ ✗ NA	Entanglement protrusion
✓ ✗ **NA**	Non compliant s-hooks
✓ ✗ NA	Suspended hazards
✓ ✗ NA	Step and ring cautions
✓ ✗ NA	Guard rail / Barrier compliance
✓ ✗ **NA**	Balance beams
✓ ✗ NA	Upper body equipment
✓ ✗ NA	Drawstring entanglement
✓ ✗ NA	Crush & sheer points
✓ ✗ **NA**	Track rides
✓ ✗ **NA**	Swings compliance
✓ ✗ **NA**	No encroachment swings
✓ ✗ NA	Climbing components

Slide Inspection & Information

✓ ✗ **NA**	Slide poles
✓ ✗ NA	Slide compliance
Slide: Deck Height	= **6ft triple**
Slide: Colour	= **Grey**

Second Slide: Deck Height	No Response
Second Slide: Colour	No Response

Unit Summary

Playground Risk Rating

Red

Unit Status

Not Safe

CSA Compliance Rating

C4

Hazard Rating

H2

Repair Priority	**All hardware issues, broken / missing plastic components.**

Sign Off

Technician Name	**Braydon Geneau**
Certificate number	**BG 9/17. 1232**

DISCLAIMER: The validity of this certificate is for work which was specially requested. This certificate is the result of work performed in conformance with applicable specifications and standards to the best of our ability AND intent. We will not be held responsible for deviations within the norms of accuracy in accordance with standard practices. This inspection was completed by a certified playground inspector through CPRA-ACPL. All inspection results are based on CSA Z614-20 Children's Playground Equipment and Surfacing.

Signatures

Braydon Geneau, *No title*



September 17th 2026, 12:49 PM (EDT -04:00)

Rec-Check Inspections
100 Copernicus Blvd-Unit 1,
Brantford, Ontario
N3P 1K5
519-758-8800

Drop Test

Information

Drop test

Learn SiteDocs

Thursday, September 17th 2026, 12:55 PM (EDT -04:00)

Site Details

Customer	**Municipality of armour**
Location	**1014 Ferguson rd, burks falls ON**

Site Conditions

Playground ID #	**1**
Weather Conditions	**Sunny**
Weather Temperature (C)	**25**

Item Description

Drop Area # on Playground	**1**
Height (cm)	**274cm.**

Surfacing

EWF

Drop 1

Drop 1 & Photo — No Response



GMAX-1	# 82
HIC-1	# 326
Drop 2	
Drop 2 & Photo	= No Response
GMAX-2	# 79
HIC-2	# 311
Drop 3	
Drop 3 & Photo	= No Response
GMAX-3	# 75
HIC-3	# 306
Average GMAX (Drop 2+Drop 3 ÷ 2 =) Must be equal to or less than 200	
Average GMAX	= 77
Average HIC (HIC 2 + HIC 3 ÷ 2 =) Must be equal to or less than 1000	
Average HIC	= 309
Drop Location Summary	
Drop Location Status	
Safe	
Item Description	
Drop Area # on Playground	# 2
Height (cm)	= 214cm.
Surfacing	
EWF	
Drop 1	
Drop 1 & Photo	= No Response



GMAX-1	# 49
HIC-1	# 130
Drop 2	
Drop 2 & Photo	= No Response
GMAX-2	# 45
HIC-2	# 114
Drop 3	
Drop 3 & Photo	= No Response
GMAX-3	# 43
HIC-3	# 110
Average GMAX (Drop 2+Drop 3 ÷ 2 =) Must be equal to or less than 200	
Average GMAX	= 44
Average HIC (HIC 2 + HIC 3 ÷ 2 =) Must be equal to or less than 1000	
Average HIC	= 112
Drop Location Summary	
Drop Location Status	
Safe	
Item Description	
Drop Area # on Playground	# 3
Height (cm)	= 185cm.
Surfacing	
EWF	
Drop 1	
Drop 1 & Photo	= No Response



GMAX-1	# 48
HIC-1	# 122
Drop 2	
Drop 2 & Photo	= No Response
GMAX-2	# 48
HIC-2	# 126
Drop 3	
Drop 3 & Photo	= No Response
GMAX-3	# 42
HIC-3	# 111
Average GMAX (Drop 2+Drop 3 ÷ 2 =) Must be equal to or less than 200	
Average GMAX	= 45
Average HIC (HIC 2 + HIC 3 ÷ 2 =) Must be equal to or less than 1000	
Average HIC	= 118
Drop Location Summary	
Drop Location Status	
Safe	

Overall Unit Status

Risk Rating	
Green	
Unit Status	
Safe	

Sign Off

Technician Name	= Braydon Geneau
Certificate Number	= BG 9/17. 1250

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Signatures

Braydon Geneau, *No title*

September 17th 2026, 12:55 PM (EDT -04:00)



REC-CHECK INSPECTIONS INC.

Rec-Check Inspections
100 Copernicus Blvd-Unit 1,
Brantford, Ontario
N3P 1K5
519-758-8800

Swing Sets

Information

No label

Learn SiteDocs

Monday, October 19th 2026, 2:04 PM (EDT -04:00)

Site D tails

Customer	**Township of Armour**
Location	**Doe lake park municipal beach and playground**

Unit Description

Play Area # and Photo — **2**



Manufacturer	**N.a**

Age Spec

1.5years-12years

Surface Type

Sand

Was Rototilling done ?

Recommend rototilling

Was Impact testing done?

Surface Depth (Inches)	**14**



Area Size	30x35'
Age of Structure	No Response
Surround Type	N.a
Max Fall Height	112

Items

Surfacing

Minor vegetation throughout play area



	Retaining Wall
	Hardware
	Overall Condition
	Accessible Bolt Ends
	Impalement Protrusion
	Entanglement Protrusion
	Non-Compliant S-Hooks
Diameter of Top Bar	4"

✓ ✗ NA	Suspended Hazard
✓ ✗ NA	Crush & Sheer Points
✓ ✗ NA	Swings Compliance



P.s.z 2' short on both ends

✓ ✗ NA	No Encroachment Swings

Unit Status

Risk Rating

✓ Yellow

Unit Status

✓ Monitor

CSA Compliance Rating

✓ C3

Hazard Rating

✓ H2

Notes and Suggestions	= No Response

Sign Off

Technician Name	= **Bryan**
Certificate Number	= **2610191349**

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Signatures

Bryan Almeida , *No title*

October 19th 2026, 2:04 PM (EDT -04:00)



Rec-Check Inspections
100 Copernicus Blvd-Unit 1,
Brantford, Ontario
N3P 1K5
519-758-8800

Drop Test

Information

Drop test

Learn SiteDocs

Monday, October 19th 2026, 1:58 PM (EDT -04:00)

Site Details

Customer	Township of armour
Location	Doe lake park

Site Conditions

Playground ID #	2
Weather Conditions	Sunny
Weather Temperature (C)	15

Item Description

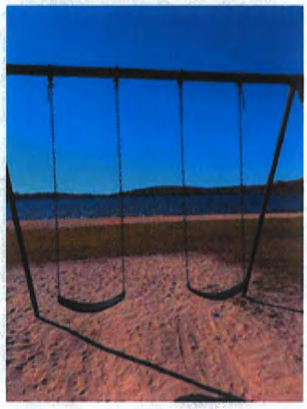
Drop Area # on Playground	# 1
Height (cm)	274cm.

Surfacing

Sand

Drop 1

Drop 1 & Photo — No Response



GMAX-1	# 244
HIC-1	# 1418
Drop 2	
Drop 2 & Photo	= No Response
GMAX-2	# 183
HIC-2	# 996
Drop 3	
Drop 3 & Photo	= No Response
GMAX-3	# 171
HIC-3	# 901
Average GMAX (Drop 2+Drop 3 ÷ 2 =) Must be equal to or less than 200	
Average GMAX	= 177
Average HIC (HIC 2 + HIC 3 ÷ 2 =) Must be equal to or less than 1000	
Average HIC	= 943
Drop Location Summary	
Drop Location Status	
Not Safe	

Overall Unit Status

Risk Rating	
Red	
Unit Status	
Not Safe	

Sign Off

Technician Name	= Braydon Geneau
Certificate Number	= BG 10/19. 0141

***DISCLAIMER* The validity of this certificate is for work which was specially requested. This certificate is the result of work performed in conformance with applicable specifications and standards to the best of our ability AND intent. We will not be held responsible for deviations within the norms of accuracy in accordance with standard practices. This inspection was completed by a certified playground inspector through CPRA-ACPL. All inspection results are based on CSA Z614-20 Children's Playground Equipment and Surfacing.**

Signatures

Braydon Geneau, *No title*

October 19th 2026, 1:58 PM (EDT -04:00)



Rec-Check Inspections
100 Copernicus Blvd-Unit 1,
Brantford, Ontario
N3P 1K5
519-758-8800

Swing Sets

Information

(no label)

Learn SiteDocs

Monday, October 19th 2026, 2:03 PM (EDT -04:00)

Site Details

Customer	**Township of Armour**
Location	**Doe lake park municipal beach and playground**

Unit Description

Play Area # and Photo	**3**
Manufacturer	**N a**

Age Spec

5years-12 years

Surface Type

Sand

Was Rototilling done ?

Recommend rototilling

Was Impact testing done?

Surface Depth (Inches)	**13**



Area Size	**20'x32**
Age of Structure	**N.a**
Surround Type	

N.a

Max Fall Height	= 102"

Items

Surfacing

Minor vegetation overgrowth

Retaining Wall

Improper hardware used to mount swing hangers, recommend replacing x4
Missing security mounting hardware on all corner post collars



Hardware





Overall Condition

Wooden frame post rotten/splintering at base recommend replacing 6"x6"x 14' (recommend replacing all 4 posts)




✓ ✗ NA	Accessible Bolt Ends
✓ ✗ NA	Impalement Protrusion
✓ ✗ NA	Entanglement Protrusion
✓ ✗ NA	Non-Compliant S-Hooks
Diameter of Top Bar	= 4"
✓ ✗ NA	Suspended Hazard
✓ ✗ NA	Crush & Sheer Points
✓ ✗ NA	Swings Compliance

Psz 2½' short on both side ends



✓ ✗ NA	No Encroachment Swings

Unit Status

Risk Rating

Red

Unit Status

Not Safe

CSA Compliance Rating

C5

Hazard Rating

H1

Notes and Suggestions	**Easily removable hardware used to mount swing hangers**

Sign Off

Technician Name	**Bryan**
Certificate Number	**2610191400**

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Signatures

Bryan Almeida , *No title*

October 19th 2026, 2:03 PM (EDT -04:00)



REC-CHECK INSPECTIONS INC.

Rec-Check Inspections
100 Copernicus Blvd-Unit 1,
Brantford, Ontario
N3P 1K5
519-758-8800

Drop Test

Information

Drop test

Learn SiteDocs

Monday, October 19th 2026, 1:55 PM (EDT -04:00)

Site Details

Customer	**Township of armour**
Location	**Doe lake park**

Site Conditions

Playground ID #	**3**
Weather Conditions	**Sunny**
Weather Temperature (C)	**15**

Item Description

Drop Area # on Playground	**1**
Height (cm)	**274cm.**

Surfacing

Sand

Drop 1

Drop 1 & Photo	No Response



GMAX-1	# 186
HIC-1	# 880
Drop 2	
Drop 2 & Photo	= No Response
GMAX-2	# 113
HIC-2	# 470
Drop 3	
Drop 3 & Photo	= No Response
GMAX-3	# 106
HIC-3	# 400
Average GMAX (Drop 2+Drop 3 ÷ 2 =) Must be equal to or less than 200	
Average GMAX	= 110
Average HIC (HIC 2 + HIC 3 ÷ 2 =) Must be equal to or less than 1000	
Average HIC	= 435
Drop Location Summary	
Drop Location Status	
Safe	

Overall Unit Status

Risk Rating	
Green	
Unit Status	
Safe	

Sign Off

Technician Name	= Braydon Geneau
Certificate Number	= BG 10/19. 0147

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Signatures

Braydon Geneau, *No title*

October 19th 2026, 1:55 PM (EDT -04:00)



Rec-Check Inspections Inc.
100 Copernicus Blvd, Unit
Brantford, ON N3P 1K5
www.rec-check.ca

REC-CHECK INSPECTIONS INC.

Estimate

Name / Address
Township of Armour

Date	Estimate #
10/26/2026	40916

Customer Contact

Phone #
519 758 8800

Qty	Item	Description	Rate	Total
		Township of Armour		
		DOE LAKE		
5	Hardware Replacement	Hardware Replacement	25.00	125.00
1	Playground Parts	Playground panel (price to be confirmed prior to ordering)	985.00	985.00
2	Labour- 2 men	Labour- 2 men x $75.00 per/hr to install planel and replace hardware	150.00	300.00
		Swing Set - wood x 2 swings		
1	Removal of Equipment	Removal of Equipment - above ground remvoal of posts and swings.	450.00	450.00
1	Service Call	Service Call	125.00	125.00
		HST (ON) on sales	13.00%	258.05

ESTIMATE TERMS & CONDITIONS:

This quotation is valid for 30 days from the date of issuance and is based upon the costs, availability, tariffs, freight charges, and supply chain conditions in effect at the time of quotation. After the 30-day validity period, pricing and availability are subject to change and may require re-quotation.

Subtotal	CAD 1,985.00
Sales Tax	CAD 258.05
Total	CAD 2,243.05

GST/HST No. 802618066

Ontario Provincial Police
Police provinciale de l'Ontario

Crime Prevention and Community Support Bureau
Bureau de la prévention du crime et du soutien communautaire

777 Memorial Ave.
Orillia ON L3V 7V3

777, av. Memorial
Orillia ON L3V 7V3

Tel: 705 329-7680
Fax: 705 329-7593

Tél. : 705 329-7680
Téléc. : 705 329-7593

File Reference:

October 23, 2026

Dear Mayor/Reeve/CAO/Treasurer:

Re: 2027 Annual Billing Statements

Please find attached your Ontario Provincial Police (OPP) Annual Billing Statement package including 2027 estimated costs and a statement for the 2025 year-end reconciliation. The final cost adjustment resulting from the 2025 reconciliation process, including the discount applied to 2025 estimated costs, has been applied to the calculated billing amount for the 2027 calendar year.

As noted in the letter sent to you by the Solicitor General dated August 14, 2026, any increase in total policing costs for calendar year 2027, including the 2025 year-end adjustment, has been capped at 11% over the final amount billed in 2026 (lesser of calculated billing or capped payable).

To provide clarity and transparency, your statement includes:

- The actual calculated billing amount for 2027.
- A capped amount, based on the final 2026 payable amount plus 11%.

The municipality will be billed the lower of these two amounts during the 2027 calendar year.

The final reconciliation of your 2027 annual costs will appear in your 2029 Annual Billing Statement. The reconciled 2027 costs will reflect the 11% cap over 2026 payable.

For more detailed information on the 2027 Annual Billing Statement package, please refer to the resource material available on the internet, www.opp.ca/billingmodel. Further, OPP Municipal Policing will host webinar information sessions to review 2027 cost recovery. An email invitation, including the webinar dates and additional details, will be forwarded to municipalities once the session dates have been finalized.

If you have questions about the Annual Billing Statement, please e-mail OPP.MunicipalPolicing@opp.ca.

Yours truly,

Brad McCallum
Chief Superintendent
Commander
Crime Prevention & Community Support Bureau

OPP 2027 Annual Billing Statement

Armour Tp

Estimated costs for the period January 1 to December 31, 2027

Please refer to www.opp.ca for 2027 Municipal Policing Billing General Information summary for further details.

			Cost per Property $	Total Cost $
Base Service	**Property Counts**			
	Household	1,348		
	Commercial and Industrial	66		
	Total Properties	1,414	219.04	309,721
Calls for Service	(see summaries)			
	Total all municipalities	227,806,961		
	Municipal portion	0.0958%	154.39	218,305
Overtime	(see notes)		12.85	18,171
Prisoner Transportation	(per property cost)		1.63	2,305
Accommodation/Cleaning Services	(per property cost)		6.61	9,347
Total 2027 Estimated Cost			**394.52**	**557,849**
2025 Year-End Adjustment	(see summary)			5,174
Calculated Billing for 2027				**563,023**
Capped Payable for 2027				**533,370**
Total Billing for 2027 (Lesser of Calculated Billing or Capped payable)				**533,370**
2027 Monthly Billing Amount				**44,448**

Notes

Cost increases for the Total 2027 Billing amount have been capped at 11% over the Total 2026 Billing amount.

2026 Grand Total Billing Amount	480,514
11% of 2026 Grand Total Billing	52,857
Capped Payable for 2027	533,370

The capped payable for 2027 is lower than the calculated billing amount by $29,653.

Eligibility for the Regulatory Discount requires a minimum standard deviation of 3.0. Your Municipality's standard deviation value is -0.1.

OPP 2027 Annual Billing Statement

Armour Tp

Estimated costs for the period January 1 to December 31, 2027

Notes to Annual Billing Statement

1) Municipal Base Services and Calls for Service Costs - The costs allocated to municipalities are determined based on the costs assigned to detachment staff performing municipal policing activities across the province. A statistical analysis of activity in detachments is used to determine the municipal policing workload allocation of all detachment-based staff as well as the allocation of the municipal workload between base services and calls for service activity. For 2027 billing purposes the allocation of the municipal workload in detachments has been calculated to be 52.9 % Base Services and 47.1 % Calls for Service. The total 2027 Base Services and Calls for Service cost calculation is detailed on the Base Services and Calls for Service Cost Summary included in the municipal billing package.

2) Base Services - The cost to each municipality is determined by the number of properties in the municipality and the standard province-wide average cost per property of $219.04 estimated for 2027. The number of municipal properties is determined based on MPAC data. The calculation of the standard province-wide base cost per property is detailed on Base Services and Calls for Service Cost Summary included in the municipal billing package.

3) Calls for Service - The municipality's Calls for Service cost is a proportionate share of the total cost of municipal calls for service costs calculated for the province. A municipality's proportionate share of the costs is based on weighted time standards applied to the historical billable calls for service. The municipality's total weighted time is calculated as a percentage of the total of all municipalities.

4) Overtime - Municipalities are billed for overtime resulting from occurrences in their geographic area and a portion of overtime that is not linked specifically to a municipality, such as training. Municipalities are not charged for overtime identified as a provincial responsibility. The overtime activity for the calendar years 2022, 2023, 2024 and 2025 has been analyzed and averaged to estimate the 2027 costs. The costs incorporate the 2027 salary rates and a discount to reflect overtime paid as time in lieu. The overtime costs incurred in servicing detachments for shift shortages have been allocated on a per property basis based on straight time. Please be advised that these costs will be reconciled to actual 2027 hours and salary rates and included in the 2029 Annual Billing Statement.

5) Court Security and Prisoner Transportation (CSPT) - Municipalities with court security responsibilities in local courthouses are billed court security costs based on the cost of the staff required to provide designated court security activities. Prisoner transportation costs are charged to all municipalities based on the standard province-wide per property cost. The 2027 costs have been estimated based on the 2025 activity levels. These costs will be reconciled to the actual cost of service required in 2027.

   There was no information available about the status of 2027 Court Security Prisoner Transportation Grant Program at the time of the Annual Billing Statement preparation.

6) Year-end Adjustment - The 2025 adjustment accounts for the difference between the amount billed based on the estimated cost in the Annual Billing Statement and the reconciled cost in the Year-end Summary. The original 10% Discount amount applied to the 2025 Estimated Costs has also been applied to the 2025 Reconciled Costs. The most significant year-end adjustments are resulting from the cost of actual versus estimated municipal requirements for overtime, additional service agreements and court security.

7) Regulatory Discount - The discounts table provides relief to municipalities with unusually high policing demands and costs. The model uses calls for service activity per property to identify municipalities whose service demands are significantly above the provincial average. Municipalities whose ratio is three standard deviations or more above the provincial average are considered outliers and are eligible for a discount on their Calls for Service and Overtime costs.

OPP 2027 Estimated Base Services and Calls for Service Cost Summary
Estimated Costs for the period January 1 to December 31, 2027

Salaries and Benefits	Positions FTE	Base %	$/FTE	Total Base Services and Calls for Service $	Base Services $	Calls for Service $
Uniform Members Note 1						
Superintendent	0.18	100.0	*223,923*	40,306	40,306	-
Inspector	28.03	100.0	*198,916*	5,575,623	5,575,623	-
Staff Sergeant-Detachment Commander	7.88	100.0	*181,915*	1,433,489	1,433,489	-
Staff Sergeant	42.54	100.0	*166,045*	7,063,573	7,063,573	-
Sergeant	245.82	52.9	*152,351*	37,451,016	19,817,867	17,633,149
Constable	1,682.31	52.9	*127,617*	214,692,126	113,605,061	101,087,065
Part-Time Constable	16.88	52.9	*101,516*	1,713,583	906,534	807,049
Total Uniform Salaries	2,023.64		-	267,969,717	148,442,455	119,527,262
Contractual Payouts			*6,669*	13,382,116	7,326,901	6,055,215
Shift Premiums & Second-In-Command Premiums			*1,200*	2,334,490.87	1,235,305	1,099,185
Uniform Benefits - Inspector			*29.48%*	1,655,576	1,655,576	-
Uniform Benefits - Full-Time Salaries			*38.56%*	100,502,863	54,724,349	45,778,514
Uniform Benefits - Part-Time Salaries			*19.35%*	331,578	175,414	156,164
Total Uniform Salaries & Benefits			-	**386,176,341**	**213,560,000**	**172,616,341**
Detachment Civilian Members						
Detachment Administrative Clerk	154.46	52.9	*79,741*	12,316,736	6,517,201	5,799,535
Detachment Operations Clerk	12.68	52.9	*71,757*	909,876	481,488	428,388
Detachment Clerk - Typist	3.72	52.9	*69,076*	256,962	136,080	120,883
Court Officer - Administration	49.38	52.9	*96,870*	4,783,432	2,531,208	2,252,223
Crimestoppers Co-ordinator	1.07	52.9	*77,849*	83,298	44,374	38,924
Cadet	12.23	52.9	*54,206*	662,944	350,715	312,229
Total Detachment Civilian Salaries	233.54			19,013,248	10,061,066	8,952,183
Civilian Benefits - Full-Time Salaries			*37.29%*	7,090,040	3,751,771	3,338,269
Total Detachment Civilian Salaries & Benefits				**26,103,289**	**13,812,837**	**12,290,451**
Support Costs - Salaries and Benefits						
Communication Operators			*7,893*	15,972,591	8,742,760	7,229,830
Prisoner Guards			*2,696*	5,455,733	2,986,251	2,469,482
Operational Support			*7,575*	15,329,073	8,390,525	6,938,549
RHQ Municipal Support			*3,159*	6,392,679	3,499,098	2,893,581
Telephone Support			*174*	352,113	192,733	159,381
Office Automation Support			*951*	1,924,482	1,053,385	871,097
Mobile and Portable Radio Support			*372*	759,073.44	415,371	343,702
Total Support Staff Salaries and Benefits Costs				**46,185,744**	**25,280,123**	**20,905,621**
Total Salaries & Benefits				**458,465,374**	**252,652,961**	**205,812,413**
Other Direct Operating Expenses Note 2						
Communication Centre			*161*	325,806	178,333	147,473
Operational Support			*1,499*	3,033,436	1,660,382	1,373,054
RHQ Municipal Support			*310*	627,328	343,375	283,954
Telephone			*1,005*	2,033,758	1,113,198	920,560
Mobile Radio Equipment Repairs & Maintenance			*195*	397,901	217,735	180,166
Office Automation - Uniform			*4,895*	9,905,718	5,421,996	4,483,722
Office Automation - Civilian			*1,199*	280,014	148,172	131,842
Vehicle Usage			*11,640*	23,555,170	12,893,162	10,662,007
Detachment Supplies & Equipment			*780*	1,578,439	863,975	714,464
Uniform & Equipment			*3,323*	6,780,648	3,710,429	3,070,219
Uniform & Equipment - Court Officer			*1,165*	57,528	30,441	27,086
Total Other Direct Operating Expenses				**48,575,747**	**26,581,199**	**21,994,548**
Total 2027 Municipal Base Services and Calls for Service Cost				**$ 507,041,121**	**$ 279,234,159**	**$ 227,806,961**
Total OPP-Policed Municipal Properties					**1,274,814**	
Base Services Cost per Property					**$ 219.04**	

OPP 2027 Estimated Base Services and Calls for Service Cost Summary

Estimated Costs for the period January 1 to December 31, 2027

Notes:

Total Base Services and Calls for Service Costs are based on the cost of salary, benefit, support and other direct operating expenses for staff providing policing services to municipalities. Staff is measured in full-time equivalent (FTE) units and the costs per FTE are described in the notes below.

1) Full-time equivalents (FTEs) are based on average municipal detachment staffing levels for the years 2022 through 2025. Additional service agreements, court security, prisoner transportation and cleaning staff are excluded.

   The equivalent of 84.29 FTEs with a cost of $18,740,635 has been excluded from municipal costs to reflect the average municipal detachment FTEs required for provincially-mandated responsibilities eligible for Provincial Service Usage credit.

   Salary rates are based on weighted average rates for municipal detachment staff by rank, level, and classification. The 2027 salaries were estimated based on the 2026 rates set in the 2023 to 2026 OPPA Uniform and Civilian Collective Agreements with an estimated overall general salary rate increase of 3.0% for 2027 applied. The 2027 salaries also incorporate a 3% Frontline Patrol Premium.

   The benefit rates are estimated based on the most recent rates set by the Treasury Board Secretariat, (2026-27). Contractual Payouts, Shift Premiums & Second-in-Command Premiums, and Benefit costs are subject to reconciliation.

   FTEs have been apportioned between Base Services and Calls for Service costs based on the current ratio, 52.9% Base Services : 47.1% Calls for Service.

2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2026 Municipal Policing Cost-Recovery Formula.

OPP 2027 Calls for Service Billing Summary

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Estimated costs for the period January 1 to December 31, 2027

Calls for Service Billing Workgroups	Calls for Service Count					2027 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2027 Estimated Calls for Service Cost
	2022	2023	2024	2025	Four Year Average				
					A	B	C = A * B		
					Note 1			Note 2	Note 3
Drug Possession	1	2	1	2	2	4.3	6	0.0003%	776
Drugs	2	0	0	0	1	105.9	53	0.0028%	6,373
Operational	148	211	200	220	195	4.0	779	0.0412%	93,757
Operational 2	27	45	36	48	39	1.8	70	0.0037%	8,449
Other Criminal Code Violations	9	16	25	22	18	6.6	119	0.0063%	14,298
Property Crime Violations	37	44	46	35	41	5.8	235	0.0124%	28,272
Statutes & Acts	16	39	35	32	31	3.6	110	0.0058%	13,215
Traffic	31	30	30	30	30	3.7	112	0.0059%	13,471
Violent Criminal Code	21	26	24	26	24	13.6	330	0.0174%	39,693
Municipal Totals	**292**	**413**	**397**	**415**	**379**		**1,814**	**0.0958%**	**$218,305**

Provincial Totals (Note 4)

Calls for Service Billing Workgroups	Calls for Service Count					2027 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2027 Estimated Calls for Service Cost
	2022	2023	2024	2025	Four Year Average				
					A	B	C = A * B		
					Note 1			Note 2	Note 3
Drug Possession	2,525	2,404	2,569	2,169	2,417	4.3	10,392	0.5490%	1,250,700
Drugs	820	940	944	877	895	105.9	94,798	5.0084%	11,409,528
Operational	178,423	182,555	198,566	188,472	187,004	4.0	748,016	39.5195%	90,028,184
Operational 2	46,759	47,507	47,196	46,311	46,943	1.8	84,498	4.4642%	10,169,824
Other Criminal Code Violations	12,435	13,135	14,776	15,013	13,840	6.6	91,343	4.8259%	10,993,667
Property Crime Violations	49,195	49,802	48,800	44,486	48,071	5.8	278,811	14.7303%	33,556,561
Statutes & Acts	33,229	34,566	37,180	37,654	35,657	3.6	128,366	6.7819%	15,449,668
Traffic	38,981	32,888	34,394	38,348	36,153	3.7	133,765	7.0672%	16,099,480
Violent Criminal Code	21,780	22,924	24,689	25,544	23,734	13.6	322,787	17.0536%	38,849,349
Provincial Totals	**384,148**	**386,721**	**409,114**	**398,874**	**394,714**		**1,892,776**	**100%**	**$227,806,961**

Notes to Calls for Service Billing Summary

1) Displayed without decimal places, exact numbers used in calculations
2) Displayed to four decimal places, nine decimal places used in calculations
3) Total costs rounded to zero decimals
4) Provincial Totals exclude data for dissolutions and post-2023 municipal police force amalgamations.

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OPP 2027 Calls for Service Details

Armour Tp

For the calendar years 2022 to 2025

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2022	2023	2024	2025	
Grand Total	**292**	**413**	**397**	**415**	**379.25**
Drug Possession	1	2	1	2	1.50
DRUG related occurrence	0	0	1	0	0.25
Possession - Methamphetamine (Crystal Meth)	1	1	0	0	0.50
Possession - Other Controlled Drugs and Substances Act	0	0	0	1	0.25
Possession-Opioid (other than heroin)	0	1	0	1	0.50
Drugs	2	0	0	0	0.50
Trafficking - Opioid (other than heroin)	2	0	0	0	0.50
Operational	148	211	200	220	194.75
ACCIDENT - NON-MVC - Master Code	0	0	0	1	0.25
Animal - Bear Complaint	0	0	1	1	0.50
Animal - Dog Owners Liability Act	1	1	0	1	0.75
Animal - Left in Vehicle	0	1	0	2	0.75
Animal - Master Code	1	1	0	2	1.00
Animal - Other	0	1	1	0	0.50
Animal Bite	0	1	0	1	0.50
Animal Injured	4	2	2	3	2.75
Animal Stray	3	7	5	3	4.50
Assist Fire Department	2	0	1	1	1.00
Assist Public	32	46	76	52	51.50
Distressed / Overdue Motorist	2	0	0	0	0.50
Dogs By-Law	1	0	0	0	0.25
False Fire Alarm - Vehicle	0	0	1	0	0.25
FAMILY DISPUTE	21	26	21	24	23.00
Fire - Building	2	3	2	2	2.25
Fire - Master code	0	0	0	1	0.25
Fire - Other	0	1	0	0	0.25
Found - Computer, parts & accessories	0	1	0	0	0.25
Found - Household Property	0	0	2	0	0.50
Found - License Plate	0	1	0	0	0.25
Found - Machinery & Tools	0	1	0	0	0.25
Found - Others	1	1	1	1	1.00
Found - Personal Accessories	1	1	0	2	1.00
Found - Radio, TV, Sound-Reprod. Equip.	0	0	1	0	0.25
Found Property - Master Code	8	14	14	14	12.50
Insecure Condition - Master Code	0	2	1	0	0.75
Intimate Partner Violence	18	31	26	23	24.50
Lost - Household Property	0	1	1	0	0.50
Lost - Others	3	0	0	0	0.75
Lost - Personal Accessories	0	0	0	2	0.50
Lost - Vehicle Accessories	0	0	0	1	0.25
Lost Property - Master Code	2	4	3	4	3.25
Medical Assistance - Master Code	1	0	0	0	0.25
Missing Person 12 & older	2	2	1	1	1.50
Missing Person Located 12 & older	5	2	0	0	1.75

OPP 2027 Calls for Service Details

Armour Tp

For the calendar years 2022 to 2025

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2022	2023	2024	2025	
Neighbour Dispute	4	8	13	14	9.75
Noise By-Law	0	0	0	1	0.25
Noise Complaint - Animal	0	0	0	1	0.25
Noise Complaint - Master Code	3	5	2	1	2.75
Noise Complaint - Others	0	3	0	1	1.00
Noise Complaint - Residence	0	1	0	0	0.25
Phone - Master Code	0	1	0	15	4.00
Phone - Nuisance - No Charges Laid	1	2	1	0	1.00
Phone - Other - No Charges Laid	0	0	0	2	0.50
Protest/Demonstration	0	2	0	0	0.50
Sudden Death - Drowning	1	0	0	0	0.25
Sudden Death - Natural Causes	4	4	0	3	2.75
Sudden Death - Others	0	1	0	0	0.25
Suspicious Person	13	13	12	12	12.50
Suspicious vehicle	6	2	5	12	6.25
Text- related Incident (Texting)	0	0	0	1	0.25
Traffic By-Law	1	0	0	0	0.25
Trouble with Youth	0	8	1	6	3.75
Unwanted Persons	4	7	5	7	5.75
Vehicle Recovered - Automobile	1	1	1	1	1.00
Vehicle Recovered - Other	0	1	0	1	0.50
Vehicle Recovered - Trucks	0	1	0	0	0.25
Operational 2	27	45	36	48	39.00
911 call - Dropped Cell	5	6	1	2	3.50
911 call / 911 hang up	3	3	6	5	4.25
False Alarm - Accidental Trip	0	0	0	0	-
False Alarm - Others	6	18	14	20	14.50
False Holdup Alarm - Accidental Trip	0	1	1	1	0.75
Keep the Peace	13	17	14	20	16.00
Other Criminal Code Violations	9	16	25	22	18.00
Bail Violations - Fail To Comply	4	10	14	14	10.50
Bail Violations - Master Code	0	0	3	0	0.75
Bail Violations - Others	0	0	1	1	0.50
Breach of Firearms regulation - Unsafe Storage	0	2	0	0	0.50
Breach of Probation	3	0	2	2	1.75
Breach of Recognizance (811)	0	0	1	1	0.50
Causing unnecessary suffering to Animals	0	0	0	1	0.25
Contraband Tobacco	0	0	1	0	0.25
Disobey court order/Misconduct executing process	0	1	1	0	0.50
Disturb the Peace	1	0	0	0	0.25
Killing an Animal	0	0	0	1	0.25
Obstruct Justice/Fabricate Evicence	0	1	0	0	0.25
Obstruct Public Peace Officer	0	1	0	0	0.25
Offensive Weapons - Possession of Weapons	0	1	0	1	0.50
Offensive Weapons-Other Offensive Weapons	1	0	0	0	0.25

OPP 2027 Calls for Service Details

Armour Tp

For the calendar years 2022 to 2025

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2022	2023	2024	2025	
Possession Of Counterfeit Money	0	0	0	1	0.25
Public Mischief - mislead peace officer	0	0	2	0	0.50
Property Crime Violations	37	44	46	35	40.50
Break & Enter	1	6	5	6	4.50
Fraud - False Pretence Over $5,000	0	0	1	1	0.50
Fraud - False Pretence Under $5,000	0	1	0	0	0.25
Fraud - Forgery & Uttering	0	0	1	0	0.25
Fraud - Master Code	3	3	4	0	2.50
Fraud - Money/property/security Over $5,000	3	1	1	1	1.50
Fraud - Money/property/security Under $5,000	3	4	2	3	3.00
Fraud - Other	3	4	4	7	4.50
Fraud - Steal/Forge/Poss./Use Credit Card	0	0	0	1	0.25
Fraud - Transportation	0	0	1	0	0.25
Fraud - Welfare benefits	0	1	0	0	0.25
Identity Fraud	0	0	0	1	0.25
Mischief	5	6	4	3	4.50
Mischief - Interfere with lawful use, enjoyment of property	1	1	1	1	1.00
Possession of Stolen Goods over $5,000	0	1	2	1	1.00
Property Damage	1	2	1	1	1.25
Theft Over - Master Code	2	0	0	0	0.50
Theft FROM Motor Vehicles Under $5,000	0	0	2	0	0.50
Theft of - All Terrain Vehicles	1	1	1	0	0.75
Theft of - Construction Vehicles	0	0	0	1	0.25
Theft of - Mail	0	0	0	1	0.25
Theft of - Snow Vehicles	0	0	1	0	0.25
Theft of Motor Vehicle	2	1	1	0	1.00
Theft Over $5,000 - Boat (Vessel)	0	0	0	1	0.25
Theft Over $5,000 - Other Theft	1	0	1	1	0.75
Theft Under $5,000 - Bicycles	0	0	2	0	0.50
Theft Under $5,000 - Gasoline Drive-off	1	0	0	0	0.25
Theft Under $5,000 - Master Code	5	4	7	1	4.25
Theft Under $5,000 - Other Theft	4	6	2	1	3.25
Theft Under $5,000 - Trailers	1	0	0	0	0.25
Theft Under $5,000 SHOPLIFTING	0	0	2	3	1.25
Unlawful in a dwelling house	0	2	0	0	0.50
Statutes & Acts	16	39	35	32	30.50
FAMILY LAW ACT - OTHER	0	0	1	0	0.25
Landlord / Tenant	4	8	4	4	5.00
Mental Health Act	4	6	8	9	6.75
Mental Health Act - Apprehension	1	4	1	4	2.50
Mental Health Act - Attempt Suicide	2	0	1	0	0.75
Mental Health Act - No Contact with Police	0	1	2	1	1.00
Mental Health Act - Placed on Form	0	1	0	1	0.50
Mental Health Act - Threat of Suicide	2	4	4	2	3.00

OPP 2027 Calls for Service Details

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For the calendar years 2022 to 2025

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2022	2023	2024	2025	
Mental Health Act - Voluntary Transport	1	2	2	2	1.75
Trespass To Property Act	2	13	12	9	9.00
Traffic	31	30	30	30	30.25
MVC - FATAL (MOTOR VEHICLE COLLISION)	1	0	0	0	0.25
MVC - OTHERS (MOTOR VEHICLE COLLISION)	0	1	0	0	0.25
MVC - PERSONAL INJURY (MOTOR VEHICLE COLLISION]	3	1	2	4	2.50
MVC - PROP. DAM. FAILED TO REM (MOTOR VEHICLE COLLISION)	1	2	4	1	2.00
MVC - PROP. DAM. NON REPORTABLE (MOTOR VEHICLE COLLISION]	10	12	11	12	11.25
MVC - PROP. DAM. REPORTABLE (MOTOR VEHICLE COLLISION]	16	14	13	11	13.50
MVC (MOTOR VEHICLE COLLISION) - Master Code	0	0	0	1	0.25
Road Rage	0	0	0	1	0.25
Violent Criminal Code	21	26	24	26	24.25
Assault - Level 1	7	8	5	5	6.25
Assault Peace Officer	0	0	1	0	0.25
Assault Peace Officer with weapon OR cause bodily harm	0	0	0	1	0.25
Assault With Weapon or Causing Bodily Harm - Level 2	0	3	4	6	3.25
Criminal Harassment	2	3	7	5	4.25
Criminal Harassment - Offender Unknown	1	0	0	0	0.25
Indecent/Harassing Communications	2	4	0	4	2.50
MISCHIEF - CAUSE DANGER TO LIFE	1	0	0	0	0.25
Non-Consensual Distribution of Intimate Images	1	0	0	0	0.25
Sexual Assault	3	3	1	1	2.00
Sexual Interference	0	1	0	0	0.25
Using firearm (or imitation) in commission of offence	0	0	1	0	0.25
Utter Threats to Person	4	2	3	4	3.25
Voyeurism	0	2	2	0	1.00

OPP 2025 Reconciled Year-End Summary

Armour Tp

Reconciled cost for the period January 1 to December 31, 2025

			Cost per Property $	Reconciled Cost $	Estimated Cost $	Reconciliation Variance $
Base Service	**Property Counts**					
	Household	1,316				
	Commercial and Industrial	65				
	Total Properties	1,381	191.15	263,972	261,611	2,361
Calls for Service						
	Total all municipalities	211,865,714				
	Municipal portion	0.0923%	141.53	195,452	193,260	2,192
Overtime			12.11	16,729	16,255	474
Prisoner Transportation	(per property cost)		1.55	2,141	2,306	(166)
Accommodation/Cleaning Services	(per property cost)		5.93	8,189	7,872	318
Total 2025 Costs			**352.27**	**486,483**	**481,303**	
10% Discount on 2025 Estimated Costs				(48,130)	(48,130)	
Total 2025 Costs After Discount				**438,352**	**433,173**	
2025 Billed Amount				**433,178**		
2025 Year-End-Adjustment				**5,174**		

Notes

The Year-End Adjustment above is included as an adjustment on the 2027 Billing Statement.

This amount is incorporated into the monthly invoice amount for 2027.

The difference between the estimated and billed amount is due to rounding the bills to the nearest dollar throughout the year.

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OPP 2025 Reconciled Base Services and Calls for Service Cost Summary
For the period January 1 to December 31, 2025

Salaries and Benefits	Positions FTE	Base %	$/FTE	Total Base Services and Calls for Service $	Base Services $	Calls for Service $
Uniform Members Note 1						
Inspector	26.56	100.0	187,318	4,975,177	4,975,177	-
Staff Sergeant-Detachment Commander	8.60	100.0	168,905	1,452,587	1,452,587	-
Staff Sergeant	38.53	100.0	156,979	6,048,392	6,048,392	-
Sergeant	226.23	50.7	143,004	32,351,895	16,405,469	15,946,425
Constable	1,618.15	50.7	120,760	195,407,228	99,085,708	96,321,520
Part-Time Constable	11.97	50.7	91,572	1,096,112	555,839	540,272
Total Uniform Salaries	1,930.04			241,331,390	128,523,173	112,808,217
Statutory Holiday Payout			6,127	11,751,182	6,181,276	5,569,906
Shift Premiums			1,197	2,221,358.97	1,126,397	1,094,962
Uniform Benefits - Inspector			29.48%	1,466,682	1,466,682	-
Uniform Benefits - Full-Time Salaries			38.56%	90,716,295	47,425,776	43,290,520
Uniform Benefits - Part-Time Salaries			19.35%	212,098	107,555	104,543
Total Uniform Salaries & Benefits				**347,699,006**	**184,830,859**	**162,868,147**
Detachment Civilian Members Note 1						
Detachment Administrative Clerk	164.29	50.7	75,342	12,377,949	6,276,748	6,101,201
Detachment Operations Clerk	3.41	50.7	69,798	238,011	120,750	117,260
Detachment Clerk - Typist	1.74	50.7	62,349	108,488	54,867	53,620
Court Officer - Administration	28.73	50.7	92,124	2,646,719	1,342,245	1,304,474
Crimestoppers Co-ordinator	0.89	50.7	73,240	65,184	32,958	32,226
Cadet	1.62	50.7	51,219	82,974	41,999	40,975
Total Detachment Civilian Salaries	200.68			15,519,324	7,869,568	7,649,757
Civilian Benefits - Full-Time Salaries			37.29%	5,787,156	2,934,562	2,852,594
Total Detachment Civilian Salaries & Benefits			-	**21,306,481**	**10,804,130**	**10,502,351**
Support Costs - Salaries and Benefits Note 2						
Communication Operators			6,682	12,896,527	6,782,230	6,114,297
Prisoner Guards			2,061	3,977,812	2,091,915	1,885,897
Operational Support			7,119	13,739,955	7,225,785	6,514,170
RHQ Municipal Support			3,208	6,191,568	3,256,120	2,935,448
Telephone Support			157	303,016	159,355	143,661
Office Automation Support			938	1,810,378	952,070	858,308
Mobile and Portable Radio Support			357	693,297.57	364,522	328,776
Total Support Staff Salaries and Benefits Costs				**39,612,554**	**20,831,997**	**18,780,557**
Total Salaries & Benefits				**408,618,041**	**216,466,986**	**192,151,055**
Other Direct Operating Expenses Note 2						
Communication Centre			150	289,506	152,250	137,256
Operational Support			1,112	2,146,204	1,128,680	1,017,524
RHQ Municipal Support			360	694,814	365,400	329,414
Telephone			1,458	2,813,998	1,479,870	1,334,128
Mobile Radio Equipment Repairs & Maintenance			168	326,258	171,540	154,718
Office Automation - Uniform			4,487	8,660,089	4,554,305	4,105,784
Office Automation - Civilian			1,154	231,585	116,485	115,100
Vehicle Usage			10,219	19,723,079	10,372,285	9,350,794
Detachment Supplies & Equipment			1,073	2,070,933	1,089,095	981,838
Uniform & Equipment			2,360	4,583,144	2,409,725	2,173,418
Uniform & Equipment - Court Officer			1,037	29,793	15,109	14,684
Total Other Direct Operating Expenses				**41,569,403**	**21,854,744**	**19,714,660**
Total 2025 Municipal Base Services and Calls for Service Cost				**$ 450,187,444**	**$ 238,321,730**	**$ 211,865,714**
Total OPP-Policed Municipal Properties					**1,246,809**	
Base Services Cost per Property					**$ 191.15**	

OPP 2025 Reconciled Base Services and Calls for Service Cost Summary

For the period January 1 to December 31, 2025

Notes:

Total Base Services and Calls for Service Costs are based on the cost of salary, benefit, support and other direct operating expenses for staff providing policing services to municipalities. Staff is measured in full-time equivalent (FTE) units and the costs per FTE are described in the notes below.

1) Full-time equivalents (FTEs) are based on average municipal detachment staffing levels for the years 2020 through 2023. Additional service agreements, court security, prisoner transportation and cleaning staff are excluded.

   The equivalent of 85.71 FTEs with a cost of $17,966,693 has been excluded from municipal costs to reflect the average municipal detachment FTEs required for provincially-mandated responsibilities eligible for Provincial Service Usage credit.

   Salary rates are based on weighted average rates for municipal detachment staff by rank, level, and classification. The 2025 salaries incorporate the 2025 general salary rate increase set in the 2023 to 2026 OPPA Uniform and Civilian Agreements (uniform and civilian staff - 4.75% in 2023, 4.50% in 2024 and 2.75% in 2025). The 2027 salaries also incorporate a 3% Frontline Patrol Premium. The benefit rates are estimated based on the most recent rates set by the Treasury Board Secretariat, (2025-26). Statutory Holiday Payouts, Shift Premiums, and Benefit costs are subject to reconciliation.

   FTEs have been apportioned between Base Services and Calls for Service costs based on the current ratio, 50.7% Base Services : 49.3% Calls for Service.

2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2024 Municipal Policing Cost-Recovery Formula.

North Bay Parry Sound District Health Unit
Bureau de santé du district de North Bay-Parry Sound

October 30, 2026 **SENT ELECTRONICALLY**

Ms. Charlene Watt
Clerk - Township of Armour
56 Ontario Street
P.O. Box 533
Burk's Falls, ON P0A 1C0

Dear Ms. Charlene Watt:

Re: 2027 Municipal Levy

Attached please find your **2027 Municipal Levy Information Package**.

At its meeting on October 7, 2026, the Board of Health approved the 2027 budget. The approved budget includes a 1% increase in provincial mandatory program funding, as advised by the Ministry of Health. The provincial increase does not adequately support programs and services at current levels. The municipal share of the 2027 cost shared budget has increased by 2%. The resulting cost-sharing ratio is 77.12% provincial and 22.88% municipal.

The 2025 voluntary mergers of several public health units together with the implementation of a revised set of Ontario Public Health Standards slated for January 1, 2027, represented two of the three pillars of the Ontario Ministry of Health's 2023 Strengthening Public Health Plan. To date, no information has been released regarding the final pillar, a review of the public health funding approach. As a result, funding for 2028 remains unknown.

In addition, the Health Unit will be entering into contract negotiations with the Ontario Nurses Association (ONA), the Ontario Public Service Employees (OPSEU) and the Management Non-union group, as all these agreements expire March 31, 2027.

In accordance with the Board of Health By-Laws, the Municipal Reserve status will be updated and provided with the 2026 audited financial statements. For your information, the Municipal Reserve balance as of July 31, 2026, was $2,802,743.

To learn more about Health Unit programs, activities, and reports, please visit the North Bay Parry Sound District Health Unit website at www.myhealthunit.ca. The website is completely searchable and provides information on a wide range of health topics.

The following information is enclosed:

- **Appendix A** – 2027 Levy Payment Schedule
- **Appendix B** – 2027 Board of Health Approved Budget Summary Sheet

Should you have any questions, please do not hesitate to contact Paul Massicotte, Executive Director, Corporate Services/Privacy Officer, at (705) 474-1400, extension 5238.

Yours truly,

Paul Massicotte
Executive Director, Corporate Services/Privacy Officer

Enclosures (2)

Copy to: Dr. Carol Zimbalatti, Medical Officer of Health/Executive Officer

Appendix A

October 30, 2026

Township of Armour
56 Ontario Street
P.O. Box 533
Burk's Falls, ON P0A 1C0

2027 LEVY
PAYMENT SCHEDULE

2027 Annual Levy **$49,237.00**

Monthly Payment Schedule effective January 1, 2027	Amount
January 1, 2027	$4,103.08
February 1, 2027	$4,103.08
March 1, 2027	$4,103.08
April 1, 2027	$4,103.08
May 1, 2027	$4,103.08
June 1, 2027	$4,103.08
July 1, 2027	$4,103.08
August 1, 2027	$4,103.08
September 1, 2027	$4,103.08
October 1, 2027	$4,103.08
November 1, 2027	$4,103.08
December 1, 2027	$4,103.12
Total	**$49,237.00**

Levy based on population of: 1,234

Per Capita Rate: $39.90

Due Date: The first day of every month
Interest is charged at 1.25% per month on outstanding balances.

Please remit to: North Bay Parry Sound District Health Unit
Attention: Finance Department
345 Oak St W
North Bay, ON P1B 2T2
Or Direct Deposit to: Account # 03442 003 128749

Appendix B

Budget Summary	Budget 2026	Forecast 2026	Budget 2027	Cost Sharing Percentage for 2027	Notes
Total Expenses	**24,052,431**	**24,119,475**	**24,013,726**		**1**
Less: Program Revenues	603,725	651,197	626,614		2
Net Expenses	**23,448,706**	**23,468,278**	**23,387,112**		
Less: 100% Funding, and One-Time Funding and Grants	5,544,905	5,564,477	5,263,599		3
Total Shareable Base	**17,903,801**	**17,903,801**	**18,123,513**		
Ministry of Health Share	13,838,200	13,838,200	13,976,600	77.12%	4
Municipal Share	4,065,601	4,065,601	4,146,913	22.88%	5
Plus: 100% Municipal - Adult Dental	98,277	98,277	98,277		
Gross Municipal Levy	4,163,878	4,163,878	4,245,190		
Per Capita Municipal Population	106,396	106,394	106,394		6
Per Capita Rate	39.14	39.14	39.90		

Notes for Budget Summary	
1	Total expenses include the cost of all Health Unit programs and services.
2	Program revenues are generated through payments from the public or the government on a fee-for-service basis.
3	2026 forecasts include 100% funding from multiple sources, as well as one-time funding for Q1 COVID-19 vaccination expenses and for expenses related to the Northern Fruit and Vegetable Expansion.
4	The Ministry of Health has advised health units to proceed with their 2027 budgets and operational plans based on a 1% funding increase in provincial base funding for mandatory public health programs and services. The total Ministry portion of $13,976,582 is 77.12% of the shareable base.
5	2027 budget amounts for municipal levies include a proposed increase of 2% over the prior year. The total municipal portion of $4,146,913 is 22.88% of the shareable base.
6	As per the Health Promotion and Protection Act, R.S.O. 1990, c. H. 7, O. Reg. 489-97 Allocation of Board of Health Expenses, populations used for calculations are current (2022) Municipal Property Assessment Corporation (MPAC) enumeration data. As per regulations from MPAC, their total population data may not be shared publicly.

STAFF REPORT

Date: November 10, 2026

To: Council

From: Alison McGregor - Treasurer

Subject: 2026 Employee Christmas Bonus

Recommendation:
That the Staff Report from the Treasurer dated November 10, 2026, regarding the 2026 employee Christmas bonus be received and that Council approve the payment of Christmas bonuses for 2026, as outlined in this report, in recognition of staff's hard work and dedication.

History:
Each year, a request is brought forward to Council for consideration of a Christmas bonus in recognition of staff's hard work and dedication throughout the year. The last increase to the Christmas bonus amounts was approved in 2024. No increase is being requested for 2026.

Financial Considerations:
The recommended Christmas bonuses for 2026 are as follows:

Permanent full-time employees (21) - $ 350.00 per employee
CAO (1)
Treasurer (1)
Municipal Clerk (1)
Chief Building Official (1)
Manager of Municipal Law Enforcement (1)
Municipal Law Enforcement Officer (1)
Recreation Coordinator (1)
Recreation Assistant (1)
Administrative Assistant/Finance Clerk (1)
Office Administrator (1)
Director of Economic Development (1)
Communications and Marketing Officer (1)
Roads Supervisor (1)
Equipment Operators (3)
Equipment Operator I (1)
Waste Management Administrator (1)
Landfill Lead Hand (1)
Landfill Attendants (2)

Part-time, Temporary and Other Representatives (3) - $ 175.00 per person
Historical Society Representative (1)
Library Board Representatives (2)

Others Consulted:

Dave Gray, CAO

RESOLUTION

STAFF REPORT

Date: November 10, 2026

From: Dave Gray, CAO

Subject: CAO Ec.D. Designation Support

Recommendation:

THAT the Staff Report from the CAO regarding Council's support of his continued Certified Economic Developer Designation through the Economic Development Association of Canada be received;

AND THAT Council recognizes the value of continuous development in the field of economic development and approves the CAO maintaining their designation.

AND THAT Council approves the CAO in attending the February 2027 EDCO Conference to further their economic development skillset and earn designation points.

History:

The CAO has been a member of the Economic Developer's Association since 2013 and has held the Certified Economic Developer (Ec.D.) designation since 2018. Through his membership and personal development trajectory, the CAO has developed a strong skillset that has served both Armour Township and the Almaguin region for over 10 years.

In order to maintain an Ec.D. Designation, members are required to demonstrate their continuous development in the field of economic development through participation in learning opportunities including training, workshops and conferences.

The CAO is proposing that Council approve his attendance at the February 2027 EDCO conference in Toronto which will provide designation points towards recertification. The Conference will cover topics such as foreign direct investment, tourism development for main street vibrancy, changes to consumer behaviours, creating stronger supply chains, project management, and other topics.

Financial Considerations

The conference early bird rate of $875 is available until December 4th, 2026. Accommodations are also required for 3 nights at a rate of $319.00 per night. Other expenses include parking, mileage, and some per diem expenses.

Others Consulted:
Alison McGregor, Treasurer

RESOLUTION

The Municipal Corporation of the Township of Armour

ACCESSIBILITY REPORT
2026 ELECTION

as required under section 12.1(3) of the Municipal Elections Act, 1996, as amended

RESOLUTION

1. Purpose of Report

Section 12.1(3) of the *Municipal Elections Act, 1996*, as amended, requires the Clerk to submit a report to Council within 90 days after voting day in a regular election. The report shall address the identification, removal, and prevention of barriers that may affect electors and candidates with disabilities.

This report fulfills the requirements of Section 12.1(3) of the *Municipal Elections Act, 1996* in respect of the regular Municipal and School Board Election held on **October 26, 2026**.

The Township of Armour is committed to ensuring that all eligible electors, candidates, and third-party advertisers have equitable access to participate in the municipal election process. Accessibility was considered throughout the planning, administration, communication, and delivery of the 2026 Municipal Election to promote dignity, independence, integration, and equal opportunity.

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2. Analysis

The *Accessibility for Ontarians with Disabilities Act, 2005* (AODA) establishes accessibility standards with the objective of identifying, removing, and preventing barriers for persons with disabilities throughout Ontario.

The *Integrated Accessibility Standards Regulation* (Ontario Regulation 191/11) establishes accessibility requirements in the following areas:

- Employment;
- Information and Communications;
- Transportation; and
- Design of Public Spaces.

These standards require municipalities to provide accessible customer service, accessible information and communications, and to continually improve accessibility for members of the public.

The *Ontario Human Rights Code* provides that every individual has the right to equal treatment without discrimination because of disability and requires accommodation to the point of undue hardship.

Section 12.1 of the *Municipal Elections Act, 1996*, as amended, requires the Clerk to have regard for the needs of electors and candidates with disabilities throughout the election process. The Act also requires the Clerk to prepare an Election Accessibility Plan before voting day and, following the election, prepare a report outlining the identification, removal, and prevention of barriers experienced by electors and candidates with disabilities.

The Township of Armour recognizes that accessibility extends beyond physical access. The Township considered accessibility in election communications, customer service, election administration, voting procedures, and public engagement to help ensure every eligible elector had the opportunity to participate in the democratic process as independently as possible.

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3. Municipal Staff Training

The Corporation of the Township of Armour provided accessibility training to employees who interact with members of the public and to Election Officials appointed to administer the 2026 Municipal and School Board Election.

Training included:

- Accessible Customer Service requirements under the Accessibility for Ontarians with Disabilities Act, 2005;
- Communicating with persons with various types of disabilities;
- Assisting individuals who use assistive devices, service animals, or support persons;
- Providing accessible election services and responding to accommodation requests;
- Accessible information and communication requirements; and
- Township policies and procedures respecting accessibility.

The training provided Election Officials with the knowledge and tools necessary to effectively assist electors throughout the election process while maintaining the integrity, confidentiality, and independence of the vote.

All Election Officials appointed by the Clerk received accessibility training appropriate to their election responsibilities.

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4. Election Website, Notices and Related Materials

Township Website

Election information produced by the Township was made available on the municipal website in accessible formats wherever practicable. Alternative formats and communication supports were available upon request.

Election information used clear, concise language and was updated throughout the election period to ensure residents had access to current information regarding nominations, voter eligibility, key dates, voting procedures, and election results.

The Township website was designed to meet applicable accessibility requirements under the Integrated Accessibility Standards Regulation and was compatible with commonly used assistive technologies, including screen readers.

Public Awareness

Ten Central Almaguin Highlands municipalities jointly participated in radio advertising on two local radio stations encouraging electors who required assistance with voting to contact their respective municipal office.

Although no specific number of requests for assistance could be directly attributed to this initiative, sharing advertising costs among participating municipalities provided significant financial savings while ensuring broad public awareness throughout the region.

The Township also benefited from the collaborative efforts of the Almaguin Area Clerks Group, which continued to share election resources, accessibility best practices, and communication strategies.

Election Communications

Election information was communicated using multiple methods, including:

- Township website;
- Social media;
- Newspaper advertisements;
- Telephone;
- Email;
- In-person assistance at the municipal office; and
- Regular communication with candidates throughout the election period.

Residents were encouraged to contact the municipal office should they require accommodations or accessible formats to participate in the election.

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5. Vote by Mail Process and Accessibility Measures

The Township of Armour was committed to ensuring that the Vote by Mail election process was accessible to all eligible electors.

The 2026 Municipal and School Board Election was conducted using a **Vote by Mail** voting method.

Accessibility measures included:

- A wheelchair-accessible municipal office;

- Accessible parking available at the municipal office;
- Election Officials available to answer questions regarding the Vote by Mail process;
- Assistance provided to electors requesting accommodations, where reasonably possible;
- Alternative formats and communication supports available upon request;
- Accessible election information available online, by telephone, by email, and in person;
- Permission for support persons and service animals when accessing municipal facilities; and
- Private assistance available for electors requiring help while maintaining ballot secrecy to the greatest extent possible.

Electors requiring assistance completing or returning their ballot package were encouraged to contact the municipal office. Election staff worked with electors to identify appropriate accommodations while ensuring compliance with the *Municipal Elections Act, 1996*.

The Township continually reviewed election procedures throughout the election period to identify and remove barriers wherever reasonably possible.

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6. Accessibility Feedback and Requests

Electors, candidates and third-party advertisers were encouraged to provide feedback regarding the accessibility of the election process before, during and after the election.

No accessibility-related feedback, complaints or accommodation requests were received by the Township of Armour in connection with the 2026 Municipal and School Board Election.

The following summarizes the feedback and requests received:

Accessibility Item	Number Received
Accessibility accommodation requests	0
Accessibility-related complaints	0
Accessibility feedback or concerns from electors or candidates	0
Accessibility requests from candidates or third-party advertisers	0

As no accessibility requests or complaints were received, no individual accommodation requests required assessment or response, and no accessibility-related complaints required investigation or resolution.

The absence of feedback, complaints or accommodation requests does not necessarily mean that no barriers existed. It indicates that no accessibility concerns were brought to the Township's attention during the election period.

The Township will continue to welcome accessibility feedback and review its election procedures to identify opportunities to improve accessibility and prevent potential barriers in future municipal elections.

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7. Summary

The Township of Armour is committed to administering municipal elections that are accessible, inclusive, and compliant with the *Municipal Elections Act, 1996*, the *Accessibility for Ontarians with Disabilities Act, 2005*, the *Integrated Accessibility Standards Regulation (Ontario Regulation 191/11)*, and the *Ontario Human Rights Code*.

Throughout the 2026 Municipal and School Board Election, the Township considered accessibility in its election communications, customer service, administration and Vote by Mail procedures. Measures were in place to provide accessible information, respond to accommodation needs and assist electors who required support.

Election information was communicated through multiple channels, including the municipal website, telephone, email, newspaper advertisements, social media, radio advertising and in-person service at the municipal office.

The collaborative efforts of the Almaguin Area Clerks Group continued to provide valuable opportunities for sharing best practices, coordinating regional communication initiatives, improving accessibility and achieving cost efficiencies through shared resources.

No accessibility-related feedback, complaints or accommodation requests were received during the 2026 election. Consequently, no specific accessibility barriers were reported to the Township through these channels, and no individual accommodation requests required action.

Although no concerns were brought forward, the Township recognizes the importance of continuing to identify, remove and prevent barriers that may affect electors and candidates with disabilities. The Township will continue to review its election procedures, consider accessibility when planning future elections, and incorporate applicable legislative updates and accessibility best practices into future Election Accessibility Plans and reports.

The goal of the Township of Armour is to ensure that all eligible electors, candidates and third-party advertisers have an equitable opportunity to participate in the municipal election process with dignity, independence and as few barriers as reasonably possible.

8. Voters' List Accuracy and Election Administration

Following the 2026 Municipal Election, concerns reported in several Almaguin municipalities regarding the accuracy and completeness of elector information highlighted potential challenges associated with the Elections Ontario Permanent Register of Electors.

Issues identified included outdated records, former residents remaining on voters' lists, and potentially eligible electors being omitted.

Although these concerns relate primarily to election administration rather than accessibility, the accuracy and completeness of the voters' list are important considerations in ensuring that all eligible electors have an opportunity to participate in municipal elections.

The Township of Armour did not receive any accessibility-related feedback, complaints or accommodation requests arising from the voters' list during the 2026 Municipal Election.

The Township will continue to review its election administration procedures and use the available processes to address voters' list inaccuracies and assist eligible electors in confirming their registration information in advance of future municipal elections. The Township will also continue to work with Elections Ontario, as appropriate, to support the accuracy and completeness of elector information.

Election Statistics

Election Day: **October 26, 2026**

Voting Method: **Vote by Mail**

Total Eligible Electors: **2,431**

Total Ballots Issued: **858**

Voter Turnout: **35.29%**

Charlene Watt

Municipal Clerk
Township of Armour