

# THE MUNICIPAL CORPORATION OF TOWNSHIP OF ARMOUR

## *Agenda*

December 16, 2025

### **VIDEO RECORDING DISCLAIMER AND LAND ACKNOWLEDGEMENT:**

#### **REGULAR MEETING AT 7:00 P.M.:**

- Confirmation of the minutes of the regular meeting held on November 25, 2025 (1)
- Confirmation of the minutes of the special meeting held on December 4, 2025 (2)
- List of proposed resolutions (3)

### **DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF:**

#### **DELEGATIONS:**

- Amy Tilley, Waste Management Administrator – December 2025 Report & RFP - *Resolution* (4)
- Amy Tilley, CEMC - MCEG Report - *Resolution* (5)
- Amy Tilley, Health and Safety Co-ordinator - Annual Health & Safety Policies – *Resolution* (6)
- Dave Creasor, Roads Supervisor – December 2025 Report & Draft 2026 Budget – *Resolution* (7)
- Danika McCann – Recreation Co-ordinator – December 2025 Report – *Resolution* (8)
- Ryan Baptiste – Donation Request to support local youth - Muskoka Hornets – *Resolution* (9)

#### **ACCOUNTS FOR APPROVAL:**

- List of accounts for approval – December 2025 (10)

#### **APPLICATIONS:**

- Shore Road Allowance: 78 Skyline Drive – Schiffler/Hildebrand (11)

#### **BY-LAW (S):**

- #70-2025 – To confirm the proceedings of Council at its November 2025 meetings (12)
- #71-2025 – To regulate the use of Corporate Resources for Election Purposes (13)
- #72-2025 – To appoint an Integrity Commissioner (14)
- #73-2025 – To enter into an Agreement with the Township of Ryerson – East Rd/Stoney Rd (15)
- #74-2025 – To enter into a MOU with Almaguin District Snowmobile Club (16)

#### **REPORTS:**

- Planning Report with Year End Statistics – December 2025 (17)
- Building Permit Report – December 2025 (18)
- NBMCA Statistics with comparable years (19)
- Library Board – Meeting of November 19, 2025 (20)
- Planning Board – Meeting of November 26, 2025 (21)
- ACED – Director's November 2025 Report, October 23, 2025 Minutes, & Recommendation of Appointment of new DoED - *Resolution* (22)
- AHHC – Meeting of December 4, 2025 (23)
- DSSAB – Meeting of December 11, 2025
- Other reports?

#### **CORRESPONDENCE:**

**#24 TO #41**

#### **UNFINISHED BUSINESS:**

- Resolution: Township of Ryerson – Regional Fire – MOU (42)
- MTO Response: Multi-Use Trail – Highway 520 to Commercial Drive - *Resolution* (43)
- Public Submission: PowerBank OPA/ZBA Applications (44)
- MMAH – Proposal to Transfer Authority for On-Site Sewage Systems (Armour Twp) (45)

#### **NEW BUSINESS:**

- Resolution: Village of South River – Notice of Withdrawal from ACED (46)
- Groundskeeper Contract Amendment: Watt Farmhouse Heritage Centre Hay Field - *Resolution* (47)
- Staff Report: Awarding of RFP for Municipal Planning Services – *Resolution* (48)
- Staff Report: Continuation of Consulting Services with Robert J. Miller - *Resolution* (49)
- OPP Annual Billing Statement including 2026 Estimated Costs (50)
- Office Holiday Closure Notice (51)

#### **CLOSED SESSION:**

The purpose of this closed meeting is under Section 239(2) (b) of the Municipal Act to discuss personal matters about an identifiable individual, including municipal or local board employees.

#### **DATES TO REMEMBER:**

- December 17, 2025 – Library Board
- December 18, 2025 – Agricultural Society
- December 24, 2025 to Jan 1, 2026 inclusive – Office closed
- January 13, 2026 – Regular Council Meeting (Katrine Community Centre)

**Any member of the public who wishes to attend the virtual Council meeting may contact the CAO by 4:00 pm on Tuesday December 16, 2025 via telephone at 705-382-3332 or by email at [cao@armourtownship.ca](mailto:cao@armourtownship.ca).**



①

**THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR**

**MINUTES**

November 25, 2025

The regular meeting of the Council of the Township of Armour was held on Tuesday, November 25, 2025 at 7:00 p.m. Those in attendance were: Mayor Rod Ward; Councillors Rod Blakelock, Dorothy Haggart-Davis and Jerry Brandt; Absent: Councillor Wendy Whitwell; Guests: Ginette McCoy, Carl Martin, Sarah Cooke, Marie Odorizzi, and Nieves Guijarro; Staff: Dave Gray, CAO and Charlene Watt, Municipal Clerk.

**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 MEETINGS:**

The minutes of the regular Council meeting held on November 11, 2025 was approved as circulated.

The minutes of the public meeting held on November 18, 2025 was approved as amended. The minutes were revised to reflect: "For the purposes of the public record and consistent administrative practice, petitions are counted as one written submission. A total of 82 written submissions in opposition were received prior to the public meeting by the Clerk, which included two petitions: one from No Lithium Way – Citizens United with 901 signatures, and one from Change.Org with 527 signatures. There were two submissions supporting the battery energy storage system applications."

A question was posed from a participant on the legality of the amendment. It was clarified that advice was legally and professionally obtained and the revision does not impact the number of oppositions received, it was a clerical clarification for the number of submissions. There were two opposition petitions submitted.

**DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF:**

No pecuniary interest and general nature thereof were declared.

**DELEGATIONS:** None

**ACCOUNTS FOR APPROVAL:** None

**APPLICATIONS:**

Council reviewed consent applications B-051/25, B-052/25 and B-053/25, Concession 10, Part Lot 11, known municipally as 348 Woods Road. Council discussed the applications and passed a resolution supporting the applications with conditions.

**BY-LAWS:**

By-law #69-2025 being a by-law to approve a Zoning By-law amendment for Part Lot 5, Concession 7, also known as Part 1 of Plan 42R-22866 fronting Peggs Mountain Road was read in its entirety and passed by resolution.



# **THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR**

## **MINUTES**

November 25, 2025

### **REPORTS:**

Council reviewed the November 2025 Building Report. Clarification on the number of failed inspections was requested as the report reflects an approximate 70% fail rate. Codes to reflect the reasons were suggested.

Council reviewed the draft minutes from the Regional Fire Services Committee meeting that was held on November 6, 2025, report on the Memorandum of Understanding for the Live Fire Unit and the executed Memorandum of Understanding. Council discussed the sharing of the costs, recognizing that there are seven municipalities and with five fire departments. Armour pays 47.84% of the Burk's Falls Fire Department's budget. The next informal TRI Council meeting will discuss the shared costs between the partners. Council passed a resolution per the recommendation in the report.

Council reviewed the minutes from the October 2, 2025 AHHC meeting. A sub-committee has been created and will focus on buildings and space.

Council reviewed the draft minutes from the November 12, 2025 Almaguin Highlands O.P.P. Detachment Board meeting.

Council reviewed the draft minutes from the November 17, 2025 Historical Society's meeting. The next meeting will be held on January 19, 2026.

A verbal report was given on the November 19, 2025 Library Board meeting.

A verbal report was given on the November 20, 2025 Agricultural Society meeting.

A verbal report was given on the semi-annual POA meeting. The organization continues to run at a deficit.

### **CORRESPONDENCE:**

Council reviewed a letter from the Township of Selwyn petitioning the Province of Ontario to re-instate the eligibility for curbside blue box collection as of January 1, 2026 for non-profit organizations, such as food banks. Council passed a supporting resolution.

Council reviewed a letter from the Town of Ajax requesting the Province of Ontario prepare a 2025/2026 winter homelessness response plan to help municipalities ensure unsheltered residents who are sleeping outdoors with the services they need to keep them safe in colder weather. Council passed a supporting resolution.

Council reviewed a letter from Edwardsburgh Cardinal urging the Ontario government to extend and enhance the Ontario Community Infrastructure Fund beyond 2026—maintaining at least \$400 million annually, indexing allocations to inflation, guaranteeing multi-year funding predictability, regularly updating the allocation formula, establishing a contingency reserve, and improving public reporting—to ensure sustainable, resilient infrastructure for small and rural municipalities. Council passed a supporting resolution.

Council reviewed a donation request from the Almaguin Highlands Special Olympics to support their participation at the National Summer Games in Alberta, 2026. Council passed a resolution approving a donation.

Council reviewed a media release from FONOM welcoming northern commitments in Ontario's Fall Economic Statement.

**THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR**

**MINUTES**

November 25, 2025

**CORRESPONDENCE: cont'd.**

Council reviewed a media release from FONOM welcoming Ontario's new Pothole Prevention and Repair Program.

Council reviewed a news release from Ontario News advising that the Province is launching new student and family support offices at every school board.

Council reviewed a news release from Ontario News advising that Ontario has begun construction on Canada's largest Battery Energy Storage System project, Skyview 2. The facility will power nearly 400,000 homes.

Council reviewed a news release from Ontario News advising that Ontario is protecting families by holding impaired drivers accountable. The province is developing a requirement that would see impaired drivers causing death provide financial support for children of victims.

Council reviewed a news release from Ontario News advising that Ontario is proposing the Buy Ontario Act which will prioritize public procurement of Ontario goods and services.

Council reviewed a media release from Muskoka Algonquin Healthcare advising that the gastro outbreak at the Huntsville Hospital has ended.

Council reviewed a notice from the Southeast Almaguin Fire Department advising that the annual firefighters' food drive will be held on December 3, 2025.

Council reviewed a media advisory from the North Bay Parry Sound District Health Unit advising Board meetings are conducted in a hybrid format and may be accessed via YouTube.

**UNFINISHED BUSINESS:**

**NEW BUSINESS:**

Council reviewed a staff report from the Clerk regarding amendments to the Groundskeeper Contract. Additional services are required at the Watt Century Farm House Heritage Centre on an annual basis for the hayfield location. Council tabled the resolution. Additional information is to be obtained and brought back to a future Council meeting for a decision.

Council reviewed an invitation from MMAH inviting Council to register for the 2025 Northern Municipal Council Workshop virtual learning series. Interested Council members will register independently to the free sessions.

Council reviewed a status update on the outdoor ice rink from the Technician. The trial use surface heater has been secured for the season which will support consistent ice quality during fluctuating weather conditions. He has also received two free hockey pucks from FlashPuck to hand out, a generous donation of three skater trainers from Winnwell and his business has partnered with Greenworks Tools to test a battery powered snowblower. Council commended the Technician for his dedication to improving the facility.

**CLOSED SESSION:** None

**RESOLUTIONS:**

# **THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR**

## **MINUTES**

November 25, 2025

Resolution #356 - Moved by Dorothy Haggart-Davis, seconded by Rod Blakelock; That the Council of the Township of Armour approve the minutes of the regular Council meeting held on November 11, 2025 as circulated. Carried

### **RESOLUTIONS: cont'd.**

Resolution #357 - Moved by Dorothy Haggart-Davis, seconded by Rod Blakelock; That the Council of the Township of Armour approve the minutes of the public meeting held on November 18, 2025 as amended. Carried

Resolution #358 – Moved by Rod Blakelock, seconded by Jerry Brandt; That the Council of the Township of Armour hereby support the severance applications B-051/25, B-052/25 & B-053/25, Part Lot 11, Concession 10, 348 Woods Road submitted by Christine James and Clifford James subject to the following conditions:

- If the reference plan or other evidence discloses that the severed property contains a road deviation maintained by the municipality as a public road, then the applicant shall survey and transfer such road deviation to the municipality;
- That the applicant convey the required cash in lieu of parkland dedication to the Township of Armour as per the current by-law.
- That should consent approval for the retained parcel be requested by the applicant, whether upon application or by amendment to the conditions/approval, then the requirement for cash-in-lieu shall apply to the retained parcel as well.
- That the Township's Roads Supervisor confirm that a suitable location for a new entrance on the proposed severed lots can be properly constructed to municipal standards. Should signage be required, such as hidden driveway sign(s), that the Applicant cover the costs of the signs and posts. Carried

Resolution #359 - Moved by Jerry Brandt, seconded by Dorothy Haggart-Davis; That the Council of the Township of Armour have read and approved By-law #69-2025 being a by-law to approve a Zoning By-law amendment for Part Lot 5, Concession 7, also known as Part 1 of Plan 42R-22866 fronting Peggs Mountain Road and that we authorize the Mayor and Clerk to sign this by-law and affix the seal of the Corporation thereto. Carried

Resolution #360 - Moved by Jerry Brandt, seconded by Dorothy Haggart-Davis; That the Council of the Township of Armour supports the recommendation of the Regional Fire Services Committee;

And that the Township of Perry be authorized to forward the MOU and insurance comments to Russell Christie's Office for legal opinion;

And that the Township of Armour agrees to pay its one-seventh (1/7) share of the costs associated with the legal opinion;

And further be it resolved that the Final Agreement be circulated to all member municipalities for consideration and adoption by by-law. Carried

Resolution #361 - Moved by Dorothy Haggart-Davis, seconded by Jerry Brandt; That the Council of the Township of Armour supports the Township of Selwyn and urges the Province of Ontario to re-instate the eligibility for curbside blue box collection as of January 1, 2026 for non-profit organizations, such as food banks. Carried

Resolution #362 - Moved by Dorothy Haggart-Davis, seconded by Jerry Brandt; That the Council of the Township of Armour supports the Town of Ajax and asks that the Provincial Government prepares a 2025/2026 winter homelessness response plan to



**THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR**

**MINUTES**

November 25, 2025

help municipalities ensure that we can keep our unsheltered residents who are sleeping outdoors with the services they need to keep them safe in colder weather. Carried

**RESOLUTIONS:**

Resolution #363 - Moved by Jerry Brandt, seconded by Dorothy Haggart-Davis; That the Council of the Township of Armour supports the Township of Edwardsburgh Cardinal resolution dated September 29, 2025 to the Provincial Government regarding the Ontario Community Infrastructure Fund (OCIF). Carried

Resolution #364 - 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 Almaguin Highlands Special Olympics as they represent Special Olympics Ontario at the Canada National Summer Games in Alberta from August 10 – 16, 2026. Carried

Resolution #365 - Moved by Jerry Brandt, seconded by Rod Blakelock; That the Staff Report from the Clerk dated November 25, 2025, regarding the Groundskeeper contract amendments be received and that Council approve the contract additions for the 2026 season to Hamilton & Sons Property Maintenance, for an increased tender price of \$7,341 plus HST. Furthermore, that this contract be exempt from the requirements of the Procurement By-law. Tabled

Resolution #366 - Moved by Rod Blakelock, seconded by Jerry Brandt; That the Council of the Township of Armour adjourns this regular council meeting at 7:51 p.m. until the next regular council meeting scheduled for December 16, 2025 or at the call of the Mayor or the Clerk. Carried

---

Rod Ward, Mayor

---

Charlene Watt, Clerk

**THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR****MINUTES**

December 4, 2025

A special meeting of the Council of the Township of Armour was held on Thursday, December 4, 2025 at 3:59 p.m. Those in attendance were: Mayor Rod Ward; Councillors Rod Blakelock, Jerry Brandt, Dorothy Haggart-Davis and Wendy Whitwell; Staff: Dave Gray, CAO/Deputy Clerk and acting in Clerk capacity.

**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 MEETINGS:** None**DECLARATION OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF:**

No pecuniary interest and general nature thereof were declared.

**DELEGATIONS:** None**ACCOUNTS FOR APPROVAL:** None**APPLICATIONS:** None**BY-LAWS:** None**REPORTS:** None**CORRESPONDENCE:** None**CLOSED SESSION**

The purpose of the closed meeting was under Section 239(2) (b) of the *Municipal Act* to discuss personal matters about an identifiable individual, including municipal or local board employees. A resolution was passed to move into closed session at 3:59 p.m.

A resolution was passed to move out of the closed session at 4:56 p.m.

**UNFINISHED BUSINESS:**

The Mayor reported on the item that was discussed in the closed session. Council passed a resolution approving the decision of Council.

**NEW BUSINESS:** None**RESOLUTIONS:**

Resolution #367 – Moved by Dorothy Haggart-Davis, seconded by Wendy Whitwell; That the Council of the Township of Armour hereby move into closed session at 3:59 p.m. under Section 239(2) (b) of the *Municipal Act* to discuss personal matters about an identifiable individual, including municipal or local board employees. Carried

Resolution #369 – Moved by Rod Blakelock, seconded by Jerry Brandt; That the Council of the Township of Armour hereby adjourn and move out of closed session at 4:56 p.m. and report. Carried

Resolution #370 – Moved by Wendy Whitwell, seconded by Rod Blakelock; WHEREAS Council met in closed session under Section 239(2)(b) of the *Municipal Act*, 2001, to consider personal matters about an identifiable individual, specifically relating to a municipal employee; and

WHEREAS Council received information and provided direction during the closed session regarding appropriate disciplinary action in response to matters discussed;

NOW THEREFORE BE IT RESOLVED THAT:

**THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR**

**MINUTES**

December 4, 2025

1. Council directs the appropriate staff, in accordance with the Township's Human Resources / Employment Policy and applicable legislation, to proceed with the action as discussed in closed session; and
2. That staff take all necessary steps to implement Council's direction and report back to Council, in closed session if required, once action has been completed.  
Carried

Resolution #371 – Moved by Jerry Brandt, seconded by Dorothy Haggart-Davis; That the Council of the Township of Armour adjourns this special council meeting at 4:58 p.m. until the next regular council meeting scheduled for December 16, 2025 or at the call of the Mayor or the Clerk. Carried

---

Rod Ward, Mayor

---

Dave Gray, Deputy Clerk  
Acting in Clerk capacity



**LIST OF PROPOSED RESOLUTIONS FOR DECEMBER 16, 2025**

**ITEM # ON AGENDA**

(1)

That the Council of the Township of Armour approve the minutes of the regular Council meeting held on November 25, 2025 as circulated.

**ITEM # ON AGENDA**

(2)

That the Council of the Township of Armour approve the minutes of the special Council meeting held on December 4, 2025 as circulated.

**ITEM # ON AGENDA**

(4)

That the Staff Report from the Waste Management Administrator dated December 16, 2025, regarding RFP #2025-02 for Annual Monitoring and Reporting by received and that Council award the contract to D.M. Wills Associated Ltd. for a two-year term at a cost of \$28,180 plus HST; and that the Mayor and CAO be authorized to execute the Work Authorization with the firm.

**ITEM # ON AGENDA**

(5)

WHEREAS the Emergency Management and Civil Protection Act (EMCPA) and O. Reg. 380/04 require municipalities to ensure that the Municipal Emergency Control Group (MECG) receives annual emergency management training and that such training is documented through the Annual Compliance Submission to Emergency Management Ontario; and

WHEREAS the CEMC has presented a comprehensive report on the Municipal Emergency Control Group training session and emergency exercise conducted on September 24, 2025; and

WHEREAS Council has reviewed and discussed the report in detail, including the key observations, outcomes, and recommendations arising from the training and exercise;

NOW THEREFORE BE IT RESOLVED THAT Council hereby receives the CEMC's report as presented; and

FURTHER THAT Council extends its appreciation to the CEMC for her proactive efforts and continued commitment to enhancing the Township of Armour's emergency management program.

**ITEM # ON AGENDA**

(6)

That the Council of the Township of Armour approve the Township of Armour's updated Health & Safety Policy Statement, Workplace Harassment Policy Statement and Workplace Violence Policy Statement.

**ITEM # ON AGENDA**

(7)

That the Council of the Township of Armour approve the 2026 capital budget for the Roads Department for a total expenditure of \$893,100.

**ITEM # ON AGENDA**

(8)

That the Council of the Township of Armour approve a donation in the amount of \$\_\_\_\_\_ to support the Dolly Parton Imagination Library, which provides free monthly books to children aged 0–5 throughout the Almaguin region. Further, Council recognizes the value of this program in fostering early literacy, strengthening family connections, and ensuring all local children have equal access to educational opportunities during these formative years.

**ITEM # ON AGENDA**

(9)

That the Council of the Township of Armour authorize a donation in the amount of \$\_\_\_\_\_ to the Muskoka Hornets, in support of local youth participation by assisting with team registration fees and tournament expenses for the 2026 season.

**ITEM # ON AGENDA**

(10)

That the Council of the Township of Armour approve the December 2025 accounts, in the amount of \$1,207,021.93 for payment, and the Mayor and the Treasurer are hereby authorized to sign cheques for same.

**ITEM # ON AGENDA**

(11)

That the Council of the Township of Armour hereby support in principle, the application submitted by Carrie Schiffler and Rowan Hildebrand to close and purchase the 66-foot shore road allowance lying partially in front of Part Lot 21, Concession 2, known municipally as 78 Skyline Drive in Armour Township, subject to the following:

- completion of the required process including payment of all applicable fees and charges

**ITEM # ON AGENDA**

(12)

That the Council of the Township of Armour have read and approve By-law #70-2025 being a by-law to confirm the proceedings of Council at its November 2025 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**

(13)

That the Council of the Township of Armour have read and approve By-law #71-2025 being a by-law to regulate the use of corporate resources for election purposes and repeal By-law #49-2021 and that we authorize the Mayor and Clerk to sign this by-law and affix the seal of the Corporation thereto.

**ITEM # ON AGENDA**

(14)

That the Council of the Township of Armour have read and approve By-law #72-2025 being a by-law to appoint an integrity commissioner and to repeal By-law 63-2022 and that we authorize 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 have read and approve By-law #73-2025 being a by-law to enter into a road maintenance agreement with the Township of Ryerson and repeal By-law #28-2022 and that we authorize the Mayor and Clerk to sign this by-law and affix the seal of the Corporation thereto.

**ITEM # ON AGENDA**

(16)

That the Council of the Township of Armour have read and approve By-law #74-2025 being a by-law to authorize the execution of a Memorandum of Understanding between the Township of Armour and the Almaguin District Snowmobile Club for the use of municipal property and unopened road allowances and that we authorize the Mayor and Clerk to sign this by-law and affix the seal of the Corporation thereto.



**ITEM # ON AGENDA**

(22)

That the Council of the Township of Armour supports resolution #2025-37 of the ACED Board appointing Courtney Metcalf as the Director of Economic Development effective January 1, 2026 and directs the CAO to proceed with extending the letter of offer to the successful candidate.

**ITEM # ON AGENDA**

(24)

Whereas Canada's east-west trade and national mobility rely on the Trans-Canada Highway system, including Highways 17 and 11 across Northern and Eastern Ontario, which carry significant freight volumes but remain predominantly two-lane corridors; and

Whereas four-laning the entirety of Highway 17 is the ultimate goal of the communities along the corridor; and

Whereas the proven "2+1" highway design - alternating passing lanes with a continuous median barrier - delivers safety outcomes comparable to full twinning at substantially lower cost, land, and environmental impact, and can be scaled or converted to four lanes (2+2) as volumes grow; and

Whereas the Government of Ontario has announced a 2+1 pilot between North Bay and Temagami and a further extension toward Cochrane, creating a near-term implementation pathway; and

Whereas modernizing Highways 17 and 11 will improve safety, reduce closures, strengthen supply-chain reliability for mining, forestry, agriculture, tourism and manufacturing, and enhance national resilience and emergency response capacity; and

Whereas a phased 2+1 build - prioritizing Highway 11 (North Bay --+ Cochrane, then Cochrane --+ Nipigon) and key sections of Highway 17 (western border of County of Renfrew--+ Sudbury; Sault Ste. Marie--+ Sudbury; Thunder Bay--+ Kenora) - aligns with nation-building criteria, supports economic reconciliation with Indigenous partners, and enables integrated EV charging and low-carbon construction practices;

Whereas analysis summarized by the Federation of Northern Ontario Municipalities, (FONOM) demonstrates high freight demand on these routes and strong safety/economic rationale for a 2+1 program;

Therefore Be It Resolved That the Council of the Township of Armour formally endorses the adoption and phased implementation of a 2+1 highway program on Highways 17 and 11 as a nation-building project; and

That the Government of Canada be urged to designate this initiative as a project of national interest under the Building Canada Act and to partner with Ontario to co-fund and accelerate planning, design, procurement, and construction; and

That the Government of Ontario be urged to expand the announced pilot to a corridor-wide program, sequencing works as follows (subject to readiness and safety benefit):

That the Government of Ontario prioritize these projects into the Ministry of Transportation's Major Projects Division; and

That both governments ensure early, ongoing, and capacity-supported engagement with affected Indigenous Nations, with opportunities for Indigenous training, contracting, and equity participation; and

That the program incorporates corridor-wide safety features (barrier-separated 2+1 cross-sections, controlled passing frequency, wildlife considerations), resilience measures (closure mitigation, climate



adaptation), and clean-growth elements (EV charging readiness, recycled aggregates, lower-carbon materials); and

That this resolution be sent to the Prime Minister of Canada, the Premier of Ontario, the Minister of Transport (Canada), the Minister of Infrastructure (Canada), the Ontario Minister of Transportation, local MPs and MPPs, Federation of Northern Ontario Municipalities (FONOM), Northwestern Ontario Municipal Association (NOMA), Association of Municipalities of Ontario (AMO), Federation of Canadian Municipalities (FCM), Rural Ontario Municipal Association (ROMA), Eastern Ontario Wardens' Caucus (EOWC) for support, and the County of Renfrew for information.

**ITEM # ON AGENDA**

(25)

That the Council of the Township of Armour supports the City of Brantford and respectfully requests the Premier of Ontario, in consultation with the Ministry of Education, consider directing all publicly funded school boards in Ontario to schedule a Professional Activity Day on the date of the municipal election in each election year.

**ITEM # ON AGENDA**

(26)

WHEREAS violent home invasions have increased in several regions of Ontario, creating growing fear and frustration among residents; and

WHEREAS Ontario homeowners increasingly believe that current self-defence laws do not provide sufficient or clear protection for individuals who lawfully defend themselves and their families during violent intrusions; and

WHEREAS rural residents often experience police response times that can exceed 30 minutes or more, leaving citizens without immediate protection when confronted with life-threatening emergencies; and

WHEREAS the absence of "home invasion" as a distinct offence in the national Uniform Crime Reporting system prevents governments from understanding the true scale of this crime and responding appropriately; and

WHEREAS the Province of Ontario has repeatedly called for strengthened homeowner protections, including consideration of castle-law-style provisions, and has urged the federal government to act; and

WHEREAS residents expect all levels of government to take decisive action to address gaps that leave families vulnerable in their own homes;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Township of Armour hereby expresses its strong support for the Municipality of Calvin's resolution, and further states that:

1. The Township of Armour strongly supports the Province of Ontario's call for strengthened homeowner self-defence protections, including the adoption of clear and robust "castle law"-type provisions to ensure that law-abiding residents can protect themselves without fear of unjust prosecution.
2. Council calls on the Government of Canada to immediately prioritize reforms to the Criminal Code that strengthen and clarify the rights of homeowners who act in legitimate self-defence during violent home invasions.
3. Council requests that the federal government amend the Uniform Crime Reporting system to classify "home invasion" as a distinct criminal offence, enabling accurate tracking, targeted enforcement strategies, and informed public policy decisions.

4. Council urges the Province of Ontario to take stronger action to monitor, publish, and improve police response times in rural and northern communities, ensuring that residents are not left unprotected due to resourcing challenges.

**ITEM # ON AGENDA**

(27)

WHEREAS the Council of the Township of Armour stands in solidarity with the City of Welland and communities across Canada following the tragic and deeply disturbing assault of a three-year-old child in August 2025; and

WHEREAS this incident underscores the urgent need for strengthened legal protections for children and more effective justice system responses to violent sexual crimes;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Township of Armour hereby expresses its strong support for the City of Welland's call for provincial and federal action, including:

1. The full and expedited implementation of recent federal bail and sentencing reforms to ensure consistent protection for victims of violent sexual offences;
2. The strengthening of bail and sentencing provisions so that individuals charged with or convicted of violent sexual crimes face the strictest possible conditions, including limits on early release in cases of extreme brutality;
3. Reforms to ensure that parole eligibility for sexual offences against children reflects the seriousness of these crimes and limits conditional or early release for offenders who pose an ongoing risk to public safety;
4. Enhancements to the National Sex Offender Registry to ensure timely, accurate information and effective tools for police and communities;

AND FURTHER THAT Council urges provincial and federal governments to prioritize legislative and judicial reforms that better protect children and uphold community safety;

AND FURTHER THAT the Township of Armour supports collaboration through municipal associations, including FCM and provincial organizations, to advocate for these reforms at all levels of government;

AND FURTHER THAT copies of this resolution be forwarded to the Mayor of Welland, the Prime Minister of Canada, the Premier of Ontario, the local MP and MPP, and relevant municipal associations.

**ITEM # ON AGENDA**

(28)

WHEREAS the Ontario Municipal Employees Retirement System (OMERS) Pension Fund serves over 1,000 employers and over half a million employees and retirees from diverse groups including: municipal governments, school boards, libraries, police and fire departments, children's aid societies, and electricity distribution companies; and

WHEREAS the long-standing jointly-sponsored governance model with two corporate boards has provided stability, accountability, and fairness for both plan members and employers for more than two decades; and

WHEREAS the Government of Ontario has passed legislative changes to OMERS' governance structure through Bill 68; and

WHEREAS these changes would replace the current OMERS Sponsors Corporation with a new Sponsors Council that would lose its corporate status and independent resources; and

WHEREAS the proposed model could allow pension decisions affecting municipal employers and employees to be made without meaningful municipal oversight, increasing financial risk for municipalities and local taxpayers; and

WHEREAS municipalities are already under significant fiscal strain and cannot absorb additional pension costs without consequences for property taxes or local services;

THEREFORE BE IT RESOLVED THAT The Township of Armour does not support the legislative changes to the OMERS Act contained in Bill 68 and requests that the Government of Ontario reconsider the advisability of proceeding with these changes;

FURTHER BE IT RESOLVED THAT the Council of the Township of Armour supports the Association of Municipalities of Ontario (AMO) in calling on the Government of Ontario to:

1. Ensure Sponsors retain full control without restrictions over their appointments to the new Sponsors Council and Administration Corporation;
2. Guarantee the Sponsors Council's independence from the plan administrator and access to resources needed to perform its duties; and
3. Limit the Minister's regulation-making authority over plan design and the Sponsors Council's internal affairs.

BE IT FURTHER RESOLVED THAT this resolution be circulated to:

- The Honourable Rob Flack, Minister of Housing and Municipal Affairs;
- The Honourable Peter Bethlenfalvy, Minister of Finance;
- MPP Graydon Smith; and
- The Association of Municipalities of Ontario (AMO).

**ITEM # ON AGENDA**

(29)

That the Council of the Township of Armour approve a donation in the amount of \$\_\_\_\_\_ to the Almaguin Ice Devils in support of local youth participating in the 2026 Silver Stick International Finals Tournament.

**ITEM # ON AGENDA**

(30)

That the Council of the Township of Armour supports the Municipality of Magnetawan and urges the Province of Ontario to revise its Invest Ready–Certified Site Designation grant funding criteria to recognize and accept alternative servicing methods as eligible infrastructure, and to ensure that rural and northern municipalities lacking municipal gas, water, and wastewater systems are not excluded from support.

**ITEM # ON AGENDA**

(43)

That the Council of the Township of Armour directs Staff to undertake a review of the anticipated costs, requirements, and associated considerations for the construction of a multi-use pathway along Highway 520, extending to Commercial Drive, within the Ministry of Transportation right-of-way; and further, that Staff report the findings and any relevant recommendations back to Council for consideration.



**ITEM # ON AGENDA**

(47)

That the Council of the Township of Armour accept the Groundskeeper Contract amendments and that Council award the contract addition for the 2026 season (May to October) to Hamilton & Sons Property Maintenance, for an increased tender price of \$300 plus HST per month for brush hogging the Watt Century Farm House Heritage Centre's hay field. Furthermore, that this contract be exempt from the requirements of the Procurement By-law.

\_\_\_\_\_ OR \_\_\_\_\_

That the Council of the Township of Armour accept the Groundskeeper Contract amendments and that Council award the contract addition for the 2026 season (May to October) to Hamilton & Sons Property Maintenance for an increased tender price of \$300 plus HST for brush hogging per month, plus and additional \$400 + HST per month for finish mowing of the Watt Century Farm House Heritage Centre's hay field. Furthermore, that this contract be exempt from the requirements of the Procurement By-law.

**ITEM # ON AGENDA**

(48)

That the Staff Report from the Administrative Assistant – Building/Planning dated December 16, 2025 be received, and that Council accept the results of the RFP for Municipal Land Use Planning Consulting Services; and

That the Council of the Township of Armour appoint Planscape Inc. as the Township of Armour's Municipal Planning Consultant for a two-year term covering January 1, 2026 to December 31, 2027, with the option to extend for additional one-year terms at the discretion of Council; and

That the Mayor and Clerk be authorized to execute the contract on behalf of the Township.

**ITEM # ON AGENDA**

(49)

That the Staff Report from the Administrative Assistant – Building/Planning and Clerk dated December 16, 2025 be received, and that Council formally recognize the long-standing service and contributions of Robert J. Miller to the Township's planning functions; and

That the Council of the Township of Armour authorize the Clerk to retain Robert J. Miller on an as-needed consulting basis for matters requiring historical knowledge or for follow-up on previous and/or complex files.

**ITEM # ON AGENDA**

That the Council of the Township of Armour hereby move into closed session at \_\_\_\_\_ p.m. as per Section 239(2) (b) of the Municipal Act to discuss personal matters about an identifiable individual, including municipal or local board employees.

**ITEM # ON AGENDA**

That the Council of the Township of Armour hereby adjourn and move out of closed session at \_\_\_\_\_ p.m. and report.

**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 January 13, 2026 or at the call of the Mayor or the Clerk.



## WASTE MANAGEMENT REPORT – DECEMBER 16, 2025

### BUDGET & FINANCIAL

- RFP 2025-002 Annual Monitoring & Reporting Program Staff Report attached.

### ONGOING BUSINESS

- Ministry of the Environment, Conservation and Parks report on landfill inspection received.
  - Report came in with 2 action items, however after the Administrator refreshed the Inspectors memory, the non-compliance item was removed and the second action item will be removed as it is not an accurate reflection of our current procedures (the use of carpet as daily cover was approved; however, the thickness of the application was not)
  - Other recommendations in the report – formal daily inspection checklist with specific compliance items, update to Design and Operations to formalize load refusal, compliance and follow up, as well as recognize expanded operations since approval came after the Design and Operations Manual.

### BAG TALLY – GATE INFORMATION 2025

BAG TALLY	ARMOUR		BURKS FALLS	RYERSON		TOTAL OF ALL
January 2025	1,181	208	71	824	37	2,321
February 2025	1,009	139	63	646	23	1,880
March 2025	1,223	258	147	759	50	2,437
April 2025	1,278	196	143	900	19	2,536
May 2025	1,747	230	120	1,041	46	3,184
June 2025	1,724	345	181	1,138	116	3,504
July 2025	2,433	616	244	1,405	152	4,850
August 2025	2,417	823	195	1,464	154	5,053
September 2025	1,516	462	133	1,006	81	3,198
October 2025	1,317	564	134	920	144	3,079
November 2025	1,106	568	159	712	112	2,567
TOTAL 2025	21,270		1,590	11,749		34,609
2025 % OF TOTAL	61.458%		4.594%	33.948%		100%
January 2024	1,013	171	107	701	30	2,022
February 2024	1,032	117	116	617	19	1,901
March 2024	1,196	173	212	738	20	2,339
April 2024	1,331	150	145	855	27	2,508
May 2024	1,583	210	242	978	21	3,034
June 2024	1,616	271	246	1,092	66	3,291
July 2024	2,497	523	288	1,296	117	4,721
August 2024	2,427	813	248	1,563	175	5,226
September 2024	1,624	583	273	938	137	3,555
October 2024	1,278	601	289	857	128	3,153
November 2024	1,026	541	182	755	182	2,686
TOTAL 2024	19,209		2,166	11,312		34,436
2024 % OF TOTAL	60.332%		6.818%	32.849%		100%

-RESOLUTION-



# STAFF REPORT

**Date:** December 16, 2025  
**To:** Mayor and Council  
**From:** Amy Tilley, Waste Management Administrator  
**Subject:** Request for Proposal 2025-02 – Annual Monitoring and Reporting

---

## **Recommendation:**

That the Staff Report from the Waste Management Administrator dated December 16, 2025, regarding **RFP #2025-02 for Annual Monitoring and Reporting** be received; and that Council award the contract to **D.M. Wills Associates Ltd.** for a two-year term at a cost of **\$28,180** plus HST; and

---

That the Mayor and Chief Administrative Officer be authorized to execute the Work Authorization with the firm.

## **History**

In 2003, the TRI R Committee embarked on a long-term initiative to expand the diminishing communal landfill. This work began with Jagger Hims Limited and the preparation of the *Landfill Expansion Project – Phase 1 Evaluation Study*. Seventeen reports later, Jagger Hims evolved into Genivar Consultants; however, the Professional Engineer directing the work remained the same.

Jason Balsdon, M.A.Sc., P.Eng., has been involved with the TRI Communal Landfill for approximately 23 years. As previously noted, he is scheduled to retire in January 2026. Throughout this period, his expertise has been invaluable - both to ensuring sound environmental stewardship and to supporting the Township's regulatory responsibilities.

Mr. Balsdon is currently completing the 2025 Annual Monitoring Report and has agreed to assist Staff in reviewing the bid submissions received under RFP #2025-02.

## **Bid Submissions**

A total of seven Environmental Consulting firms submitted proposals for the RFP. All proponents met the minimum requirements to conduct site assessments, collect and analyze monitoring data—including groundwater and surface water samples—and prepare reporting and recommendations that support environmental compliance and long-term planning. Their work ensures that the municipalities continue to meet Ministry of the Environment, Conservation and Parks (MECP) requirements while balancing operational needs with environmental protection.

Proposal pricing ranged from **\$14,780 to \$30,940 per year**. Several bids included work beyond the scope requested in the RFP, which accounts for the variation in total cost.



For example, some firms proposed full surveying services to calculate annual fill rates and site capacity. These services, while valuable in certain contexts, were not required in this RFP because the municipalities currently rely on drone surveys to complete annual volumetric assessments. The MECP does not require an Ontario Land Surveyor to calculate airspace or projected landfill capacity. Although our Environmental Compliance Approval (ECA) requires an annual survey, it only mandates that the report include the remaining volume and projected end-of-life estimate.

The cost estimate is based on the requirements of the RFP for monitoring and reporting. Budgeting for environmental compliance in 2026 will include the awarded contract cost as well as additional meetings with D.M. Wills Associates to review the Design and Operations Manual (2016) and the Operations and Maintenance Manual for the Leachate Seep Control System (2012).

With the shift to a new Environmental Consultant and 7 years of capacity left, we should also review and discuss the potential mining of the landfill or alternatives for future disposal.

---

### **Financial Considerations**

2026 Draft Budget allocated \$35,000 for monitoring and reporting, as the RFP had not closed. Re-evaluating this line item and reducing to \$28,000 as the cost of monitoring and reporting is less than expected, however meetings to discuss manuals and future disposal should occur in the first year in order to map out and plan for the projects.

### **Others Consulted:**

Jason Balsdon, M.A.Sc., P. Eng.  
Charlene Watt, Municipal Clerk, Dipl.M.M.

### **Attachments:**

List of Bid Submissions.

**Annual Monitoring Reporting RFP #2025-02 November 21, 2025**

	YEAR 1	YEAR 2	YEAR 1	YEAR 2	YEAR 1	YEAR 2	YEAR 1	YEAR 2
Project Management	\$720.00	\$720.00	\$860.00	\$860.00	\$18,750.00	\$18,750.00	\$1,760.00	\$1,760.00
Field Program	\$5,130.00	\$4,050.00	\$2,119.00	\$2,119.00			\$5,120.00	\$5,120.00
Laboratory Fees	\$3,100.00	\$3,100.00	\$7,390.00	\$7,390.00			\$5,576.75	\$5,576.75
Preparing Annual Report	\$4,530.00	\$4,530.00	\$6,440.00	\$6,440.00			\$6,398.00	\$6,398.00
Expenses - travel, equipment, supplies	\$1,300.00	\$1,000.00	\$330.00	\$330.00			\$1,350.00	\$1,350.00
Other Costs (identify)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Subtotal</b>	<b>\$14,780.00</b>	<b>\$13,400.00</b>	<b>\$17,139.00</b>	<b>\$17,139.00</b>	<b>\$18,750.00</b>	<b>\$18,750.00</b>	<b>\$20,204.75</b>	<b>\$20,204.75</b>
<b>HST</b>	<b>\$1,921.40</b>	<b>\$1,742.00</b>	<b>\$2,228.07</b>	<b>\$2,228.07</b>	<b>\$2,437.50</b>	<b>\$2,437.50</b>	<b>\$2,626.62</b>	<b>\$2,626.62</b>
<b>Annual Total</b>	<b>\$16,701.40</b>	<b>\$15,142.00</b>	<b>\$19,367.07</b>	<b>\$19,367.07</b>	<b>\$21,187.50</b>	<b>\$21,187.50</b>	<b>\$22,831.37</b>	<b>\$22,831.37</b>
<b>2 Year total including hst</b>	<b>\$31,843.40</b>		<b>\$38,734.14</b>		<b>\$42,375.00</b>		<b>\$45,662.74</b>	
<b>Offer of 3rd year extension</b>	<b>yes</b>		<b>yes</b>		<b>no</b>		<b>yes</b>	

	YEAR 1	YEAR 2	YEAR 1	YEAR 2	YEAR 1	YEAR 2
Project Management	\$500.00	\$500.00	\$7,000.00		\$998.00	\$998.00
Field Program	\$6,000.00	\$6,000.00	\$7,500.00	\$7,500.00	\$10,593.00	\$10,593.00
Laboratory Fees	\$5,330.00	\$5,330.00	\$6,280.00	\$6,280.00	\$6,566.00	\$6,566.00
Preparing Annual Report	\$4,500.00	\$4,500.00	\$7,485.00	\$7,485.00	\$5,270.00	\$5,270.00
Expenses - travel, equipment, supplies	\$1,700.00	\$1,700.00	\$1,090.00	\$1,090.00	\$6,263.00	\$6,263.00
Other Costs (identify)	\$7,500.00	\$8,000.00	\$0.00	\$0.00	\$1,250.00	\$1,250.00
<b>Subtotal</b>	<b>\$25,530.00</b>	<b>\$26,030.00</b>	survey <b>\$29,355.00</b>		Provisional meetings \$3,710 <b>\$22,355.00</b>	
<b>HST</b>	<b>\$3,318.90</b>	<b>\$3,383.90</b>	<b>\$3,816.15</b>		UTV <b>\$4,022.20</b>	
<b>Annual Total</b>	<b>\$28,848.90</b>	<b>\$29,413.90</b>	<b>\$33,171.15</b>		<b>\$25,261.15</b>	
<b>2 Year total including hst</b>	<b>\$58,262.80</b>		<b>\$58,432.30</b>		<b>\$69,924.40</b>	
<b>Offer of 3rd year extension</b>	<b>yes</b>		<b>yes</b>		<b>no</b>	



Village of Burk's Falls



## **TRI R LANDFILL & RECYCLING CENTRE HOLIDAY HOURS 2025 – 2026**

**Monday December 22<sup>nd</sup> 10:00 to 3:00**

**Tuesday December 23<sup>rd</sup> CLOSED**

**Wednesday December 24<sup>th</sup> CLOSED**

**Thursday December 25<sup>th</sup> CLOSED**

**Friday December 26<sup>th</sup> CLOSED**

**Saturday December 27<sup>th</sup> 10:00 to 4:00**

**Sunday December 28<sup>th</sup> 10:00 to 4:00**

**Monday December 29<sup>th</sup> 10:00 to 4:00**

**Tuesday December 30<sup>th</sup> CLOSED**

**Wednesday December 31<sup>st</sup> CLOSED**

**Thursday January 1<sup>nd</sup> 2026 CLOSED**

**Friday January 2<sup>nd</sup> 2026 10:00 to 4:00**

**Saturday January 3<sup>rd</sup> 2026 10:00 to 4:00**

**HAVE A SAFE AND HAPPY HOLIDAY FROM THE TRI R STAFF**





## MUNICIPAL EMERGENCY CONTROL GROUP TRAINING & EXERCISE SUMMARY



<b>Township of Armour</b>	<b>Township of Ryerson</b>
Rod Ward - Mayor	Glenn Miller – Deputy Mayor
Dave Gray – Chief Administrative Officer	Nancy Field – Chief Administrative Officer
Amy Tilley - CEMC	Fred Schmeltz – Roads Super
Jason Newman – CEMC Alternate	Rick Marcoux – Roads Alternate
Megan Yemm – Information Officer	Kelly Morrisette – Information Officer
<b>Township of McMurrich/Monteith</b>	<b>Village of Burk's Falls</b>
Glenn Robinson - Mayor	Denis Duguay – CAO/Alternate CEMC
Vicky Roeder-Martin – Deputy Mayor	Sean Cotton – Deputy Mayor
Cheryl Marshall – CAO/Alternate CEMC	Camille Barr – Information Officer
Mardi Boshold – Information Officer	Derek Smith – Roads Super
	Chris Cowling – Roads Alternate
<b>Agencies</b>	<b>Observers</b>
Joe Readman – Fire Chief	Bryan Austin - Bylaw
Sgt. Mike O'Grady – Almaguin OPP	

### MECG TRAINING

The morning started with a presentation from the Mutual Assistance Program Coordinator – Risto Maki, on the lessons learned during the Calvin Township Event on June 21, 2025. As a result of this storm, 290 people were evacuated from Samuel de Champlain Provincial Park.

The MAP Coordinator explained the Nipissing East Parry Sound Mutual Aid Agreement and how it came into play for the Calvin event. The Coordinator expanded on the efforts involved with the multiple departments being called in to assist, either physically or on standby for coverage in areas that may be depleted of their own resources.

The presentation detailed the damage and efforts required to clear a path into the campground in order for responders to begin the evacuation. The information provided gave the Municipal Control Group a “boots-on-the-ground” look into an actual event and the logistics involved with multiple departments responding.

# MUNICIPAL EMERGENCY CONTROL GROUP TRAINING & EXERCISE SUMMARY



---

## OPERATION SUMMER STORM - TABLETOP EXERCISE

---

### Purpose

---

The purpose of this exercise is to provide participants with an opportunity to assess their preparedness and response protocols and assess the Municipalities abilities in the event of a severe summer storm.

And, to identify and understand the hazard and the related risks and vulnerabilities.

### Objectives

---

1. Review relevant plans and procedures to address a severe summer storm event. Validate emergency notification and MCEG activation procedures.
  - Notification and activation procedures require update. One plan for all will address this issue.
2. Discuss potential impacts and public information strategies. Evaluate public alerting systems and social media response.
  - Public Information Strategies should not depend on social media as it is limited in reach and accessibility. Recommendation to provide consistent messaging for CodeRed as all Mutual Assistance Partners currently use it for public notification.
  - Door-to-door may be necessary in some situations.
3. Discuss resource management and mutual assistance in a multi-municipal emergency event.
  - The morning session provided information on how first responders interact in a multiple municipal event. All mutual assistance departments were involved in this exercise and strongly believe their training and resources are capable.
4. Assess evacuation procedures and identify gaps or areas for improvement in existing plans and procedures.
  - Draft Evacuation Plan to be finalized with updates from OPP Staff Sergeant.
  - Investigate training for Reception Center Managers. Have kits prepared for easy setup. Canadian Red Cross has been contacted and training will be arranged in the spring of 2026.
5. Identify the hazard and assess the risk associated with a severe summer weather event and update the HIRA.
  - Review the Hazard Identification and Risk Assessment at the next meeting of the Emergency Management Program Committee.



# MUNICIPAL EMERGENCY CONTROL GROUP TRAINING & EXERCISE SUMMARY



## Exercise Overview

---

Exercise Operation Summer Storm was a tabletop exercise built to explore issues of a severe summer weather event, validating elements of the local emergency plan and engaging with stakeholders. It was built around a thunderstorm watch scenario, with a specific focus on how information is disseminated to residents and staff, during and after an emergency impact.

Participants were able to explore issues in depth and respond to plausible situations. The exercise expanded from a "watch" to a "warning" and the Municipal Control Group members were questioned on their response to different stages of the event.

As the weather event passed, each municipality was provided with an area of their own for discussion on coordinating response. This provided Control Group Members with the opportunity to assess and respond within their own boundaries, guided by the Fire Chief as the Incident Commander.

## Observations

---

- Activation/Notification of Control Group requires clarity and consistency – One plan for all partners.
- Identify vulnerable areas, such as trailer parks, encourage owner/operators to plan for specific events.
- Large scale festivals require emergency planning. Several postponed or required evacuation this year.
- Consistent, prescript messages for seven mutual aid partners with CodeRed.
- Preparedness for Reception Centers – registration kits, training, supplies.
- Emergency Operation Center and ability to sustain Control Group for hours/days.
- Need for virtual meetings when travel is prohibited/restricted.

## Recommendations

---

- Review the MCEG Training & Exercise Summary with your respective councils.
- Record comments, questions or recommendations for further discussion at the next EMPC meeting.
- Document review in the minutes of Council and provide to CEMC for 2025 Compliance Submission.





## HEALTH & SAFETY POLICY STATEMENT

The Council of the Township of Armour is committed to maintaining a safe and healthy work environment for all employees, contractors, and visitors. We believe that proactively managing safe work practices is the most effective way to eliminate risks and minimize hazards that can cause workplace accidents, injuries, and illnesses.

In fulfilling our obligations under the Occupational Health and Safety Act, all workplace parties—Council, management, supervisors, and workers—must understand and fulfill their respective roles and responsibilities. Township management, in cooperation with the Municipal Health and Safety Committee, will foster a strong safety culture where safe work practices are promoted, maintained, and regularly reviewed to achieve continuous improvement.

Every worker is responsible for protecting their own health and safety by working in compliance with applicable legislation and following established safe work procedures. Management recognizes and supports each worker's right to participate in the development, implementation, and maintenance of these safe work practices.

The Township believes that accident prevention and operational efficiency go hand-in-hand. Working safely is not an additional task—it is an integral part of every job. Together, we can build and maintain a workplace that is both safe and healthy for everyone.

---

Mayor

---

Chief Administrative Officer

---

Date





## WORKPLACE HARASSMENT POLICY STATEMENT

---

Armour Township is committed to providing a work environment in which all workers are treated with respect and dignity. Workplace harassment will not be tolerated from any person in the workplace including, customers, clients, other employers, supervisors, workers or members of the public

**Workplace harassment** means engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome, or workplace sexual harassment. **Workplace sexual harassment** means:

- a) Engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or
- b) Making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome;

Reasonable action taken by the employer or supervisor relating to the management and direction of workers or the workplace is not considered workplace harassment.

Management will investigate and deal with all complaints or incidents of workplace harassment in a fair, respectful and timely manner. Information provided about an incident or about a complaint will not be disclosed except as necessary to protect workers, to investigate the complaint or incident, to take corrective action or as otherwise required by law.

Managers, supervisors and workers are expected to adhere to this policy, and will be held responsible by the employer for not following it. Workers will not be penalized or disciplined for reporting an incident or for participating in an investigation involving workplace harassment.

Workers are encouraged to review the Workplace Harassment Program for more information on reporting a complaint, and the investigation process.

Armour Township values our workers safety and security and we strive to honour our commitment. We will not tolerate any form of workplace harassment as these types of behaviours are not acceptable.

---

Mayor Rod Ward,  
on behalf of Armour Township Council

---

Date





## **WORKPLACE VIOLENCE POLICY STATEMENT**

Armour Township is committed to the prevention of workplace violence and is ultimately responsible for worker health and safety. We will take whatever steps are reasonable to protect our workers from workplace violence from all sources.

The Occupational Health and Safety Act defines workplace violence as the exercise of physical force by a person against a worker, in a workplace, that causes or could cause physical injury to the worker. It may also be a statement or behaviour that worker could reasonably interpret as a threat to exercise physical force against the worker, in a workplace that could cause physical injury to the worker.

Violent behaviour in the workplace is unacceptable and will not be tolerated from any person in the workplace including, customers, clients, other employers, supervisors, workers or members of the public. Everyone is expected to uphold this policy and to work together to prevent workplace violence.

There is a workplace violence program that implements this policy. It includes measures and procedures to protect workers from workplace violence, a means of summoning immediate assistance and a process for workers to report incidents or raise concerns.

Armour Township will ensure this policy and the supporting program are implemented and maintained. All workers and supervisors will receive appropriate information and instruction on the contents on the policy and program.

Supervisors will adhere to this policy and the supporting program. Supervisors are responsible for ensuring that measures and procedures are followed by workers and that workers have the information they need to protect themselves.

Every worker must work in compliance with this policy and the supporting program. All workers are encouraged to raise any concerns about workplace violence and to report any violent incidents or threats that they may encounter.

Management will investigate and deal with all complaints or incidents of workplace violence in a fair, respectful and timely manner, respecting the privacy of all concerned as much as possible.

Armour Township values our workers safety and security and we strive to honour our commitment. We will not tolerate any form of workplace violence as these types of behaviours are not acceptable.

---

Mayor Rod Ward,  
on behalf of Armour Township Council

---

Date



## Township of Armour - 2026 Budget

### Roads - Capital

1) Gravel reconstruction

Contribution from Federal Gas Tax - 15-534-000

\$0.00

Contribution from OCIF Grant - 15-534-001

(\$125,000.00)

(\$125,000.00)

Gravelling 3 inch lift - various roads - 16-349-050

\$149,350.00

\$149,350.00

Total cost on tax rate\$24,350.002) Surface treatment

Contribution from capital reserve - 15-531-002

(\$75,000.00)

(\$75,000.00)

Surface treatment - 343-834 Ferguson Rd - 16-349-061

\$183,750.00

\$183,750.00

Total cost on tax rate

\$0.00

\$108,750.003) Slurry Seal

Contribution from capital reserve - 15-790-005

\$0.00

Contribution from Federal Gas Tax - 15-790-006

(\$90,000.00)

(\$90,000.00)

Slurry seal - various roads - 16-349-067

\$120,000.00

\$120,000.00

Total cost on tax rate\$30,000.004) Bridge Work

Contribution from capital reserve

(\$75,000.00)

(\$75,000.00)

Bridge Work - As per OSIM Reports

\$75,000.00

\$75,000.00

Total cost on tax rate\$0.007) Studies

Contribution from federal gas tax - 15-790-010

\$0.00

\$0.00

Roads Needs Study - 16-349-115

\$15,000.00

\$15,000.00

Total cost on tax rate\$15,000.008) Equipment Repairs & Purchases

Contribution from capital reserve - 15-512-032

(\$150,000.00)

(\$150,000.00)

Rubber Tire Excavator Replacement -

\$350,000.00

\$350,000.00

Total cost on tax rate\$200,000.00Total revenues for roads capital

(\$515,000.00)

Total expenditures for roads capital

\$893,100.00

Total cost of roads capital on tax rate\$378,100.00Breakdown of funding for 2026

Contribution from tax base

(\$378,100.00)

Contribution from capital reserve

(\$300,000.00)

Federal Gas Tax Grant

(\$90,000.00)

OCIF - Formula Based - Province

(\$125,000.00)

Contribution from NORDS Grant

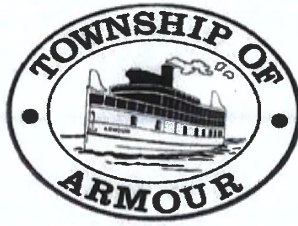
\$0.00

Long term debt

\$0.00

2026 contribution from all funding sources(\$893,100.00)

-RESOLUTION-



## STAFF REPORT

**Date:** December 10, 2025  
**To:** Council  
**From:** Danika McCann – Recreation Coordinator  
**Subject:** Decembers Meeting & General Update

---

### Purpose

To provide Council with an update on Recreation activities, recent and upcoming programs, and operational matters that were discussed at the December 1, 2025 Recreation Committee Meeting.

### 1. Previous Event Updates

#### **Wreath Workshop**

Attendance was slightly lower compared to previous years. Staff are looking at switching to a holiday planter workshop next year to increase participation.

#### **Christmas Market**

A total of 21 vendors participated. A few vendors left early even though the communication instructed everyone to remain until 2:00 p.m.

#### **Kids Christmas Workshop**

Lower attendance was noted this year. This appears consistent with the general economic challenges affecting many programs across the region.

#### **Annual Gala**

- Inconsistent bar pricing was reported depending on the server. Bar pricing policies will be reviewed and standardized in the new year.
- Positive feedback was received about catering, food quality, servers, DJ and the live auction.
- Temperature comfort varied among guests which can be difficult to manage with an older facility.
- The Committee supports hiring the same caterer next year and increasing server compensation to 200 dollars per person for approximately 4 to 6 hours of work.

- RESOLUTION -

## **2. Programs Update**

### **Cookie Exchange**

12 participants are registered for this fun social holiday evening.

### **Handmade Workshop**

6 participants are registered for the moccasin, mitts and fur hat workshop with Tina Armstrong.

### **2026 Winter Karnival Planning**

- Friday night will include bowling and a family dance.
- Saturday will include dog sled rides instead of horses and the same lunch as last year which is soup, a bun and hot dogs.
- Dinner will be organized with the Ice Devils pending confirmation.  
Sunday will include a pancake breakfast and elimination games.

### **March Break Day Camp**

Staff are looking into arranging a visit to a maple syrup facility for the children.

## **3. Dolly Parton Imagination Library Regional Funding Initiative**

The Recreation Department assists with the Dolly Parton Imagination Library which provides one free book each month to children from birth through age five. This program supports early literacy, learning opportunities and school readiness for families across Almaguin.

There is currently a waitlist of eligible children because of limited funding. The goal is to ensure that every enrolled child can remain in the program from birth until the age of five without interruption.

To support long term sustainability, the Recreation Department will be reaching out to neighbouring Almaguin municipalities to request annual contributions directed toward children in their communities. These funds would support equal access to the program across the region.

*(Please see attached letter)*

## **4. New Business and Operational Considerations**

### **Kitchen Stove and Oven Replacement**

- There continues to be strong propane odor concerns with the current gas stove system.
- The pilot lights must remain on for safety due to renter use which leads to air pockets in the propane line.



- This affects generator performance and causes error codes that require servicing.
- Staff recommend exploring upgrades that would improve safety and reduce maintenance issues. Options discussed include:
  - A double wall oven with Dutch doors
  - An eight burner flat top range with storage underneath

---

### **Additional Information**

- Armour Recreation catered a Seniors Dinner recently. There were 50 attendees and feedback were very positive. All attendees expressed that they were very happy with the service and meal.
  - We hosted the Armour Christmas Dinner which was a huge hit. The evening included a White Elephant gift exchange, cornhole games and lots of socializing. The event was very well received.
- 
- We also have a wedding scheduled on December 12 and a large Christmas party booking on December 13.



## DISTRICT OF PARRY SOUND

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

Township Office: (705) 382-3332  
Katrine Community Centre: (705) 382-5019 x301  
Fax: (705) 382-2068  
Website: [www.armourtownship.ca](http://www.armourtownship.ca)  
Email: [recreation@armourtownship.ca](mailto:recreation@armourtownship.ca)

December 9, 2025

### Subject: Supporting Early Literacy in Our Community

Dear Almaguin Municipalities;

The Township of Armour's Dolly Parton Imagination Library Sub Committee is reaching out to request your support for an initiative that is making a life-changing impact on young children throughout the Almaguin region.

As you may know, the Dolly Parton Imagination Library provides free, high-quality, age-appropriate books to children from birth to five years old; delivered right to their homes each month. This program helps foster early literacy, strengthens family connections through shared reading, and ensures every child has the opportunity to begin their educational journey with confidence.

We currently have a significant number of local children on our waitlist. Our goal is to secure funding so that every eligible child in our region can be enrolled and receive monthly books, giving them equal access to the joy and benefits of reading during these crucial early developmental years.

A contribution from you would directly support placing books into the hands of children right here in Almaguin. Each donation stays within our community and allows us to continue growing the program to meet increasing demand.

#### Ways You Can Help:

- **General program donations** — any amount makes a meaningful difference
- **Corporate contributions or partnerships** — recognized on select number of books to the children, based on giving levels

Every book delivered is a step toward a brighter future for our children and for our community. With your support, we can ensure that all local children ages 0–5 are able to participate and receive the gift of reading each month.

If you would like to contribute, have questions, or want more information about recognition opportunities, please contact us at [recreation@armourtownship.ca](mailto:recreation@armourtownship.ca) or 705-382-5019 ext. 301.

-RESOLUTION-

Thank you for considering this opportunity to make a positive impact in the lives of Almaguin's youngest residents. Together, we can turn a page toward a stronger tomorrow.

With gratitude,  
**Dolly Parton Imagination Library Sub Committee**

---

---



**Charlene Watt (Deputy Clerk)**

---

**From:** Ryan B <[ryanbaptiste0@gmail.com](mailto:ryanbaptiste0@gmail.com)>  
**Sent:** November 17, 2025 11:03 AM  
**To:** Charlene Watt (Deputy Clerk)  
**Subject:** Re: Delegation

16th works for me. We're seeking a donation for the girls hardball team to help cover team fees and tournaments for 2026. I can speak to the costs more at the meeting as we're just awaiting final numbers for some items. We're focusing more on the fact that three local girls made the team because of our local programming. Donations can be any amount.

Ryan Baptiste  
 Councillor, The Village of Burk's Falls

On Mon, Nov 17, 2025, 10:58 AM Charlene Watt (Deputy Clerk) <[deputyclerk@armourtownship.ca](mailto:deputyclerk@armourtownship.ca)> wrote:

Hi Ryan,

Council rescheduled their December meeting to be December 16<sup>th</sup> as the 9<sup>th</sup> conflicts with a Gala event. Does the 16<sup>th</sup> work for you? I don't require documentation but if you could give me some background as to what you will be speaking about, that would be helpful if you are seeking a donation

Thanks,

*Charlene Watt*

Municipal Clerk, Dipl.M.M.  
 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](http://www.armourtownship.ca)

**From:** Ryan B <[ryanbaptiste0@gmail.com](mailto:ryanbaptiste0@gmail.com)>  
**Sent:** November 17, 2025 10:35 AM  
**To:** Charlene Watt (Deputy Clerk) <[deputyclerk@armourtownship.ca](mailto:deputyclerk@armourtownship.ca)>  
**Subject:** Delegation

Good Morning, Charlene,

Would it be possible to request a delegation to your council for the December 9th meeting? I do not have any documents to send to council ahead of time; it is merely a presentation with some kids and a request for a donation to the baseball team. Shouldn't take any longer than 10-15minutes.

Thanks,

Ryan Baptiste  
 Councillor, The Village of Burk's Falls

Date Printed  
2025-12-11 4:18 PM

**Township of Armour**  
**List of Accounts for Approval**  
Batch: 2025-00100 to 2025-00104

Page 1

Bank Code - AP - Armour A/P

**COMPUTER CHEQUE**

Payment #	Date	Vendor Name	Invoice #	Reference	Invoice Amount	Payment Amount
19336	2025-11-25	ACE, Accent Electronic Control				
		25090324		Rds - Software Renewal	2,034.00	2,034.00
19337	2025-11-25	Aline Guy				
		Nov 20/25		G - Xmas Dinner remainder 50%	675.00	675.00
19338	2025-11-25	Burk's Falls Food Bank				
		2025 Donation		G - 2025 Donation	5,000.00	5,000.00
19339	2025-11-25	Burk's Falls Firefighter Association				
		2025 Donation		G - 2025 Christmas Donation	200.00	200.00
19340	2025-11-25	Carol Costello				
		Inv 010		G/KCC - October Cleanings	1,950.00	1,950.00
19341	2025-11-25	Collins YIG				
		Nov. 10/25		G - Council meeting	45.15	
		Nov. 18/25		G - Water	12.00	57.15
19342	2025-11-25	Craig's Welding & Fabrication				
		2478		Rds - Hinge repair/tailgate latch #2	141.25	141.25
19343	2025-11-25	Donna Luck				
		Christmas 2025		G - Christmas Bonus Library	175.00	175.00
19344	2025-11-25	Les Phinney				
		Oct 1-31/25		Rds - 2 Beavers	200.00	200.00
19345	2025-11-25	Tiffany Monk				
		Christmas 2025		G - Christmas Bonus Library	175.00	175.00
Total Computer Cheque:						10,607.40

**EFT**

Payment #	Date	Vendor Name	Invoice #	Reference	Invoice Amount	Payment Amount
6126	2025-11-24	Amazon.com.ca Inc.				
		CA5ABEY100E		KCC - Dishes/hooks/lights/mat/sto	534.08	
		CA5ABEY2JSL		G - Outdoor lights for office	34.34	
		CA5ABEY2OWD		KCC - Batteries	40.48	
		CA5ABEY2PIK		KCC - Candles/lights/4 sets carafe	337.71	946.61
6127	2025-11-24	Corporate Express				
		71558719		G/KCC/Rds - Coin wrap/paper/lab	154.65	
		71645840		G - Wite out/hooks/pens	65.72	220.37
6128	2025-11-24	Darin Watt				
		Nov. 13/25		Rds - Safety Boots	194.91	194.91
6129	2025-11-24	David Gray				
		Nov 20/25		G - 570km 10/23-11/18, refreshme	347.34	347.34
6130	2025-11-24	Diane Brandt				
		Christmas 2025		G - Christmas Bonus HS	175.00	175.00
6131	2025-11-24	East Parry Sound Vet				
		Nov. 12/25		G - 2025 Vet Committee Fees	210.00	210.00
6132	2025-11-24	Fowler Construction Co. Ltd.				
		91151		Rds - Gravel 2025-03	80,610.16	80,610.16
6133	2025-11-24	Glen Martin Limited				
		426244		G - Office paper towel	164.48	164.48
6134	2025-11-24	G. Priest Services Inc.				
		9080		Rds - Flood repairs	3,195.08	3,195.08

**Township of Armour**  
**List of Accounts for Approval**  
Batch: 2025-00100 to 2025-00104

EFT

Payment #	Date	Vendor Name	Invoice #	Reference	Invoice Amount	Payment Amount
6135	2025-11-24	Grant Thornton LLP	NOR-80570	G - 2025 Audit	4,926.80	4,926.80
6136	2025-11-24	Hayes' Service Centre	14891	G - CBO Eclipse tire change	67.80	67.80
6137	2025-11-24	Ideal Supply Inc	6093740	Rds - Oil filter x 3	40.99	40.99
6138	2025-11-24	Innov8 Office Solutions	412474	G - Canon Copies 11/9-12/8	90.02	90.02
6139	2025-11-24	MAP Sundridge	953982/3	Rds - Coolant	52.68	
			953991/3	Rds - DEF fluid 208L	337.32	
			K53982/3	Rds - 3/4" PWR socket	41.67	
			954435/3	Rds - Oil filtes/lube/air elements	434.65	
			Credit 954436/3	Rds - MAX SYN 5W20 1L x 18	-154.69	
			K54436/3	Rds - MAX SYN 5W20 1L x 12	103.12	814.75
6140	2025-11-24	Megan Yemm	Nov. 10/25	G - 326.34KM 10/9-10/31	176.22	176.22
6141	2025-11-24	Melissa Marshall	CA5ZMAI6OZI	KCC - CO detector	39.54	
			CA5RUFOKAXI	KCC - Window handles 3 pk	29.36	
			Costco 11/18	KCC - Senior lunch/Bar supplies	523.36	592.26
6142	2025-11-24	Moore Propane Limited	1466959	Tri R - Cyl Refill	32.44	32.44
6143	2025-11-24	Munisoft	2025/26-03327	G - AS Munisoft AP Training	134.47	134.47
6144	2025-11-24	Near North Laboratories Inc.	112353	KCC - Water sample	53.29	53.29
6145	2025-11-24	Near North Industrial Solution	103865	Rds - #6 repairs	341.63	341.63
6146	2025-11-24	Novexco	94175827	G - Paper clips/tape/sharpie/file so	57.84	57.84
6147	2025-11-24	Minister of Finance	422710251352006	G - September OPP	36,075.00	36,075.00
6148	2025-11-24	Pickernel Lake Property Owners	2025 Grant	G - 2025 Water Monitor Grant	603.53	603.53
6149	2025-11-24	Professional Loss Control Inc	INV06943	G - Emerg Response Plan	1,894.16	
			INV06949	G - Hazard Mitigation Analysis	2,816.53	4,710.69
6150	2025-11-24	Russell Christie	Nov 5/25	G - Site Plan Ogilvie	582.79	582.79
6151	2025-11-24	Three Mile Truck and Trailer	3007	Rds - Annual inspection/repairs BE	1,496.33	
			3008	Rds - Annual inspection/repairs BK	1,024.49	2,520.82
6152	2025-11-24	TJB Construction	1130	Rds - Aug 11-15 road repair/ditchir	7,910.00	7,910.00
6153	2025-11-24	Windsor Salt Ltd	5300745817	Rds - Safe-T-Salt 72.81 TO	8,510.56	8,510.56
6154	2025-11-24	Xerox Canada Ltd	F64857559	G - 9/26-10/27 copies	648.67	648.67
Total EFT:						154,954.52



**Township of Armour**  
**List of Accounts for Approval**  
Batch: 2025-00100 to 2025-00104

**OTHER**

Payment #	Date	Vendor Name	Invoice #	Reference	Invoice Amount	Payment Amount
1	2025-11-25	Enbridge Uniongas				
	Nov. 13/25			Tri R - 10/9-11/11	268.52	268.52
1	2025-12-16	Bell Mobility				
	Nov 27/25			Cell Phones	623.38	623.38
2	2025-11-25	Hydro One Networks Inc.				
	Nov. 13/25			G - Office 9/20-10/22	548.43	548.43
2	2025-12-16	Canada Revenue Agency				
	November 2025			G - CRA Garnishment	945.59	945.59
3	2025-11-25	Canada Revenue Agency				
	Nov 1-15/25-001			G - CRA 001	14,190.25	14,190.25
3	2025-12-16	Family Responsibility Office				
	November 2025			Tri R - JH FRO	245.00	245.00
4	2025-11-25	Canada Revenue Agency				
	Nov 1-15/25-002			G - CRA 002	1,840.53	1,840.53
4	2025-12-16	Hydro One Networks Inc.				
	Nov. 27/25			G - 12 3 Mile 10/3-11/4	138.31	138.31
5	2025-11-25	Hydro One Networks Inc.				
	Nov 17/25			Rds - 9/22-10/23	335.38	335.38
	Nov 27/25			G - Park 10/3-11/4	51.90	51.90
6	2025-11-25	Collabria Visa (KCU)				
	Nov 12/25 - AM			G - Visa Expenses	499.79	499.79
6	2025-12-16	Hydro One Networks Inc.				
	Nov 27,2025			KCC - 10/3-11/4	885.81	885.81
7	2025-11-25	Collabria Visa (KCU)				
	Nov 12/25 - Dou			G - Visa Expenses	1,005.65	1,005.65
7	2025-12-16	Hydro One Networks Inc.				
	Dec 1/25			G - WF 10/4-11/6	104.98	104.98
8	2025-11-25	Collabria Visa (KCU)				
	Nov 12/25 - CM			G - Visa Expenses	152.07	152.07
8	2025-12-16	Hydro One Networks Inc.				
	Dec. 1/25			Tri R - 10/4-11/6	127.63	127.63
9	2025-11-25	Collabria Visa (KCU)				
	Nov 12/25 - CW			G - Visa Expenses	162.08	162.08
9	2025-12-16	Lakeland Energy				
	118-008723			KCC - Internet	175.09	175.09
10	2025-11-25	Collabria Visa (KCU)				
	Nov 12/25 - Dav			G - Visa Expenses	1,426.65	1,426.65
10	2025-12-16	Lakeland Energy				
	118-009764			G - Office Internet	124.24	124.24
11	2025-11-25	Collabria Visa (KCU)				
	Nov 12/25 - DM			KCC - Visa Expenses	300.81	300.81
11	2025-12-16	Minister Of Finance				
	November 2025			G - November EHT	2,804.17	2,804.17
12	2025-12-16	Newt Fibernetics Corporation				
	766581			KCC - Phones	98.81	98.81
13	2025-12-16	Newt Fibernetics Corporation				
	767568			G - Office Phones	152.31	152.31
14	2025-12-16	Canada Revenue Agency				
	Nov16-31/25-001			G - CRA 001	15,817.05	15,817.05
15	2025-12-16	Canada Revenue Agency				
	Nov16-30/25-002			G - CRA 002	625.90	625.90

**Township of Armour**  
**List of Accounts for Approval**  
Batch: 2025-00100 to 2025-00104

**OTHER**

Payment #	Date	Vendor Name	Invoice #	Reference	Invoice Amount	Payment Amount
16	2025-12-16	Telus Health Canada Ltd	2472253	G - Telus Health	65.26	65.26
17	2025-12-16	The Benefits Trust	December 2025	Group Benefits	14,626.21	14,626.21
18	2025-12-16	Hydro One Networks Inc.	Dec 2/25	G - BCC 10/7-11/7	39.90	39.90
Total Other:						58,381.70

**PROPOSED PAYMENTS**

Payment #	Vendor Name	Invoice #	Reference	Invoice Amount	Payment Amount
PP -	AFC Inc	8096	Tri R - Skid steer repair	296.63	
		8168	Tri R - Skid steer repairs	2,461.32	2,757.95
PP -	Abell Pest Control Inc	A7483950	KCC - Pest Control	68.32	68.32
PP -	Alison McGregor	Dec 11/25	G - 28km KCC meeting/Yearly Mile	165.12	165.12
PP -	Almaguin Highlands Special Olympics	2025 Donation	G - Donation	500.00	500.00
PP -	Amazon.com.ca Inc.	CA5ABEYPAV	TRI R - Hi Vis jackets x 2/magnet s	137.28	
		CA5ABEY2YVW	KCC - Mounting tape	26.99	
		CA5ABEY3144	KCC - USB charger	25.98	
		1PYR-FLJQ-11JW	KCC - Credit for CA5ABEY2PIK - c	-0.01	
		CA5ABEY3973	KCC - Hooks, chafing fuel cans	105.49	
		CA5ABEY450L	KCC - CO detector/batteries/rack/s	199.13	494.86
PP -	Ashley Soundy	Dec 9/25	G - Annual Mileage	150.00	150.00
PP -	CRD Creighton	INV327614	Rds - Truck wing blade/parts	1,136.29	
		INV328217	Rds - 12' truck wing blade/parts	1,065.50	2,201.79
PP -	Campbell Bus Lines Ltd	4774	Rds - Emission Test 2016 Westerr	180.00	180.00
PP -	Casey Mosley	Refund Deposit	KCC - Refund Deposit	225.00	225.00
PP -	Charlene Watt	Sept-NovCell/Mi	G - CW 50% cell Sept-Nov/Mileage	236.45	236.45
PP -	Cheri Roser	Dec 4/25	KCC - Bartender/tips	113.00	113.00
PP -	Clearview Training & Consulting Inc.	2811	G - Team Training	2,820.68	2,820.68
PP -	Collins YIG	Nov 25/25	G - Council meeting	83.15	
		Nov 28/25	Tri R - Coffee	57.98	
		Dec 2/25	G - Water/tea	44.73	185.86
PP -	Conseil Scolaire Catholique	Dec 2025	G - 4th Quarter & Supps/WO	6,476.38	6,476.38
PP -	Conseil scolaire public du	Dec 2025	G - 4th Quarter & Supps/WO	2,781.70	2,781.70

**Township of Armour**  
**List of Accounts for Approval**  
Batch: 2025-00100 to 2025-00104

**PROPOSED PAYMENTS**

Payment #	Vendor Name	Reference	Invoice Amount	Payment Amount
PP -	<b>Corbin Stenning</b>			
	Dec 4/25	KCC - Kitchen Help 5.5hrs	115.50	115.50
PP -	<b>Corporate Express</b>			
	71785862	G/Rds - Paper/first aid kit/air duste	258.23	258.23
PP -	<b>Courtney Metcalf</b>			
	Oct/Nov 25 Mil	G - 384.8KM - 10/14-11/19	207.79	207.79
PP -	<b>Danika McCann</b>			
	2025 Mileage	KCC - 1814.9km 1/12-11/5	1,010.21	1,010.21
PP -	<b>District Social Services</b>			
	December 2025	G - 4th Quarter	47,706.53	47,706.53
PP -	<b>Dollywood Foundation of Canada</b>			
	1225522	KCC - Literacy Program	126.76	126.76
PP -	<b>Eastholme Home For Aged</b>			
	December 2025	G - 4th Quarter	35,753.75	35,753.75
PP -	<b>Economic Developers Council of Onta</b>			
	25780	G - CM/MY EDCO 2026 Conferenc	1,977.50	1,977.50
PP -	<b>Fire Alert</b>			
	10998	KCC - Annual Fire Inspec	841.63	841.63
PP -	<b>Hayes' Service Centre</b>			
	15052	G - Bylaw oil change/switch tires	169.44	
	15062	G - Bylaw oil change/switch tires/w	188.60	358.04
PP -	<b>Holly Mehaffey</b>			
	Dec 4/25	KCC - Bartender 6 hrs	126.00	126.00
PP -	<b>Home Building Centre</b>			
	2268535	Rds - Rake	112.98	
	4307120	G - Screw/plywood for sign	79.42	
	4307443	G - WF winterizing storage bulding	141.97	
	2269069	Rds - Shovel	50.84	
	4307448	G - WF storage bulding retruns	-93.79	291.42
PP -	<b>HugoMB Contracting Inc</b>			
	225-410-07Final	G - Pmyt #7 - NP Bridge	337,559.17	337,559.17
PP -	<b>Julie Bailey</b>			
	Dec 4/25	KCC - Bartender/tips	617.75	617.75
PP -	<b>MAP Sundridge</b>			
	957111/3	Rds - LED lamp	117.62	
	958504/3	Rds - Wipers/washer fluid	75.39	
	958545/3	Rds - Methyl Hydrate 1L x 2	13.83	
	958558/3	Rds - Auto fuel nozzle	160.57	367.41
PP -	<b>Melissa Marshall</b>			
	2025 Mileage	KCC - 2,172km Jan 16 - Nov 18	1,215.00	
	Nov 25/25	KCC - MM Cell 50% Oct/Nov	64.11	
	Dec 4/25 Tips	KCC - Bartender tips	5.00	1,284.11
PP -	<b>Mid Ontario Disposal</b>			
	0000026698	KCC - Bin Rental	200.58	200.58
PP -	<b>Mike &amp; Ruth Zrobin</b>			
	Entrance Refund	Rds - Ent. Refund #2-28202	500.00	500.00
PP -	<b>Minister of Finance</b>			
	422711250840006	G - October OPP	36,075.00	
	420112251111144	G - Jul-Sept Revenues	-689.04	35,385.96
PP -	<b>Moore Propane Limited</b>			



**Township of Armour**  
**List of Accounts for Approval**  
Batch: 2025-00100 to 2025-00104

**PROPOSED PAYMENTS**

Payment #	Vendor Name	Invoice #	Reference	Invoice Amount	Payment Amount
		1473733	Tri R - Cyl Rent	27.12	
		6026046	G - WF 881.7L	564.72	
		6026048	Rds - 1184L Propane	756.02	1,347.86
PP -	<b>Municipality of Magnetawan</b>				
		2025-067	Rds - BF/DM winter main. training	398.52	398.52
PP -	<b>Munisoft</b>				
		2025/26-03518	G - eNotice - Tax	903.27	
		2025/26-05046	G - AS Assessment download web	134.47	1,037.74
PP -	<b>Muskoka Rent All</b>				
		w47021	Tri R -Skid Steer repairs	6,493.87	
		500031	Tri R - Contracted service rental	4,908.49	11,402.36
PP -	<b>Near North Dist. School Board</b>				
		Dec 2025	G - 4th Quarter & Supps/WO	171,756.41	171,756.41
PP -	<b>Near North Laboratories Inc.</b>				
		112795	KCC - Water sample	53.29	53.29
PP -	<b>Nipissing-Parry Sound Catholic</b>				
		Dec 2025	G - 4th Quarter & Supps/WO	10,876.83	10,876.83
PP -	<b>North Bay Parry Sound District</b>				
		December 2025	G - December Levy	3,873.42	3,873.42
PP -	<b>Novexco</b>				
		94229330	G - DavG 2026 planner	27.67	27.67
PP -	<b>OMERS</b>				
		November 2025	G - November OMERS	24,916.12	24,916.12
PP -	<b>PROFleetCare Muskoka/North Bay</b>				
		305473	G/Rds - Vehicle undercoating	745.80	745.80
PP -	<b>Professional Loss Control Inc</b>				
		INV07056	G - Hazard Mitigation Analysis	1,422.39	
		INV07057	G - Emerg Response Plan	432.23	1,854.62
PP -	<b>Purolator Inc</b>				
		590249619	G/Tri R - Shipments/HS	32.36	
		540265003	G - Lawyer shipments	12.56	44.92
PP -	<b>Robert J Miller</b>				
		INV025-053	G - November Retainer/Firehall Re	1,984.00	1,984.00
PP -	<b>Russell Christie</b>				
		Dec. 1/25	G - Debenture 2025 closing	871.08	
		Dec 1/25	G - Rezoning - Murphy	2,146.94	
		Dec 1, 2025	G - General Matters	339.68	3,357.70
PP -	<b>Shell Burks Falls</b>				
		November 2025	G/Rds - Bylaw/CBO/Rds Fuel	621.36	621.36
PP -	<b>Sonia Patterson</b>				
		Refund Deposit	KCC - Refund Deposit	225.00	225.00
PP -	<b>Town of Parry Sound</b>				
		December 2025	G - December Land Ambulance	11,925.30	11,925.30
PP -	<b>Township Of Ryerson</b>				
		RTO 2025-092	G - 4th Quarter RTO	1,995.12	
		BDFD 2025-094	G - 4th Quarter Fire	64,885.64	66,880.76
PP -	<b>Tulloch Engineering Inc.</b>				

**Township of Armour**  
**List of Accounts for Approval**  
Batch: 2025-00100 to 2025-00104

**PROPOSED PAYMENTS**

Payment #	Vendor Name	Invoice #	Reference	Invoice Amount	Payment Amount
		2031902	G - 10/31 Peer Reviews - BES Fac	5,056.75	
		2031912	Rds - N Pickerel Lake Bridge	22,017.32	
		2031922	G - Hwy 520 Development	991.58	
		2031924	G - Peer Reviews - Capstone Car '	146.90	
		2031925	G - Thompson Rapids bridge	5,867.43	
		2032129	Rds - N Pickerel Lake Bridge	1,180.29	35,260.27
PP -	<b>Village Of Burk's Falls</b>				
	Arena 7-25.		G - 4th Quarter Arena	40,718.00	40,718.00
PP -	<b>W.O. Stinson &amp; Son Ltd.</b>				
	25004998		Tri R - 880L Dyed Diesel	1,198.75	
	25004999		Rds - 775.1L Dyed Diesel	1,055.85	
	25005000		Rds - 2700.5L Clear Diesel	3,953.31	6,207.91
PP -	<b>Waste Connection of Canada Inc</b>				
	7113-0000359918		Tri R - November Comingled	799.25	799.25
PP -	<b>Women's Own Resource Centre</b>				
	Dec 4/25		G - Red Gala - WW/GW/RW/TW	120.00	120.00
PP -	<b>Wurth Canada Limited</b>				
	26662279		Rds - Wire tie/cable tie/cut off disk	596.72	596.72
PP -	<b>Xerox Canada Ltd</b>				
	F64997079		G - 10/27-11/26 copies	512.62	512.62
				Total Proposed Payments:	881,589.90

Total AP: 1,105,533.52

NET November Payroll: \$101,488.41

Certified Correct This December 11, 2025

Total: \$1,207,021.93

\_\_\_\_\_  
Treasurer

\_\_\_\_\_  
Mayor

SCHEDULE "B" TO BY-LAW #33-2010

TOWNSHIP OF ARMOUR

APPLICATION TO CLOSE AND PURCHASE

- ☐ Road Allowance  
☒ Shore Road Allowance

Name of Lake 3 MILE LAKE

Name: GARRIE SCHIFFLER <sup>AND ROWAN HILDEBRAND</sup> Date: DEC 2 / 2025

Civic Address: 78 SKYLINE DR Roll #: 49-19-000-001-31500-0000

Legal Description of Property: CON 2 PT LOT 21 PARCEL 9939 AS IN LT 26689  
AND PARCEL 9938 AS IN LT 27967 (NOTE NOT INCLUDING PARCEL 61251)

Road Access: SKYLINE DRIVE SEE OVER →

Phone: (Home) \_\_\_\_\_ (Cell) \_\_\_\_\_ (Other) \_\_\_\_\_

Email Address: \_\_\_\_\_

Mailing Address: 78 SKYLINE DR KATRINE ON  
POA ILD

1. I/We hereby apply to the Corporation of the Township of Armour for the closing and conveying of that portion of the original road or shore road allowance abutting my property, and have the same transferred to the name(s) indicated below.

2. I/We agree to pay all costs associated with the above transaction, as established by the Township of Armour Policy and Procedures.

3. Submitted herewith is the deposit in the amount of \$3,500.00 subject to  
VPRE APPROVAL RAH  
EA

Signature of Property Owner

Date

Signature of Property Owner

Date

Name to Appear on Deed

Name to Appear on Deed

GARRIE DOREEN SCHIFFLER

ROWAN ALBERT HILDEBRAND

Date of Birth

Date of Birth

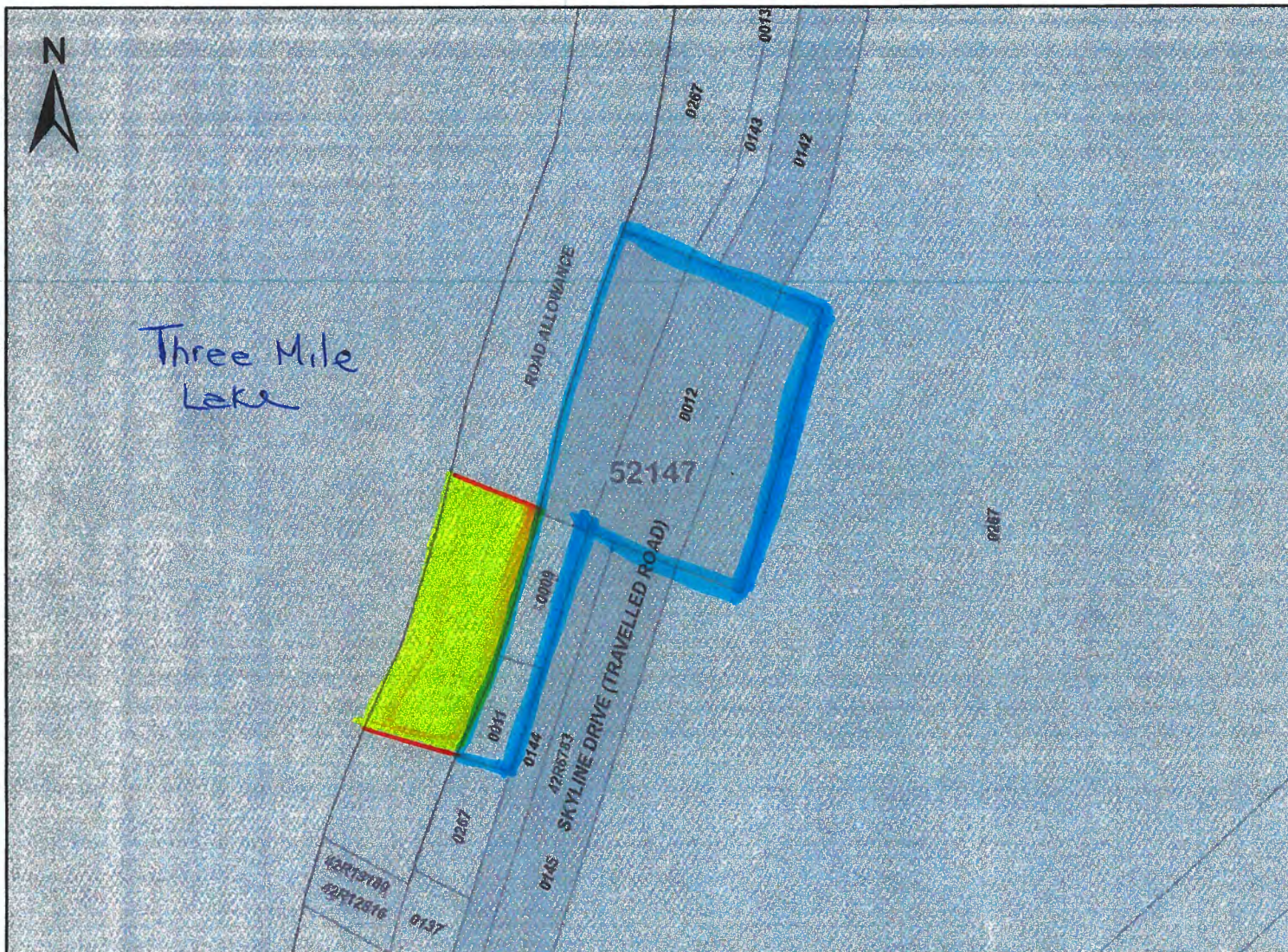
- RESOLUTION -



## Please Note

Although 78 Skyline Dr. is under One Tax Role # the property is actually comprised of two separate legal titles (as attached). These titles were specifically kept separated by legal counsel and are registered with land titles as such under different ownership. This application is for the shoreline allowance associated with PIN# S2147-0009 LT and PIN# S2147-0011 LT comprising 175ft of frontage on 3rd Lake.





ServiceOntario

PRINTED ON 12 SEP, 2014 AT 11:42:06  
FOR RAH



### PROPERTY INDEX MAP PARRYSOUND(No. 42)

#### LEGEND

FREEHOLD PROPERTY	
LEASEHOLD PROPERTY	
LIMITED INTEREST PROPERTY	
CONDOMINIUM PROPERTY	
RETIRED PIN (MAP UPDATE PENDING)	
PROPERTY NUMBER	0449
BLOCK NUMBER	08050
GEOGRAPHIC FABRIC	
EASEMENT	

THIS IS NOT A PLAN OF SURVEY

#### NOTES

REVIEW THE TITLE RECORDS FOR COMPLETE  
PROPERTY INFORMATION AS THIS MAP MAY  
NOT REFLECT RECENT REGISTRATIONS

THIS MAP WAS COMPILED FROM PLANS AND  
DOCUMENTS RECORDED IN THE LAND  
REGISTRATION SYSTEM AND HAS BEEN PREPARED  
FOR PROPERTY INDEXING PURPOSES ONLY

FOR DIMENSIONS OF PROPERTIES BOUNDARIES SEE  
RECORDED PLANS AND DOCUMENTS

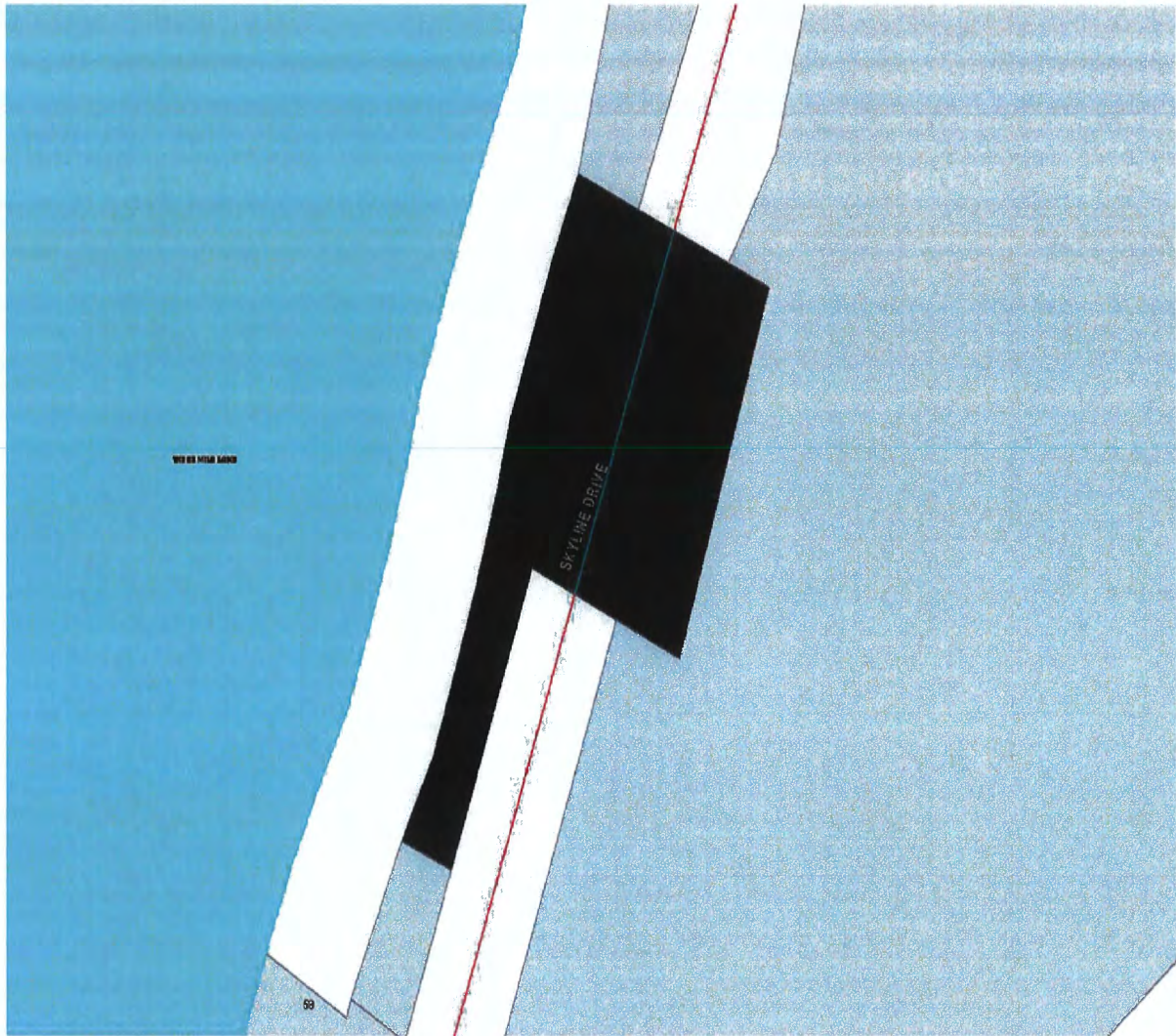
ONLY MAJOR EASEMENTS ARE SHOWN

REFERENCE PLANS UNDERLYING MORE RECENT  
REFERENCE PLANS ARE NOT ILLUSTRATED





# 78 Skyline Drive





THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR

BY-LAW #70-2025

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 Meetings

- November 11, 2025
- November 25, 2025

Public Meeting

- November 18, 2025 – PowerBank: Battery Energy Storage System OPA/ZBA Applications

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 16<sup>th</sup> day of December, 2025.

\_\_\_\_\_  
Rod Ward, Mayor

\_\_\_\_\_  
Charlene Watt, Clerk

# THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR

## BY-LAW #71-2025

### Being a By-law to Regulate the Use of Corporate Resources for Election Purposes

**WHEREAS** Section 9 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 purposes of exercising its authority under this or any other Act;

**AND WHEREAS** Section 10(2)4 of the *Municipal Act, 2001* provides that a municipality may pass by-laws respecting the public assets of the municipality acquired for the purpose of exercising its authority under this or any other Act;

**AND WHEREAS** the *Municipal Elections Act, 1996*, as amended, permits candidates to file nomination papers in a municipal election year;

**AND WHEREAS** once a candidate has filed a nomination paper, they may raise campaign funds and incur campaign expenses in accordance with that Act;

**AND WHEREAS** the *Municipal Elections Act, 1996*, as amended, prohibits a municipality from contributing to a candidate and prohibits a candidate, or a person acting on their behalf, from accepting a contribution from an ineligible contributor, whether financial or in-kind;

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

#### 1. Use of Corporate Resources

From the commencement of Nomination Day until the end of the Election Campaign Period, members of Council shall not:

- a) use the facilities, equipment, supplies, services, staff, or other resources of the Township of Armour for any election campaign or campaign-related activity, including but not limited to newsletters, desktop publishing, postage, voicemail, or fax machines;
- b) use municipally funded expense allowances for electoral purposes or electoral gain;
- c) use municipally funded services, such as mobile phones, for electoral purposes or electoral gain; where discontinuance is impractical, members shall reimburse the Township for usage exceeding normal levels;
- d) undertake any campaign-related activities on municipal property unless full market value rent is paid; no campaign-related activities shall be permitted at the Township Office at any time;
- e) use business cards, envelopes, or letterhead imprinted with municipal logos for election purposes;
- f) enlist Township staff to work in support of a municipal candidate during working hours unless on leave of absence without pay, lieu time, or vacation leave;
- g) print or distribute any material paid for by the municipality that identifies a registered candidate or indicates that a person is running for office;
- h) profile or refer to any individual registered as a candidate in any material paid for by the municipality;
- i) print or distribute any material using municipal funds that refers to, identifies, or contains the names or photographs of registered candidates for municipal elections, except in minutes of Council or Committee meetings;
- j) use the municipality's voicemail system to record election-related messages;
- k) use the municipality's website or social media pages to promote election-related messages or material;
- l) use any website or domain names funded by the municipality for the dissemination of election-related messages or material;

- m) use the municipality's website or social media to host, link to, or promote any election campaign material, including links to a candidate's website, email, or blog;
- n) incorporate on their own campaign-related web pages any videos, photographs, or other material for which the municipality holds proprietary rights.

## **2. Discontinued Corporate Services**

From the day prior to Nomination Day until the end of Election Day, the following for members of Council shall be discontinued:

- a) all forms of advertising, including municipal publications, paid for by the municipality;
- b) all printing, photocopying, and distribution, including newsletters, unless otherwise directed and approved by Council;
- c) the ordering of business cards or similar stationery;
- d) the ordering of office furniture or furnishings, except those of an emergency nature.

## **3. Use of Social Media by Sitting Members**

Sitting members of Council who create or use social media accounts for campaigning must include, for the duration of the Election Period, a clear statement on the home page of each campaign website or social media account indicating that it is used for Election Campaign purposes and not for municipal duties.

## **4. Duties of Members of Council**

Nothing in this By-law shall preclude members of Council from performing their official duties or representing the interests of their constituents.

## **5. Complaints**

Any written complaint regarding the alleged use of corporate resources in contravention of this By-law shall be investigated by the Administrator or designate, who is delegated authority to resolve any issues. If a breach is confirmed, the member shall personally repay any costs associated with the breach.

## **6. Repeal**

By-law No. 49-2021 is hereby repealed.

## **7. Effective Date**

This By-law comes into force and effect on the date of its passing.

Read in its entirety, approved, signed and the seal of the Corporation affixed thereto and finally passed in open Council this 16<sup>th</sup> day of December, 2025.

---

Rod Ward, Mayor

---

Charlene Watt, Clerk



# THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR

## By-Law #72-2025

Being a by-law to appoint an Integrity Commissioner  
and repeal By-law #63-2022

**WHEREAS** Section 223.3 of the Municipal Act 2001, S.O. 2001, as amended, authorizes municipalities to appoint an Integrity Commissioner who is responsible for acting in an independent manner to apply the Code of Conduct of Council and local boards and other such duties as may be assigned to them by the Municipality with respect to:

1. The application of the code of conduct for members of Council and members of local boards.
2. The application of any procedures, rules and policies of the municipality and local boards governing the ethical behavior of members of Council and of local boards.
3. The application of the Municipal Conflict of Interest Act to members of Council of local boards.
4. Requests from members of Council and of local boards for advice respecting their obligations under the Code of Conduct applicable to the member.
5. Requests from members of Council and of local boards for advice respecting their obligations under a procedure, rule or policy of the Municipality or of the local board, as the case may be, governing the ethical behavior of members.
6. Requests from members of Council and of local boards for advice respecting their obligations under the Municipal Conflict of Interest Act.

**AND WHEREAS** an Integrity Commissioner is responsible for performing in an independent manner the functions assigned by the Municipality;

**AND WHEREAS** Council deems it expedient to appoint ADR Chambers Inc. as the Integrity Commissioner to perform accountability services such as advisory, inquiry and reporting functions respecting matters and as may be set out in the Municipal Act, 2001;

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

1. That ADR Chambers Inc., represented by Michael Maynard, is hereby appointed the Integrity Commissioner for the Township of Armour.
2. That this By-law, together with the agreement from ADR Chambers Inc., shall constitute the agreement for the purchase of services between the Township of Armour and ADR Chambers Inc.
3. That this By-law repeals By-law #63-2022.
4. That this By-law shall come into force and effect upon its passing.

Read in its entirety, approved,  
signed and the seal of the  
Corporation affixed thereto and  
finally passed in open Council  
this 16<sup>th</sup> day of December, 2025.

---

Rod Ward, Mayor

---

Charlene Watt, Clerk

THIS AGREEMENT FOR PROFESSIONAL SERVICES  
made as of the \_\_\_ th day of December, 2025

BETWEEN:

Township of Armour  
(hereinafter called "the Township")

- and -

ADR CHAMBERS INC.  
(hereinafter called "ADRC")

---

**WHEREAS** the Township would like to retain the services of Michael Maynard of ADRC as its Integrity Commissioner under the authority of section 223.3(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25 (the "Act") to perform the Services of this position in accordance with the terms of the Act and the provisions of this Agreement;

**NOW THEREFORE**, the Township and ADRC for good and valuable consideration hereto covenant and agree as follows:

**Services**

1. ADRC agrees to provide Integrity Commissioner services with Michael Maynard of ADRC as the appointed Integrity Commissioner (the "Commissioner"), in accordance with the authority for such appointment as prescribed in Section 223.3 (1) of the Act. ADRC will also make available to the Municipality other ADRC support persons, as permitted by this Agreement, including Ellen Fry, Ben Drory, Jeffrey Shapiro and Naomi Bussin as Associate Investigators.
2. ADRC agrees to perform the services (the "Services") as set out in section 223.3(1) of the Act.
3. Neither ADRC nor the Commissioner will provide legal advice and none of the advice provided in the delivery of the Services should be considered legal advice. Anyone who requires legal advice should seek that advice from a practising lawyer.
4. Services shall be performed in relation to the Township's Code of Conduct, as amended. A copy of the Township's current Code is attached to the Agreement as Schedule "A".

5. The Commissioner is appointed for the purpose of addressing Integrity Commissioner-related issues. The Commissioner's jurisdiction over complaints is established only upon ADRC's receipt of a Formal Complaint. ADRC shall not provide advice to persons who wish to file or are thinking about filing a Formal Complaint to ADRC.
6. The Township may in writing at any time after the execution of the Agreement or the commencement of Services delete, extend, increase, vary, or otherwise alter the Code. The Township and ADRC may jointly agree to alter the services. ADRC shall have the option of terminating this Agreement immediately if the scope of the Services is materially altered without ADRC's consent.
7. (a) The Township may at any time, by giving 60 days' notice in writing to ADRC, suspend or terminate this Agreement and the Services or any portion thereof. This may be done for any reason. If the Township determines or is informed pursuant to this Agreement that ADRC has a conflict of interest, the Township may ask ADRC to make arrangements to ensure Services are provided without a conflict (whether through assignment or otherwise) in a manner satisfactory to the Township, failing which, the Township may terminate this Agreement. Upon receipt of written notice of termination, ADRC shall perform no further Services other than those reasonably necessary to close out the Services. In such an event, ADRC shall be entitled to payment for those Services rendered and disbursements incurred.  
  
(b) Should a conflict of interest arise, ADRC shall disclose such conflict to the Township and shall make arrangements to ensure Services are provided without a conflict (whether through assignment or otherwise) in a manner satisfactory to both the Township and ADRC. If unable to address the conflict to the satisfaction of both the Township and ADRC, ADRC may, at any time by notice in writing to the Township, terminate the Agreement and the Services. Upon ADRC's delivery of written notice to the Township, ADRC shall not, without the consent of the Township's Clerk, perform any further Services other than those reasonably necessary to close out ADRC's Services. In such an event, ADRC shall be entitled to payment for those Services rendered and disbursements incurred.
8. ADRC shall perform the Services, in an independent and consistent manner to meet the requirements of the Township. ADRC shall complete the Services on a flexible and as-needed basis as required by the Township.
9. The Township acknowledges and agrees that ADRC shall make all final reports to Council. These reports to Council will be made using the proper administrative reporting procedures as directed by the Township's Clerk. Notwithstanding anything in this paragraph, ADRC may provide advice to Councillors on a confidential basis.



### **Term, Termination, and Expiration**

10. (a) Subject to the provisions of this Agreement, the initial Term of this Agreement shall be for **three (3) years** and shall commence on the date of execution of the Agreement by both parties (the "Term").  
  
(b) Upon any termination of this Agreement, ADRC shall provide to the Township's next Integrity Commissioner all material/documentation related to any investigations underway and such documentation/material shall become the property of the new Integrity Commissioner of the Township. In the event the Township has not contracted the services of a new Integrity Commissioner upon termination of this Agreement, ADRC shall make arrangements with the Township to transfer documentation/material relating to on-going investigations to the Township's Clerk in a manner that satisfies ADRC's concerns respecting confidentiality of the records while allowing their use for the purposes for which they were created.  
  
(c) Following termination of the Agreement, ADRC shall retain all records and documentation relating to the Services for seven (7) years (the "Retention Period"). Upon completion of the Retention Period, ADRC shall dispose of the records.

### **Impartiality**

11. ADRC acknowledges that neither ADRC, nor any of its employees or agents providing Services to the Township has any conflicts of interest. Specifically, ADRC acknowledges that neither the Commissioner, nor any other employee or agent of ADRC providing Services are employed by the Township, have any financial interest in matters involving the Township, have any interest in matters before the Township's Council, or have any interest in any work undertaken by the Township. ADRC further agrees that ADRC, its employees and agents involved in providing Services will not have any involvement in political campaigning/endorsements, or related conflicts of interest, with any current member of the Township's Council, Committees, Local Boards, or with any current member of a council, committee or local board of a local municipality within the Township preceding or during the Term of the Agreement. ADRC acknowledges that ADRC and the Commissioner shall be and always remain impartial and neutral. ADRC shall perform the Services skilfully, competently, and in accordance with the law.

### **Compensation**

12. (a) The Township shall pay ADRC the following fees and disbursements for services rendered:

- a. Retainer Fee of \$500 per year + HST, charged annually upfront (includes the preparation of the Annual Report);
- b. The Hourly Rate shall be \$375 + HST for work performed by the Commissioner;
- c. The Hourly Rate shall be \$300 + HST for work performed by the Associate Investigator;
- d. Mileage for reasonable travel at a rate of \$0.60/km. The Township agrees that particulars of travel within the Township shall not be disclosed to the Township by ADRC if believed that doing so may compromise confidentiality of a complainant or participant in an investigation; and
- e. Reasonable disbursements at cost.

(b) Should ADRC require a meeting space in the Township during the course of an investigation, the Township shall provide such space in a Township facility on an as needed and as available basis. In arranging for such space, the Township will be mindful of the importance of confidentiality. For greater certainty, ADRC may request space in another Township facility where the space offered could, in the opinion of ADRC, give rise to confidentiality concerns.

(c) The Township will print ADRC's reports and will provide services with respect to service of summonses or subpoenas, as may be requested by ADRC at the expense of the Township.

(d) The Township shall provide public access to the Code through its website. The Township shall also provide information about the Code, the functions of the Integrity Commissioner, and the complaint process on its website. ADRC's Services do not include development of a website or such information. Review of the website content does not constitute part of ADRC's Services, unless requested.

(e) If the Township Clerk refuses to authorize any of ADRC's fees and expenses contemplated by the Agreement, ADRC is entitled to appeal such decision directly to the Township's Council.

(f) Should fees or expenses that ADRC feels are necessary for the reasonable performance of the Services be refused on appeal to the Township's Council, then the issue shall be resolved by arbitration pursuant to paragraph 30 of this Agreement.

13. ADRC shall not assume responsibility for, nor seek reimbursement from, the Township for any costs incurred by ADRC not specifically set out in the Agreement unless such costs are authorized, in writing, by the Township's Clerk (in advance).

14. ADRC shall submit an invoice to the Township for all services completed in the immediately preceding month. Interest at the annual rate of 12 percent per annum will be paid on the total outstanding unpaid balance commencing 30 days after the Township has received ADRC's invoice. Any applicable Harmonized Sales Tax shall be added to each monthly invoice as prescribed by law from time to time and shall be paid to ADRC by the Township. ADRC shall provide its HST Registration Number on all invoices to the Township.
15. ADRC shall provide copies of receipts with respect to any disbursement, for which receipts would normally be available, for which ADRC claims payment under this Agreement.

#### **Insurance and Indemnification**

##### **16. (a) Indemnity**

ADRC agrees to indemnify and save harmless and shall obtain, maintain, pay for and provide evidence of the following insurance.

##### **(b) Professional and Commercial General Liability Insurance**

ADRC shall obtain, maintain, pay for, and provide evidence of Professional Liability Insurance with limits of not less than \$2 million (\$2,000,000.00), inclusive per claim, covering services or activities by ADRC and ADRC's agents and employees (inclusive of the Commissioner) that are professional in nature and thereby excluded under the Commercial General Liability Policy.

ADRC shall obtain, maintain, pay for, and provide evidence of Commercial General Liability Insurance that includes as an additional insured the Township, with limits of not less than \$5 million (\$5,000,000.00) inclusive per occurrence for bodily and personal injury, death and damage to property including loss of use hereof.

##### **(c) Workplace Safety and Insurance Board ("WSIB")**

ADRC is not required to register with the WSIB and, upon request, can provide a letter from the WSIB attesting to this.

##### **(d) *Municipal Act, 2001* Indemnity**

The Township hereby provides the Integrity Commissioner and any person acting under the Integrity Commissioner's instructions with the indemnity provided for and required in section 223.3(6) of the Municipal Act, 2001, as amended by Bill 68 and effective March 1, 2019.



### **Representation of ADRC**

17. ADRC is appointed under authority of subsection 223.3(1) of the Act and, as such, is responsible for performing the Services in an independent manner. ADRC and the Commissioner may be identified publicly as the Integrity Commissioner appointed by the Township. ADRC shall be an independent contractor and shall not be considered and shall at no time represent itself or permit any of its employees or agents to represent themselves to be legal counsel, an agent, or an employee of the Township.

### **Confidentiality**

18. The Commissioner is entitled to have access to all books, records, electronic data processing records, reports, files, and all other papers, things or property belonging to or used by the Township or a local board that the Commissioner believes to be necessary for an inquiry.
19. ADRC, the Commissioner, and every person acting under the instructions of either ADRC or the Commissioner shall preserve secrecy with respect to all matters that come to their knowledge in the course of its Services, save and except information that may be disclosed in a criminal proceeding, as required by law or otherwise set out in subsection 223.5(2) of the Act.
20. ADRC shall comply with the confidentiality provisions of the Act and specifically the requirements set out in sections 223.5, 223.6, 223.7, and 223.8 of the Act.
21. Except as may be required by law, ADRC shall not disclose confidential information that was the subject of a closed meeting under section 239 of the Act, or which could identify a person concerned. Nothing herein precludes the ADRC from making public disclosure of information as is permitted by law.
22. In the event the Commissioner believes access is required to files and documents for which solicitor client privilege is claimed, then ADRC shall discuss such request with the Township's solicitor. If, in the opinion of the Township's solicitor, such request needs to be approved by the Township's Council, then the direction of the Township's Council will be sought by the Township's solicitor.
23. Upon receipt of a Formal Complaint pursuant to the Code, the Commissioner may conduct an informal investigation or may elect to exercise the inquiry powers under sections 33 and 34 of the *Public Inquiries Act*, as contemplated by subsection 223.4(2) of the Act.

## **General Conditions**

24. Except as set out herein, neither ADRC, nor any person, firm, or corporation associated or affiliated with or subsidiary to ADRC shall have an interest either directly or indirectly with the business of the Township.
25. ADRC is not permitted to assign this Agreement in whole or in part, subject to paragraphs 26 and 27.
26. ADRC recognizes and agrees that the Commissioner has been selected by the Township to perform the Services based on his or her unique qualifications for the position, combined with the support systems provided by ADRC. In the event of any delegation of the Services by ADRC to an agent, employee, or other person beyond what is expressly set out in this Agreement, ADRC will notify the Township's Clerk of the identity of the proposed designate, as well as his or her qualifications, experience, and expertise necessary to perform the Services to the same standard.
27. Nothing herein shall preclude the Commissioner from delegating his or her authority to individuals referred to in this Agreement or such other individuals who may be agreed to by the Township in accordance with the provisions of the *Municipal Act, 2001*.
28. Powers and Services assigned to ADRC under this Agreement shall apply to ADRC only while in performance of the Services during the Term of this Agreement.
29. This Agreement supersedes all previous agreements, arrangements, or understandings between the parties whether written or oral in connection with or incidental to ADRC's Services.
30. Any dispute, difference or disagreement between the parties hereto in relation to this Agreement may be referred to arbitration. The parties will agree on a suitable arbitrator and if they are unable to do so, an arbitrator will be appointed by the ADR Institute of Ontario. The award of the arbitrator shall be final and binding upon the parties. The provisions of the *Arbitration Act, 1991*, S.O., 1991, as amended shall apply.
31. The headings used in the Agreement are for convenience of reference only and do not limit or otherwise affect the meaning of the terms, provisions, interpretation, or language of the Agreement.
32. This Agreement may be executed in one or more counterparts, each of which is deemed an original, but all of which taken together constitute one and the same instrument.

**IN WITNESS THEREOF** ADRC has set its corporate seal attested by the hands of its duly authorized officers and the Township has affixed its corporate seal attested by the hands of its duly authorized officers on the day and year first above written.

**SIGNED, SEALED AND DELIVERED**

**The Township of Armour**

PER:

\_\_\_\_\_  
Name: Rod Ward  
Title: Mayor

\_\_\_\_\_  
Name: Charlene Watt  
Title: Clerk

**ADR CHAMBERS INC.**



\_\_\_\_\_  
Naomi Bussin  
Director, Integrity,  
Investigation & Resolution  
I have authority to bind the  
corporation



**Schedule “A”**  
**Code of Conduct**

---

**THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR**

**BY-LAW #14-2019**

Being a by-law to adopt a Council Code of Conduct Policy

**WHEREAS** Section 11 of the *Municipal Act*, S.O. 2001, Chapter 25, as amended, authorizes municipalities to pass by-laws regarding Accountability and Transparency of the municipality and its operations and of its local boards and operations;

**AND WHEREAS** Section 223.2 of the *Municipal Act*, S.O. 2001, Chapter 25, as amended, authorizes a municipality to establish codes of conduct for members of Council of the municipality and of local boards of the municipality;

**AND WHEREAS** an Integrity Commissioner was appointed by By-law;

**AND WHEREAS** Council of the Corporation of the Township of Armour deems it necessary to repeal By-law #37-2016 to enact a Code of Conduct for Members of Council, Local Boards and Committee Members;

---

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

1. That the Council Code of Conduct, Schedule "A" hereto, is hereby adopted and shall form part of this by-law.
2. That By-law #37-2016 be hereby repealed.
2. That this by-law shall come into effect upon its passing.

Read in its entirety, approved,  
signed and the seal of the  
Corporation affixed thereto and  
finally passed in open Council this  
12<sup>th</sup> day of February, 2019.

Original signed by Bob MacPhail  
Robert MacPhail, Reeve

Original signed by John Theriault  
John Theriault, Clerk



<b>SUBJECT:</b>	<b>COUNCIL CODE OF CONDUCT POLICY</b>	<b>POLICY #: ADM-002</b>	<b>PAGE 1 of 19</b>
-----------------	-------------------------------------------	--------------------------	---------------------

## **TOWNSHIP OF ARMOUR**

# **Code of Conduct for Members of Council and Local Boards**

**Schedule A to By-law #14-2019**



## **Table of Contents**

<b>I – Preamble .....</b>	<b>3</b>
<b>II – Framework and Interpretation .....</b>	<b>3</b>
<b>III – Key Principles.....</b>	<b>4</b>
<b>RULE NO. 1 – APPLICATION .....</b>	<b>5</b>
<b>RULE NO. 2 – DEFINITIONS.....</b>	<b>5</b>
<b>RULE NO. 3 – GIFTS AND BENEFITS.....</b>	<b>6</b>
<b>RULE NO. 4 – REMUNERATION.....</b>	<b>7</b>
<b>RULE NO. 5 – CONFIDENTIALITY .....</b>	<b>8</b>
<b>RULE NO. 6 – CONFLICT OF INTEREST .....</b>	<b>9</b>
<b>RULE NO. 7 – USE OF MUNICIPAL PROPERTY, SERVICES, AND OTHER RESOURCES .....</b>	<b>9</b>
<b>RULE NO. 8 – IMPROPER USE OF INFLUENCE .....</b>	<b>10</b>
<b>RULE NO. 9 – BUSINESS RELATIONS.....</b>	<b>10</b>
<b>RULE NO. 10 – CONDUCT RESPECTING CURRENT AND PROSPECTIVE EMPLOYMENT .....</b>	<b>11</b>
<b>RULE NO. 11 – CONDUCT AT COUNCIL.....</b>	<b>11</b>
<b>RULE NO. 12 – CONDUCT RESPECTING STAFF.....</b>	<b>11</b>
<b>RULE NO. 13 – DISCREDITABLE CONDUCT .....</b>	<b>12</b>
<b>RULE NO. 14 – TRANSPARENCY AND OPENNESS IN DECISION MAKING .....</b>	<b>12</b>
<b>RULE NO. 15 – FAILURE TO ADHERE TO COUNCIL POLICIES AND PROCEDURES .....</b>	<b>13</b>
<b>RULE NO. 16 – REPRISALS AND OBSTRUCTION.....</b>	<b>13</b>
<b>RULE NO. 17 – ACTING ON THE ADVICE OF THE INTEGRITY COMMISSIONER.....</b>	<b>13</b>
<b>RULE NO. 18 – COMPLIANCE WITH THE CODE OF CONDUCT .....</b>	<b>13</b>
<b>ACKNOWLEDGEMENT SIGNATURE.....</b>	<b>14</b>
<b>Appendix “A” to the Code of Conduct Council-Staff Protocol .....</b>	<b>15</b>

## **I – Preamble**

Improving the quality of public administration and governance can be achieved by encouraging high standards of conduct on the part of all government officials. In particular, the public is entitled to expect the highest standards of conduct from the Members that it elects to local government. In turn, adherence to these standards will protect and maintain the Township of Armour's reputation and integrity.

## **II – Framework and Interpretation**

The *Code of Conduct* is to be given a broad, liberal interpretation in accordance with applicable legislation and the definitions set out herein. As a living document, the *Code of Conduct* will be brought forward for review when relevant legislation is amended and at other times when it is appropriate to ensure that it remains current and continues to be a useful guide to Council.

In particular, the *Code of Conduct* should be interpreted having regard to the key principles in Article III.

From time to time, additional commentary and examples may be added to this document and supplementary materials may be produced by the Integrity Commissioner as deemed appropriate.

Elected officials who are seeking clarification and who are provided with general advice by the Integrity Commissioner cannot rely upon that advice to the same extent as advice that is given based upon specific facts. Advice that is general in nature is subject to change when applied to specific facts that may not have been known at the time that the general advice was provided.

Members seeking clarification of any part of this *Code* should consult with the Integrity Commissioner.

This *Code of Conduct* operates along with, and as a supplement to, the existing statutes governing the conduct of Members. Four provincial statutes, in particular, govern the conduct of Members of Council:

- The *Municipal Act*;
- The *Municipal Conflict of Interest Act*;
- The *Municipal Elections Act*, 1996; and
- The *Municipal Freedom of Information and Protection of Privacy Act*.

The *Criminal Code* of Canada also governs the conduct of Members of Council.

### **III – Key Principles**

The key principles that underline the *Code of Conduct* are as follows:

- [a] Members of Council shall serve and be seen to serve their constituents in a conscientious and diligent manner;
  - [b] Members of Council shall be committed to performing their functions with integrity and to avoid the improper use of the influence of their office, and conflicts of interests, both apparent and real;
  - [c] Members of Council are expected to perform their duties in office and arrange their private affairs in a manner that promotes public confidence and will bear close public scrutiny; and
  - [d] Members of Council shall seek to serve the public interest by upholding both the letter and the spirit of the laws and policies established by the Federal Parliament, Legislative Assembly of Ontario, and the Municipal Council.
- 

Members of Council shall be required to sign a declaration to acknowledge that they are aware of the *Code of Conduct*, have read and understand their obligations under the *Code*, and that they will uphold it.



## **RULE NO. 1 – APPLICATION**

- 1.1 Subject to Rule 1.3, this *Code of Conduct* applies to the Reeve and all Members of Council.
- 1.2 This *Code of Conduct* also applies to Council appointments to local boards as defined in section 1(1) of the *Municipal Act*, and to appointments to committees, agencies, boards, and commissions.
- 1.3 The provisions of the *Municipal Conflict of Interest Act* also applies to local boards with decision-making power, as defined in that Act.
- 1.4 Where a Local Board as defined in section (1) of the *Municipal Act* has passed, by proper resolution, its own Code of Conduct for its Members, and there is a conflict between the provisions of the Code of the Local Board and this Code, the more stringent provision of the two shall apply.

## **RULE NO. 2 – DEFINITIONS**

2.1 In this *Code of Conduct* and all schedules or appendices hereto, the following terms have the following meanings:

“conflict of interest” has the same meaning as in the *Municipal Conflict of Interest Act*;

“Municipality” means the Municipal Corporation of the Township of Armour;

In the *Code of Conduct*, the terms “child”, “parent” and “spouse” have the same meaning as in the *Municipal Conflict of Interest Act*;

“child” means a child born within or outside marriage and includes adopted children and a person whom a parent has demonstrated a settled intention to treat as a child of their family;

“member” means any person elected or appointed to Municipal Council, a committee of Municipal Council, or a local board or agency;

“parent” means a person who has demonstrated a settled intention to treat a child as a member of their family whether or not the person is the natural parent of the child; and

“spouse” means a person to whom the person is married or with whom the person is living in a conjugal relationship outside marriage.

### **RULE NO. 3 – GIFTS AND BENEFITS**

3.1 No Member shall accept a commission, fee, advance, gift, gift certificate, bonus, reward, or personal benefit that is connected directly or indirectly with the performance of his or her duties of Office, unless permitted by the following exceptions:

- [a] compensation authorized by law;
- [b] such gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligations;
- [c] a political contribution otherwise reported under the *Municipal Elections Act*;
- [d] services provided without compensation by persons volunteering their time;
- [e] a suitable memento of a function honouring the Member;
- [f] food, lodging, transportation, and entertainment provided by provincial, regional, and local governments or political subdivisions of them, by the Federal government or by a foreign government within a foreign country;
- [g] food and beverages consumed at banquets, receptions or similar events, if:
  - i. attendance serves a legitimate business purpose
  - ii. the person extending the invitation or a representative of the organization is in attendance; and
  - iii. the value is reasonable and the invitation infrequent;
- [h] communication to the offices of a Member, including subscriptions to newspapers and periodicals;
- [i] a stipend from a board or commission that the Member serves on as a result of an appointment by Council;
- [j] reimbursement of reasonable expenses incurred in the performance of office;
- [k] reimbursement of reasonable expenses incurred connected with municipal associations.

3.2 For the purposes of this *Code*, any commission, fee, advance, gift, gift certificate, bonus, reward, or personal benefit provided with the Member's knowledge to a Member's spouse, child, or parent, or to a Member's staff that is connected directly or indirectly to the performance of the Member's duties is deemed to be a gift to that Member.

#### **Commentary**

- [1] Gifts and benefits are often received by Members in the course of their duties. These "perks" can be signs of respect and admiration for the Member, but can also be seen as instruments of influence or manipulation. This provision of the Code prohibits the acceptance of gifts that would, to a reasonable Member of the public, appear to be in gratitude for influence, to induce influence, or otherwise to go beyond the necessary and appropriate public functions involved.
- [2] Personal integrity and sound business practices require that relationships with developers, vendors, contractors, and any other party doing business with the Municipality be such that no Member is perceived as showing favouritism or bias.
- [3] Any doubts about the propriety of a gift should be resolved in favour of not accepting it or not keeping it. It may be helpful to consult with the Integrity Commissioner when a Member chooses to decline a gift, as well as when a recipient may opt to keep a gift.

- 3.3 Each Member is individually accountable to the public and shall keep a list of all gifts and benefits received from individuals, firms, or associations, with estimated values, in their offices for review by the Integrity Commissioner in the event of a complaint.
- 3.4 In cases of categories (b), (e), (f), (g), and (h), if the value of the gift or benefit exceeds \$300.00, or if the total value received from any one source during the course of a calendar year exceeds \$300.00, the Member shall file a disclosure statement with the Integrity Commissioner within 30 days of receipt of the gift or reaching the annual limit.
- 3.5 The disclosure statement must indicate:
1. the nature of the gift or benefit;
  2. its source and date of receipt;
  3. its estimated value;
  4. what the recipient intends to do with any gift; and
  5. whether any gift will at any point be left with the Municipality.
- 3.6 Any disclosure statement is a matter of public record.
- 3.7 On receiving disclosure statements, the Integrity Commissioner shall examine it to ascertain whether the receipt of the gift or benefit might, in their opinion, create a conflict between a private interest and the public duty of a Member. In the event that the Integrity Commissioner makes the preliminary determination, they shall call upon the Member to justify receipt of the gift or benefit.
- 3.8 Should the Integrity Commissioner determine that receipt was inappropriate, he or she may direct the Member to return the gift, reimburse the donor for the value of any gift or benefit already consumed, forfeit the gift, or remit the value of any gift or benefit already consumed to the Municipality.
- 3.9 Except in the case of category (f), a Member may not accept a gift or benefit worth in excess of \$500.00 or gifts and benefits from one source during a calendar year worth in excess of \$500.00.

#### **RULE NO. 4 – REMUNERATION**

- 4.0 Every Councillor shall, on an annual basis, publicly disclose all remuneration paid to him or her as a result of being elected as a Member of Council, including all amounts earned in connection with sitting on any and all Agencies, Boards, Commissions, and Council Committees to which they are appointed by virtue of being Members of Council.

## **RULE NO. 5 – CONFIDENTIALITY**

- 5.1 No Member shall disclose or release by any means to any member of the public, any confidential information acquired by virtue of their office, in either oral or written form, except when required by law or authorized by Council to do so. Nor shall any Member permit any persons other than those who are entitled thereto to have access to confidential information.
- 5.2 No Member shall use confidential information for personal or private gain, or for the gain of relatives or any person or corporation.
- 5.3 Members should not access or attempt to gain access to confidential information in the custody of the Municipality unless it is necessary for the performance of their duties and not prohibited by Council policy.
- 5.4. Pursuant to the *Procedure By-Law*, a matter that has been discussed at an *in-camera* (closed) meeting remains confidential. No Member shall disclose the content of any such matter, or the substance of deliberations, of the *in-camera* meeting until the Council or committee, local board or agency discusses the information at a meeting that is open to the public or releases the information to the public.
- 5.5 Pursuant to the *Municipal Act*, information that concerns personnel, labour relations, litigation, property acquisitions, the security of the property of the Municipality or a local board, and matters authorized in other legislation shall remain confidential. For the purposes of the *Code of Conduct*, “confidential information” also includes this type of information.

### **Commentary**

- [1] Confidential information includes information in the possession of the Municipality that the Municipality is either prohibited from disclosing, or is required to refuse to disclose, under the *Municipal Freedom of Information and Protection of Privacy Act* (“MFIPPA”), or other legislation. Generally, MFIPPA restricts or prohibits disclosure of information received in confidence from third parties of a corporate, commercial, scientific or technical nature, information that is personal, and information that is subject to solicitor-client privilege.
- [2] The following is a non-exhaustive list of examples of the types of information that a Member must keep confidential:
- a. items under litigation, negotiation, or personnel matters;
  - b. information that infringes on the rights of others (i.e. sources of complaints where the identity of a complainant is given in confidence);
  - c. unit pricing pertaining to lump-sum contracts, tenders, or requests for proposal;
  - d. information deemed to be “personal information” under the *Municipal*



- Conflict of Interest Act*; and
- e. statistical data required by law not to be released (i.e. certain census or assessment data).

#### **RULE NO. 6 – CONFLICT OF INTEREST**

- 6.1 Members are bound by the *Municipal Conflict of Interest Act* and the *Procedure By-law* to identify and disclose any pecuniary interest in any item or matter before the Council or any Standing Committee or other committees of Council.
- 6.2 Members shall not participate in activities that grant, or appear to grant, any special consideration, treatment, or advantage to an individual which is not applicable to every other individual member of the public.
- 6.3 Members of Council may seek conflict of interest advice, including a written opinion, from the Integrity Commissioner, as per the *Code of Conduct*. However, this will not provide immunity in any proceeding in a court of law brought pursuant to the *Municipal Conflict of Interest Act*.
- 6.4 Members shall not use their positions to further their private interests, nor shall they vote on any issue at Council or committee that puts them in a real or apparent conflict with their personal finances. They shall declare their conflict and recuse themselves.
- 6.5 Members of Council shall take all necessary steps to avoid preferential treatment or the appearance of preferential treatment for friends or family. Members shall recuse themselves from matters that pose a conflict with the finances of their spouses, parents, or children.
- 6.6 Members of Council shall not concurrently accept employment by an outside interest that is either incompatible with or in conflict with their official duties.

#### **Commentary**

- [1] Members of Council are governed by the *Municipal Conflict of Interest Act* and in the event a complaint under the Act is filed with the Court, the provisions of that statute take precedence over any authority given to the Integrity Commissioner to receive or investigate complaints regarding the alleged contraventions under the *Municipal Conflict of Interest Act*.

#### **RULE NO. 7 – USE OF MUNICIPAL PROPERTY, SERVICES, AND OTHER RESOURCES**

- 7.1 No Member of Council should use, or permit the use of municipal land, facilities, equipment, supplies, services, staff, or other resources for activities other than the business of the Corporation.

<b>Commentary</b>
[1] "Other resources" in Rule 7.1 can include, but are not limited to, Municipal-owned materials, websites, and Councillors' budgets.

- 7.2 No Member should obtain financial gain from the use or sale of Municipal-developed intellectual property, computer programs, technical innovations, or other items capable of being patented, since all property remains exclusively that of the Municipality.

**RULE NO. 8 – IMPROPER USE OF INFLUENCE**

- 8.1 No Member of Council shall use the influence of their office for any purpose other than the exercise of their official duties.
- 8.2 Members shall not hold out of the prospect or promise of future advantage through a Member's supposed influence within Council in return for present action or inaction.

<b>Commentary</b>
[1] Examples of prohibited conduct are the use of one's status as a Member of Council to improperly influence the decision of another person to the private advantage of oneself, or one's parents, children, spouse, staff members, friends, or associates (business or otherwise).
[2] This includes attempts to secure preferential treatment beyond activities in which Members normally engage on behalf of their constituents as part of their official duties.
[3] For the purpose of this Code, "private advantage" does not include a matter: [a] that is of a general application; [b] that affects a Member of Council, their parents, children, spouse, staff members, friends, or associates as one of a broad class or persons; or [c] that concerns the remuneration or benefits of a Member of Council in his or her capacity as a Member.

**RULE NO. 9 – BUSINESS RELATIONS**

- 9.1 No Member shall act as a paid agent before Council, its committees, or an agency, board, or commission of the Municipality except in compliance with the *Municipal Conflict of Interest Act*.
- 9.2 A Member shall not refer a third party to a person, partnership, or corporation in exchange for payment or other personal benefit.

- 9.3 No Member shall borrow money from any person who regularly does business with the Municipality unless such person is an institution or company regulated under the *Bank Act*, SC 1991, c 46.

**RULE NO. 10 – CONDUCT RESPECTING CURRENT AND PROSPECTIVE EMPLOYMENT**

- 10.1 No Member shall allow the prospect of their future employment by a person or entity to affect the performance of their duties to the Municipality.

**RULE NO. 11 – CONDUCT AT COUNCIL**

- 11.1 Members shall conduct themselves with decorum at Council in accordance with the provisions of the *Procedure By-Law*.
- 

**RULE NO. 12 – CONDUCT RESPECTING STAFF**

- 12.1 No Member shall use, or attempt to use, their authority or influence for the purpose of intimidating, threatening, coercing, commanding, or influencing any staff member with the intent of interfering with that person's duties, including the duty to disclose improper activities.
- 12.2 Members shall be respectful of the role of Municipal staff to advise based on political neutrality and objectivity and without undue influence from any individual Member or faction of Council. Accordingly, no Member shall maliciously or falsely injure the professional or ethical reputation, or the prospects or practice of staff, and all Members shall show respect for the professional capacities of the staff of the Municipality.
- 12.3 No Member shall compel staff to engage in partisan political activities or subject staff to threats or discrimination for their refusal to engage in such activities.
- 12.4 Only Council as a whole has the authority to approve budget, policy, committee processes, and other such matters. Accordingly, Members shall direct requests outside of Council-approved budget, process, or policy to the appropriate committee of Council.

<b>Commentary</b>
<p>[1] Under the direction of the Clerk, staff serves the Council as a whole, and the combined interests of all Members as evidenced through the decision of Council.</p> <p>[2] In practical terms, there are distinct and specialized roles carried out by Council as a whole and by Members when performing other roles. The key requirement of these roles are captured in Appendix "A" to the <i>Code of Conduct</i> and include dealing with the constituents and the general public, participating as Council Committee Members, participating as Chairs of Council Committees, and participating as Council representatives on agencies, boards, commissions, and other bodies. Similarly, there are distinct and specialized roles expected of Municipal staff in both the carrying out of their responsibilities and in dealing with Council.</p>



### **RULE NO. 13 – DISCREDITABLE CONDUCT**

- 13.1 All Members of Council have a duty to treat Members of the public, one another, and staff appropriately and without abuse, bullying, or intimidation, and to ensure that their work environment is free from discrimination and harassment.

<b>Commentary</b>
<p>[1] <i>The Ontario Human Rights Code</i>, as well as the Township of Armour Workplace Violence Policy and Workplace Harassment Policy, applies to the conduct of all.</p>



### **RULE NO. 14 – TRANSPARENCY AND OPENNESS IN DECISION MAKING**

- 14.1 Members shall endeavour to conduct and convey Council business and all their duties in an open and transparent manner other than for those decisions which by virtue of legislation are authorized to be dealt with in a confidential manner in closed session, so that stakeholders can observe the process and rationale which was used to reach decisions, and the reasons for taking certain actions.
- 14.2 Members shall accurately communicate the decisions of Municipal Council, even if they disagree with the majority decision of Council, and by doing so affirm the respect for and integrity in the decision-making processes of Council.
- 14.3 A Member may state that they did not support a decision or voted against a decision. However, Members shall refrain from making disparaging comments about other Members or about Council's processes and decisions.
- 14.4 When communicating with the public, a Member shall at all times refrain from speculating or reflecting upon the motives of other Members in respect of their actions as a Member of Council.



#### **RULE NO. 15 – FAILURE TO ADHERE TO COUNCIL POLICIES AND PROCEDURES**

- 15.1 Members of Council are required to observe the terms of all policies and procedures adopted by Council.
- 15.2 This provision does not prevent a Member of Council from requesting that Council grant an exemption from a policy.

#### **RULE NO. 16 – REPRISALS AND OBSTRUCTION**

- 16.1 Any reprisal or threat of reprisal against a complainant or anyone providing relevant information to the Integrity Commissioner is prohibited.
- 16.2 It is a violation of the *Code of Conduct* to obstruct the Integrity Commissioner in the carrying out of their responsibilities through, for example, the destruction of documents or the erasing of electronic communications.
- 16.3 Members shall respect the integrity of the *Code of Conduct* and any investigations conducted under it.

#### **RULE NO. 17 – ACTING ON THE ADVICE OF THE INTEGRITY COMMISSIONER**

- 17.1 Any written advice given by the Integrity Commissioner to a Member binds the Integrity Commissioner in any subsequent consideration of the conduct of the Member, as long as all of the relevant facts known to the Member were disclosed to the Integrity Commissioner.

#### **RULE NO. 18 – COMPLIANCE WITH THE CODE OF CONDUCT**

- 18.1 Sub-section 223.3(5) of the Municipal Act authorizes Council to impose either of two penalties on a Member of Council or a local board following a report by the Integrity Commissioner that, in their opinion, there has been a violation of the *Code of Conduct*:
  - a. A reprimand; or
  - b. Suspension of the remuneration paid to the Member in respect of their services as a Member of Council or the local board, as the case may be, for a period of up to 90 days.
- 18.2 For remedial purposes, the Integrity Commissioner may also recommend that Council or a local board take the following actions:
  - a. Revocation of a Member's membership on a committee or local board;
  - b. Removal of a Member from the Chair of a committee or local board;
  - c. Repayment or reimbursement of monies received;
  - d. Return of property or reimbursement of its value; or
  - e. A request for an apology to Council, the complainant, or both.

<b>Commentary</b>
[1] Members of Council are accountable to the public through the four-year election process. Between elections, they may become disqualified and lose their seat if, for example, they are convicted of an offence under the <i>Criminal Code</i> of Canada or for failing to declare a conflict of personal interest under the <i>Municipal Conflict of Interest Act</i> .

**ACKNOWLEDGEMENT SIGNATURE**

The undersigned elected official hereby acknowledges receipt of a copy of the Council Code of Conduct Policy.

---

Signature of Elected Official

---

Date of Signature

## **Appendix "A" to the Code of Conduct Township of Armour Council-Staff Protocol**

### **INTRODUCTION**

Members of Council and staff of the Municipality are both servants of the public and they are indispensable to one another. The Council directs the business of the Municipality and passes by-laws, or resolutions as appropriate, for decisions adopted by Council. The Township of Armour's Council Staff Protocol sets out guidelines and ground rules for the effective interaction of Municipal Council and staff members in the governing and management of the municipality.

Council has delegated responsibility to the Clerk for the administration of the affairs of the Municipality in accordance with the by-laws adopted. This means that under the direction of the Clerk, staff have the responsibility and the authority to provide consultation, advice and direction to Council and to implement Council-approved policy. Accordingly, staff establish the appropriate administrative directives, procedures, systems, structures and internal controls to implement the goals and objectives of Council, and to manage implementation within the resources at their disposal.

Role clarification and sensitivity to the difference between the roles played by Council and staff are fundamental to the success of our working relationships. Both Council and staff have a responsibility to understand their role and follow the Council-Staff Protocol accordingly. Both Council and staff are expected to enhance public education by providing context and process information about decision-making. Council and staff are required to work together towards policy development and implementation while understanding the various roles and expectations necessary for a highly effective working relationship.

Council and staff operate within a very complex environment. Therefore, some flexibility is required. Maintaining mutual respect between Municipal staff and Council Members is the only way to foster highly effective working relationships. Defining roles and expectations in advance helps achieve effective relationships that are equitable and without favouritism. Council and staff demonstrate respect by refraining from expressing criticism of each other in public or through public communications regardless of the medium.

### **SCOPE**

This Council-Staff protocol applies to all Members of Municipal Council and Municipal staff, and members of boards and staff of related agencies, boards, and commissions.

Council and Staff will review the Council-Staff Protocol at the beginning of each new term of Council (at least once every four years) and incorporate any necessary amendments.

## **ROLES, RESPONSIBILITIES, AND EXPECTATIONS**

### **General**

The core values held by Members of Council, committees, or local boards and Municipal staff are *integrity, ethics, accountability, responsibility, service, service quality, trust, and leadership*. These values will be reflected in policy decisions, policy implementation, and will form a vital part of the Township of Armour's everyday operation.

In order to best embody these values, the jointly-held responsibilities of all Members of Council, committees, or local boards and Municipal staff are as follows:

- [a] Demonstrate commitment to communication and consultation among ourselves and with the general public.
- [b] Show leadership, relying on our knowledge and judgment, and respond based upon our areas of expertise.
- [c] Maintain confidentiality at in-camera, committee and other meetings.

### **The Reeve**

*The Reeve, for example:*

- [a] Is the Chief Executive Officer of the Municipality;
- [b] Carries out the duties of the head of Council under the Municipal Act or any other Act;
- [c] sees that the laws for the government of the Corporation are duly executed and obeyed;
- [d] oversees the conduct of the subordinate officers in the government and administration and sees that all proven negligence, carelessness and violation of duty are dealt with;
- [e] communicates information and recommendations to the Council from time to time that will tend to the improvement of the government;
- [f] presides at all meetings of Council and ensures that all proceedings and conduct are enacted in accordance with the Procedure By-Law so that the business of Council can be carried out efficiently and effectively;
- [g] may summon a special meeting of the Council within a specified time period, as well as when requested to do so in writing by a majority of Members;
- [h] represents the views and interest of the Municipality, its residents and taxpayers at a variety of official, public, ceremonial and intergovernmental events; and
- [i] signs all By-laws and may sign debentures and promissory notes on behalf of the municipality.



## **Council**

### *The Whole Council, for example:*

- [a] exercises the authority delegated by the provincial legislature to the municipality and does not possess authority separate to that derived from provincial statute;
- [b] is the legislative arm of the municipality and makes laws, determines property taxation levels, allocates expenditures and holds civic staff accountable by providing them with direction, assigning resources and monitoring policy decisions as implemented by staff;
- [c] must have a quorum in order to vote to amend or enact by-laws;
- [d] in a Committee-of-the-Whole meets as a general Committee to discuss and vote on which recommendations shall be forwarded to Council for subsequent decision;
- [e] may sub-delegate administrative authority where the delegation does not entail power to determine or adjudicate rights; make policy; or take legislative action;
- [f] receives all reports of all Committees and other designated bodies for their acceptance, amendment, deferral as the Council deems appropriate;
- [g] holds regular and special meetings of Council in open sessions; a Committee-of-the-Whole meeting in open or closed session for legal, personnel or property matters of a sensitive nature;
- [h] may not amend or pass any by-law where Council meets as a Committee-of-the-Whole; and
- [i] follows the procedures it establishes in the Council Procedure By-law.

### *Councillors generally, for example:*

- [a] represent the views of the public and exercise judgment to make decisions on behalf of them;
- [b] respond to resident inquiries or refer such inquiries to appropriate staff or other organizations and generally provide assistance to constituents;
- [c] participate in Council meetings and undertake the activities within the authority, operations and procedures of Council as outlined in (a) above;
- [d] choose among alternatives and reconcile conflict among competing priorities;
- [e] stay informed and keep up to date;
- [f] in Council, correct deficiencies in the system; and
- [g] in Council, determine the overall system and structure of the Corporation.

### *Committees of Council, as a Whole, for example:*

- [a] request reports as required to aid in their decisions on recommendations to Council;
- [b] report and make recommendations to Council on policy matters referred to them;
- [c] provide access to public communication and deputation on matters within their purview; and
- [d] examine all accounts connected with discharging its duties or under its supervision in accordance with the *Procedure By-law*, the *Purchasing By-law*, and other by-laws.

### *Council Committee Chairs, for example:*

- [a] review, identify and prepare agenda items and priorities with Department Heads and the Office of the Clerk as appropriate;

- [b] ensure program policies and priorities are established by the Committee;
- [c] are often called upon at Council to answer questions on Committee recommendations;
- [d] conduct meetings, provide direction, ensure fair and open discussion of agenda items in accordance with established procedures; and
- [e] may call special meetings of the Committee when the Chair or Members feel it is necessary to do so.

*Council Members on Agencies, Boards and Commission, generally:*

- [a] perform as part of a Board, most of the same roles as Standing Committees;
- [b] balance their role as the custodian of the Municipality's tax dollars and representative of Council policies, with that of their fiduciary and other duties as a Board Member;
- [c] provide specialized advice and expertise to aid in decision making; and
- [d] provide an essential link between the body and Council such that Council positions can be conveyed to the body and vice-versa.

---

The expectations of Council, its committees, and its Members in fulfilling the above roles and responsibilities are as follows:

- [a] govern and provide/set clear political direction;
- [b] establish the municipality's vision and goals, and define needs and outcomes to be achieved through empowerment and effective staff performance;
- [c] act as a whole in developing policy;
- [d] respond to constituents concerns, keep Municipal staff members informed, be open to discussion and ask for clarification when needed;
- [e] understand that individual Council Members represent Council as a whole in the eyes of the public and staff members. Council Members have a responsibility to bring controversial decisions back to the whole Council;
- [f] refrain from providing individual direction to the Clerk to initiate any action or prepare any report of a significant nature, or initiate any project or study without the consent of the entire Council;
- [g] ask questions of staff members prior to the public meetings whenever possible;
- [h] refrain from attempting on an individual basis to change or interfere with the operations and practices of any Municipal department. Any questions or concerns related to operating rules and practices should be directed to the Supervisor of the department and any service requests should be directed to the Clerk;
- [i] be sensitive to staff workload and resources;
- [j] refrain from using administrative resources for political/personal purposes;
- [k] refrain from micro-managing;
- [l] be open-minded, supportive; staff are fallible;
- [m] praise publicly and criticize privately; and
- [n] respect administrative expertise; show respect.

## **Staff**

### ***Municipal Staff, for example:***

- [a] provide timely and useful advice to Council and its Committees;
- [b] carry out specific directives, motions and policies approved or delegated to them by the Council;
- [c] follow the intent of Council directions;
- [d] alert Council to legal limitations of proposals, or changes in legislation, or unintended impacts of decisions;
- [e] administer the organization and are responsible for day-to-day tasks in operations management;
- [f] recommend policies, programs and budgets to Standing Committees and Council;
- [g] respond to public inquiries and advise on Council approved policies;
- [h] use allocated resources appropriately;
- [i] stay informed and up to date;
- [j] undertake research and report in findings;
- [k] evaluate staff assigned and correct any performance as required; and
- [l] encourage the development of all staff under their supervision.

The expectation of Municipal staff in fulfilling the above roles and responsibilities are as follows:

- [a] adhere to current Council approved policy;
- [b] accept that Council sets the agenda; refrain from directly or indirectly lobbying Council;
- [c] changes to policy should be formalized through reports to Municipal Council. Keep Council informed and do not blind side them (no surprises);
- [d] respect the limitations of the time of Council Members;
- [e] be respectful and patient; don't point fingers of blame toward Municipal Council;
- [f] provide factual, clear, timely and professional advice based upon professional judgment but also include a range of options where applicable;
- [g] provide high quality advice to Council based on political neutrality and objectivity irrespective of party politics, the loyalties of persons in power, or their personal opinions;
- [h] respect Council's political decisions and refrain from making public any personal comments related to those decisions; and
- [i] address Council questions on a timely basis and seek clarification when necessary and where appropriate.

**THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR****BY-LAW #73-2025**

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  
16<sup>th</sup> day of December, 2025.

---

Rod Ward, Mayor

---

Charlene Watt, Clerk



**Schedule "A"**  
**to By-law #73-2025**

**AGREEMENT**

Made in duplicate this 16<sup>th</sup> day of December, 2025.

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 Armour 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 effect from the 1<sup>st</sup> day of January, 2026 until the 31<sup>st</sup> day of December, 2026 and said agreement shall be subject to renewal after the 1<sup>st</sup> day of January, 2027.
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, Clerk

**THE CORPORATION OF THE TOWNSHIP OF  
RYERSON**

---

George Sterling, Mayor

---

Nancy Field, Clerk

THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR  
BY-LAW #74-2025

Being A By-Law to Authorize the Execution of a Memorandum of Understanding Between The Municipal Corporation of the Township Of Armour and the Almaguin District Snowmobile Club for the use of Municipal Property

**WHEREAS** Section 263 of the Ontario Municipal Act, R.S.O., 1990, as amended, confers upon a municipal Council "jurisdiction over all highways and bridges in the municipality."

**AND WHEREAS** the Almaguin District Snowmobile Club has requested the municipality allow access to municipal property, as per Schedule "A" attached;

**AND WHEREAS** the OFSC has standardized the terms and conditions of "Land Use Permission" to enter upon municipal property in the form of a Memorandum of Understanding;

**AND WHEREAS** Council deems it expedient in the interest of local Economics and Recreational Development to take steps to enhance snowmobile trail development within the municipality;

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

- 1. The Clerk is hereby authorized to execute a Memorandum of Understanding with the Almaguin District Snowmobile Club, as represented by the local snowmobile club for the use of municipal property, described as Part Lot 5, Concession 7 (Peggs Mountain Road), Part Lot 17, Concession 9 (Garage Road) and unopened road allowances described as PINS 52142-0268 and 52145-0231 per Schedule "A" in the Township of Armour.
- 2. This by-law shall become effective upon the date of passing thereof.

Read in its entirety, approved,  
signed and the seal of the  
Corporation affixed thereto and  
finally passed in open Council  
this 16<sup>th</sup> day of December, 2025.

\_\_\_\_\_  
Rod Ward, Mayor

\_\_\_\_\_  
Charlene Watt, Clerk



SCHEDULE A  
TO BY-LAW #74-2025  
ALMAGUIN DISTRICT SNOWMOBILE CLUB

PIN 52142-0268:

PT LT 5 CON 7 ARMOUR AS IN RO182886 EXCEPT RO193003 (PEGGS MOUNTAIN ROAD)

And

PIN 52145-0231:

PT LT 17 CON 9 ARMOUR (GARAGE ROAD)



THE MUNICIPAL CORPORATION OF THE  
TOWNSHIP OF ARMOUR

LANDOWNER NAME: THE MUNICIPAL  
CORPORATION OF THE TOWNSHIP OF ARMOUR  
ADDRESS : 0  
PIN: 521420268  
DESCRIPTION: PT LT 5 CON 7 ARMOUR AS IN  
RO182886 EXCEPT RO193003; ARMOUR  
Expires on: 2034-07-01

View History



1 record found.

MUNICIPAL CORPORATION OF THE TOWNSHIP  
OF ARMOUR

564 GARAGE RD  
LANDOWNER NAME: MUNICIPAL CORPORATION OF  
THE TOWNSHIP OF ARMOUR  
ADDRESS : 564 GARAGE RD  
PIN: 521450231  
DESCRIPTION: LT 17 CON 9 ARMOUR; ARMOUR  
Expires on: 2034-07-01

View History



**MEMORANDUM OF UNDERSTANDING (MOU)  
PRESCRIBED SNOWMOBILE TRAIL LAND USE PERMISSION**

I, The Township of Armour, being the owner and/or occupier (hereinafter the "Landowner") of the legally described lands below, hereinafter the "Lands",

Address including lot #, concession # and/or other legal description.  
Township road allowances on which trail runs  
plus Lot 17, Concession 9 (garage) and lot 5,  
Con 7 (near Mtn road)

Township, County, District, Region, Municipality. Include all that apply.  
Armour, ON

hereby gives the Almaguin District Snowmobile Club, hereinafter the "Local Snowmobile Club" and/or "LSC", a license to enter onto, and access, the Lands on the following terms and conditions:

1. The term of this MOU is from December 8, 2025 to July 1, 2034.
2. The LSC shall remain a member in good standing with the Ontario Federation of Snowmobile Clubs (OFSC) during the term of this MOU. At the Landowner's request, the LSC will provide its current OFSC Certificate of Insurance (COI).
3. The Landowner grants a license to the LSC so the LSC can enter the Lands to establish, groom, maintain, sign and use the Lands for snowmobiling by legally permitted snowmobiles and their riders.
4. The LSC will provide liability insurance of \$15,000,000.00 through an OFSC-held insurance policy (the "OFSC Insurance Policy" or "OFSCIP") for liability arising from the grooming, operation, use and maintenance of the snowmobile trail but only with respect to the negligence of the LSC for those operations usual to a snowmobile trail. The Landowner's signature on this MOU confirms its coverage provided that the Landowner charges no fee to use the Lands.
5. The Landowner will be added as an additional insured under the OFSCIP but only with respect to liability arising from the operations of the named LSC. Coverage will be extended to the Lands through an insurance policy held by the OFSC and its member organization snowmobile club. The OFSCIP does not cover the Landowner's willful misconduct and/or negligence.
6. The Landowner and LSC have each initialed a sketch or map of the Lands attached as "Schedule 'A'" to this MOU.
7. Before or after the winter months when there is no snow cover, the LSC may access the Lands to open, close, upgrade and maintain the snowmobile trail.
8. During the winter months the LSC shall maintain that portion of the Lands used as a snowmobile trail in reasonably good condition for snowmobiling and the LSC may also perform other upgrades and/or trail maintenance or other similar works or projects.
9. The LSC shall post snowmobiling signage on the snowmobile trail and annually remove litter from the snowmobile trail.
10. If valid permitted and exempted snowmobiles and their riders damage property on the Lands used for snowmobiling, the LSC will repair or replace the damaged property.
11. The Landowner authorizes the LSC's or OFSC District's representative(s) to be its agent(s) to cooperate with local law enforcement agencies' efforts to supervise and enforce the uses of the Lands permitted by this MOU under the *Trespass to Property Act*, R.S.O., 1990 c. T.21, the *Motorized Snow Vehicles Act*, R.S.O. 1990 c. M.44 and the *Occupiers Liability Act*, R.S.O. 1990 c. O.2, all as amended.
12. Either party may terminate this MOU by providing at least 60 days' prior written notice to the other party as listed below.
13. Additional Conditions:

**LANDOWNER/OCCUPIER**

Name The Township of Armour	Email clerk@armourtownship.ca
Address 56 Ontario St, Burk's Falls, ON	Phone 705-382-3332

**LOCAL SNOWMOBILE CLUB**

Name - Club Contact Terry Sharer	Phone 705-333-4524	Email almaguindistrictsnowmobileclub@hotmail.co
-------------------------------------	-----------------------	----------------------------------------------------

Landowner Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Club Signature: Terry Sharer Digitally signed by Terry Sharer  
Date: 2025.12.08 00:15:15 -05'00'

Date: Dec 8, 2025

Schedule A Attachments:

- ☐ sketch and/or  
☒ map

## Planning Department Report

### Consents

Roll #	Address	Date	File #	Status	Note
3-19700	Con 13 Part Lot 11	11/25/2022		Legal, CBO, By-law, Engineers Involved	Site Alteration / Rezoning issue / FP update
<b>SOLARBANK</b>	<b>219 Peggs Mountain Road</b>	<b>11/24/2025</b>		<b>Stormwater Mgmt Plan - Resubmission</b>	<b>Solar Battery Storage Facility</b>
3-21300	1476 N Pickerel Lake Road	05/16/2025	B-006/25	Suitable Entrance Condition Satisfied	Create 1 new residential lot + retained
<b>2-28300</b>	<b>348 Woods Road</b>	<b>11/27/2025</b>	<b>B-051/25; B-052/25 &amp; B-053/25</b>	<b>Awaiting Notice of Decision</b>	<b>Create 3 new lots + Retained</b>
3-23800	183 Pevensey Road	02/25/2025		Pre-consultation Meeting	Sever to create 1 new lot, 1 lot addition and retained
3-17500	Con 13, Part Lot 3	01/13/2025		Awaiting Application	Create 4 new lots + retained - concerns with suitable entrances
2-17600	13 Garage Road	10/02/2025	B-015/25 & B-016/25	CIL paid	Sever to create 1 new lot, 1 rural industrial lot and retained
2-29420	123E Nicolia Drive	09/10/2025		Notice of Decision	Create 2 new lots + retained
2-29200/2-23700	Con 9 Lot 20 / Con 10 Lot 20	04/28/2025		Inquiry	Sever 2 merged lots to create 2 lots with road frontage
2-10200	Con 7 & 8, Part Lots 17 & 18	10/30/2025	B-027/25 & B-028/25	Suitable Entrance Condition Satisfied	Create 2 new lots + retained
1-09105	809A Cherry Hill Road	06/09/2025		Inquiry	Lot addition
3-11010	273 Berriedale Road	07/31/2025		Awaiting Application	Create 3 new lots + Retained
2-23700	820 Garage Road	09/03/2025		Pre-consultation Meeting	Create 3 new lots + Retained
1-59320	195 Madill Road	11/05/2025		Pre-consultation Meeting	Create 1 new lot + Retained
1-06350	212 Owl Lake Road	11/07/2025	B-044/25	Notice of Decision	Create 1 new residential lot + retained
				Discrepancy between application and PB	
1-63700/1-63900	723 Skyline Drive	11/03/2025	B-049/25	Circulation - Planner not supportive	Lot addition from 1-63700 to 1-63900

### Subdivisions

Roll #	Address	Date	File #	Status	Note
1-08900	Cherry Hill Rd / Deer Lake	12/09/2025		CIL Requested	15 lot subdivision with common element road

### Shore Roads / Road Allowances

Roll #	Address	Date	File #	Status	Note
				PIN # created, awaiting legal documents -	
1-34000	98 Doe Lake Peninsula	11/25/2025		FUP with Lawyer	Trf shore road - 1988 Admin Error
1-08610	879 Three Mile Lake Road	12/09/2025		Circulation Notice	Purchase shore road across the road



## Planning Department Report

### Site Plans

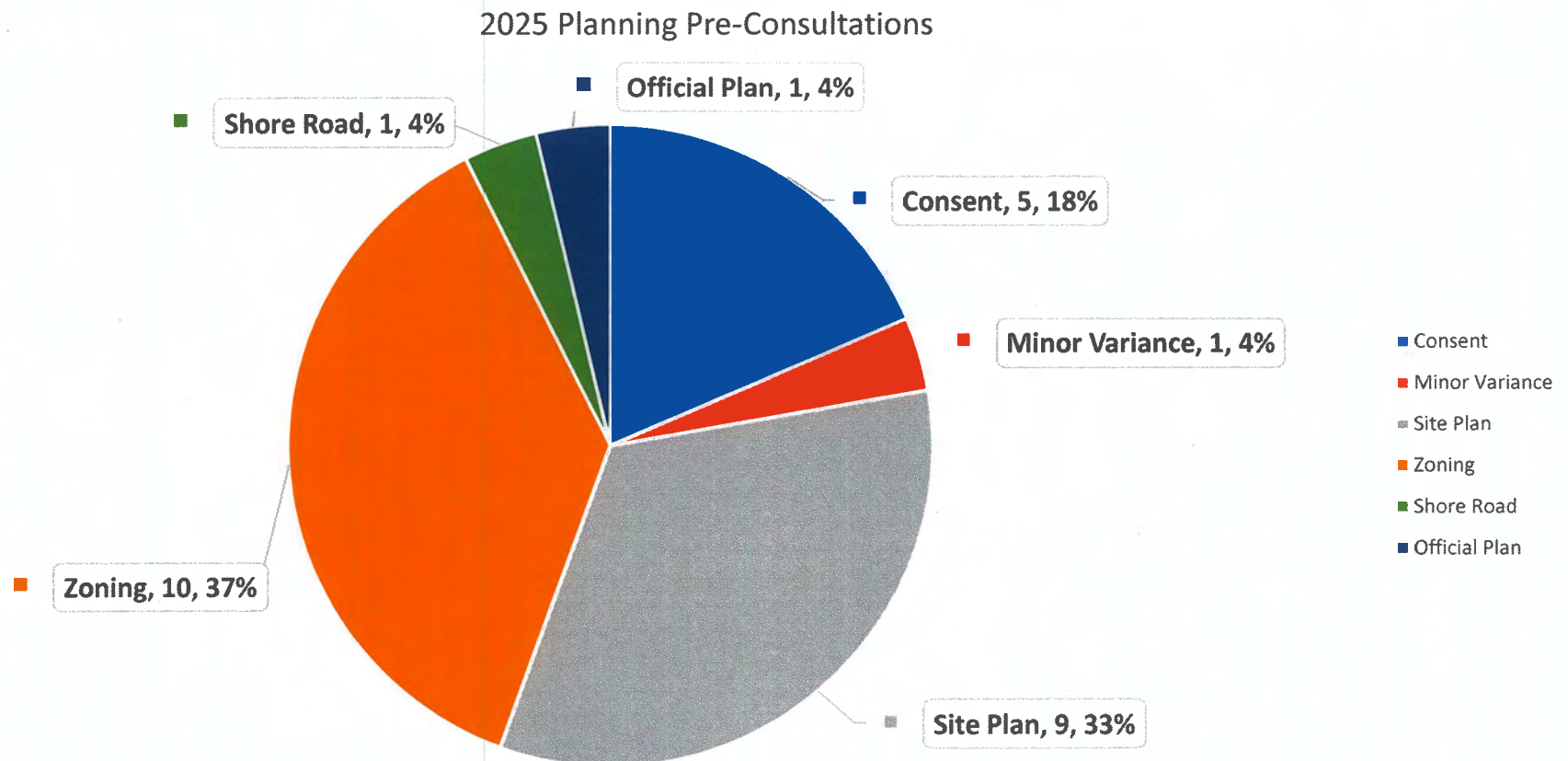
Roll #	Address	Date	File #	Status	Note
3-23905	809 Berriedale Road	06/14/2023		File Closed - LOC File Remains Open	New rural industrial business
3-07625	Con 11 Part Lot 32	08/08/2024		By-law Officer - review regeneration	Tim Bryson sent recommendations via email
2-32200	2214 Pickerel & Jack Lake Road	11/04/2024		Road Boring to address in agreement	Demo - Rebuild in FP-48
<b>1-34000</b>	<b>98 Doe Lake Peninsula</b>	<b>11/25/2025</b>		<b>Legal - shore road trf pending</b>	<b>Demo/Rebuild - shore road trf too</b>
1-69900	39 Magview Drive	10/02/2025		Invoice	New dwelling on Mag River
Pending	303 Relative Road	01/13/2025		Pre-consultation	RC use of property
1-73100	943 Relative Road	10/02/2025		Invoice	Demo all structures on property and rebuild
2-01431	Lot 9, Millies Way	10/02/2025		Invoice	Construction of a new Single Detached Dwelling
3-30420	1857 Pevensey Road	10/23/2025		Legal	Construction of a new Single Detached Dwelling and Garage
2-13500	89 Ontario Street	08/20/2025		Pre-consultation	Demo and rebuild Additional Residential Unit
2-07002	5 Hill Top Road	09/16/2025		Pre-consultation	Construct a car wash - site plan amendment

### Zonings

Roll #	Address	Date	File #	Status	Note
2-07015	51 Commercial Drive	02/28/2023		Pre-Consultation- PJR Required	Site Specific - Commercial w Residential units
3-19716 to 3-1972	240-268 N Pickerel Lake Road	10/21/2024		Application Refused - Engineer Disagree	FP mapping update after site alteration
<b>2-12200</b>	<b>Con 7 Lot 32</b>	<b>12/01/2025</b>		<b>File Closed - Inactive</b>	<b>Woodland Retreat</b>
Pending	303 Relative Road	01/13/2025		Awaiting Application	RC use of property
<b>SOLARBANK</b>	<b>219 Peggs Mountain Road</b>	<b>11/19/2025</b>		<b>Municipal Planner Recommendation expected in 01/2026</b>	<b>Solar Battery Storage Facility (OPA/ZBA)</b>
<b>FIRE HALL</b>	<b>Peggs Mountain Road</b>	<b>11/25/2025</b>		<b>Holding Removal Completed</b>	<b>PARTIAL HOLDING REMOVAL ON PROPERTY</b>

TOTAL # OF TELECONFERENCE PRE-CONSULTATION MEETINGS TO DATE FOR 2025: 27

Row Labels	Count of Application
Consent	5
Minor Variance	1
Site Plan	9
Zoning	10
Shore Road	1
Official Plan	1
<b>Grand Total</b>	<b>27</b>





# BUILDING PERMIT REPORT

December 2025

2025 PERMITS						
PERMIT #	ROLL #	DATE OF ISSUE	LEGAL DESCRIPTION	WORK TYPE	INSPECTIONS	COMMENTS
25-001	4919 000 002 08100	February 24, 2025	Con 7 PT Lot 6 Plan PSR-860	Garage	HVAC/RI	
25-002	4919 000 001 32150	January 30, 2025	Con 2 PT Lot 21 RP 42R17381	New Home	OCCUPANCY	Tarion #117824
25-003	4919 000 002 13500	Changes Requested	Plan 315 Lot 48	Home Business		
25-008	4919 000 002 01425	April 9, 2025	Plan 42M675 Lot 3	New Home	SOIL GAS BARRIER	Tarion #118128
25-009	4919 000 002 18600	Changes Requested	Con 8 PT Lots 17 and 18	Trailer Canopy		
25-011	4919 000 003 04300	March 31, 2025	Con 11 PT Lot 19	Renovation	PLUMB/RI	
25-012	4919 000 002 29515	April 8, 2025	Plan 42M632 PT Lot 8	Storage Shop	FRAME	
25-013	4919 000 002 01435	April 9, 2025	Plan 42M675 Lot 13	Garage	FRAME	
25-014	4919 000 001 71000	June 6, 2025	Con 5 PT Lot 17	Dock		
25-015	No Roll Assigned Yet	May 8, 2025	42R22416 Part 1	Outhouse	FINAL FAILED	Fail Code: 3
25-016	4919 000 002 16800	April 22, 2025	Con 8 PT Lot 8 and 9	Alterations	FOOTINGS	
25-017	4919 000 001 07300	May 26, 2025	Con 1 PT Lot 18	Cottage Addition	FRAME FAILED	Fail Code: 1
25-018	4919 000 001 20600	May 8, 2025	Plan M451 PT Lot 1	Addition	INSUL/VB	
25-019	4919 000 001 50200	May 15, 2025	Plan M270 Lot 21	New Home	PLUMB/RI FAILED	Fail Code: 2, Tarion #118356
25-020	4919 000 001 69900	July 23, 2025	Con 5 PT Lot 11	New Home	INSUL/VB	Tarion #118652
25-021	4919 000 001 65680	May 26, 2025	Con 5 PT Lot 3	Garage	FRAME	
25-022	4919 000 001 04603	June 5, 2025	Con 1 PT Lot 7	New Home	INSUL/VB	Tarion #118651
25-023	4919 000 003 05610	June 9, 2025	Con 11 PT Lot 26	Garage	FRAME FAILED	Fail Code: 3
25-024	4919 000 001 22800	June 3, 2025	Con 2 PT Lot 9	Roof Overhang	FRAME	
25-025	4919 000 001 52300	June 11, 2025	Con 3 PT Lot 21	New Home	PLUMB/RI	Tarion #118650
25-026	4919 000 001 71000	June 13, 2025	Con 5 PT Lot 17	Garage	FRAME FAILED	Fail Code: 3
25-028	4919 000 003 13900	June 9, 2025	Con 12 PT Broken Lots 27 and 28	Garage	FINAL FAILED	Fail Code: 3
25-029	4919 000 003 07444	June 11, 2025	Plan 42M618 Lot 6	Garage	AIR BARRIER	
25-030	4919 000 002 13700	June 16, 2025	Plan 315 Lot 46	Alterations/Repairs	FINAL FAILED	Fail Code: 1
25-032	4919 000 001 33100	August 29, 2025	Con 2 Lot 27	Garage	FOOTINGS	
25-033	4919 000 001 16400	June 20, 2025	Plan 158 Lot 9	Garage	FOOTINGS	
25-036	4919 000 002 29515	July 2, 2025	Plan 42M632 PT Lot 8	Addition	OCCUPANCY	
25-038	4919 000 002 08304	June 25, 2025	Con 7 PT Lot 6	Storage Shed		
25-039	4919 000 001 34000	July 11, 2025	Con 3 PT Lot 1	Seasonal Residence	INSUL/VB	
25-040	4919 000 002 08700	July 14, 2025	Con 7 PT Lot 8	Addition	AIR BARRIER	
25-041	4919 000 001 26503	July 14, 2025	Plan M91 PT BLK C RP 42R20038	Garage	FINAL FAILED	Fail Code: 1 and 3
25-042	4919 000 002 05106	July 14, 2025	Con 6 PT Lot 20	Garage	FINAL FAILED	Fail Code: 3
25-043	4919 000 002 03000	July 16, 2025	Con 6 PT Lot 7	Storage Building		
25-044	4919 000 001 73100	August 13, 2025	Con 5 PT Lot 17	Seasonal Dwelling	HVAC/RI	
25-045	4919 000 001 16600	August 15, 2025	Plan 158 Lot 4 to 6	Garage Addition		
25-046	4919 000 002 09880	August 13, 2025	Con 7 Lot 15	Renovations/Repairs	PLUMB/RI FAILED	Fail Code: 1 and 2
25-047	4919 000 001 29505	August 7, 2025	Con 2 PT Lot 13	New Home	OCCUPANCY FAILED	Fail Code: 1, Tarion #118879

## BUILDING PERMIT REPORT

December 2025

25-048	4919 000 001 59320	September 2, 2025	Con 4 PT Lot 3	Gazebo	FOOTINGS	
25-049	4919 000 002 10150	September 15, 2025	Con 7 PT Lot 17	Seasonal Dwelling	FOOTINGS	
25-050	4919 000 001 04611	August 15, 2025	Con 1 PT Lot 7 RP 42R22645 Part 1	New Home	AIR BARRIER	Tarion #118880
25-051	4919 000 003 05300	August 22, 2025	Con 11 PT Lot 23	Cottage	PLUMB/RI FAILED	Fail Code: 2
25-053	4919 000 002 09880	August 25, 2025	Con 7 Lot 15	Pavillion Replacement	FOOTINGS FAILED	Fail Code: 1
25-055	4919 000 001 43585	September 5, 2025	Con 3 PT Lot 17	Repairs/Alterations	FRAME FAILED	Fail Code: 1 and 3
25-057	4919 000 001 30265	September 15, 2025	Con 2 PT Lot 15	Shipping Container		
25-058	4919 000 002 09900	September 19, 2025	Con 7 PT Lots 16 to 18	Demo/Rebuild Deck		
25-059	4919 000 001 30265	September 15, 2025	Con 2 PT Lot 15	Shipping Container		
25-061	4919 000 002 31100	October 8, 2025	Con 10 PT Lot 29	Alterations/Renovations		
25-062	4919 000 002 31100	October 8, 2025	Con 10 PT Lot 29	Addition/Alterations		
25-063	4919 000 002 31100	October 27, 2025	Con 10 PT Lot 29	Addition/Alterations		
25-064	4919 000 001 30265	Changes Requested	Con 2 PT Lot 15	Addition		
25-065	4919 000 002 05105	September 24, 2025	Con 6 PT Lot 20	Garage	FRAME	
25-066	4919 000 003 28900	September 15, 2025	Plan 199 Lot 5	Storage Shed		
25-067	4919 000 002 07006	September 22, 2025	Con 7 PT Lot 5	Commercial Signs		
25-068	4919 000 002 05102	September 24, 2025	Con 6 PT Lot 20	New Home	BACKFILL	Tarion #118942
25-069	4919 000 002 09900	September 19, 2025	Con 7 PT Lots 16 to 18	Deck Repairs		
25-070	4919 000 002 09900	September 19, 2025	Con 7 PT Lots 16 to 18	Deck Repairs		
25-071	4919 000 002 27100	September 24, 2025	Con 10 PT Lot 6	Solar Panels		
25-072	4919 000 003 12412	October 27, 2025	Con 12 PT Lot 20	New Home		Tarion #119186
25-073	4919 000 002 31100	Changes Requested	Con 10 PT Lot 29	Storage Building		
25-074	4919 000 003 17518	October 27, 2025	Con 13 PT Lot 3	New Home		Tarion #119187
25-075	4919 000 002 07050	Changes Requested	Con 7 PT Lot 5	Fire Hall		
25-076	4919 000 002 09701	October 29, 2025	Con 7 PT Lot 13	Shipping Container		
25-077	4919 000 001 70900	Changes Requested	Con 5 PT Lot 17	Repairs		New permit. BP #2002-72 has been revoked.
25-078	4919 000 001 73602	November 5, 2025	Con 5 PT Lot 18 PCL 4285	Alterations	FRAME	
25-079	4919 000 003 29700	December 1, 2025	Plan 199 Lot 13	Alterations/Repairs		
25-080	4919 000 001 42400	November 25, 2025	Plan 60 Lots 3 and 4	Foundation Repairs		

### DEMOLITION PERMITS

PERMIT #	ROLL #	DATE OF ISSUE	LEGAL DESCRIPTION	DEMOLITION PROJECT	COMMENTS
24-D5	4919 000 002 33400	July 25, 2024	Con 10 PT Lot 30	Demo Fire Damage to House	
25-D1	4919 000 001 71000	April 23, 2025	Con 5 PT Lot 17	Demo Shed	
25-D2	4919 000 003 19400	April 11, 2025	Con 13 PT Lot 10	Demo House	
25-D4	4919 000 001 50200	May 15, 2025	Plan M270 Lot 21	Demo Cottage	
25-D6	4919 000 001 34000	July 11, 2025	Con 3 PT Lot 1	Demo Cottage	
25-D7	4919 000 001 20900	August 11, 2025	Con 2 PT Lot 8	Demo all structures on property	
25-D8	4919 000 002 13500	August 15, 2025	Plan 315 Lot 48	Demo Secondary Dwelling Unit	
25-D9	4919 000 003 05300	August 22, 2025	Con 11 PT Lot 23	Demo Cottage	



# BUILDING PERMIT REPORT

December 2025

OUTSTANDING PERMITS						
PERMIT #	ROLL #	RENEWAL DATE	LEGAL DESCRIPTION	WORK TYPE	INSPECTIONS	COMMENTS
22-070	4919 000 003 05610	September 16, 2024	Con 11 PT Lot 26	Home Addition	OCCUPANCY	Final Electrical Required
22-077	4919 000 001 31018	November 6, 2023	Plan M445 Lot 10	Shed	FOOTINGS	
22-080	4919 000 002 15500	January 20, 2025	Plan 315 Lot 30 PT Lot 28	Home Addition	AIR BARRIER	
22-088	4919 000 003 19500	April 23, 2025	Con 13 PT Lot 10	Garage	FOOTINGS	
22-089	4919 000 003 22950	November 2, 2023	Con 14 Lot 4	Home Addition	FINAL	
22-090	4919 000 003 05300	March 17, 2025	Con 11 Lot 23	Complete Cabin #8	HVAC/RI	
22-091	4919 000 003 19000	February 6, 2025	Con 13 Lot 9	Seasonal Residence	FRAME	
22-097	4919 000 001 42200	December 8, 2023	Con 3 PT Lots 11 and 12	Pre-fab Storage	FINAL FAILED	Fail Code: 3
22-100	4919 000 001 31048	March 17, 2025	Lot 25 PT 12 Plan M445	Garage	BACKFILL	Renewal #20-022
22-101	4919 000 001 31048	March 17, 2025	Lot 25 PT 12 Plan M445	Home Addition	BACKFILL	Renewal #20-021, Tarion #112437
22-103	4919 000 002 28112	March 17, 2025	Con 10 PT Lot 10 42R21218 Part 2	New Home	OCCUPANCY	Renewal #20-017, Tarion #72247
22-106	4919 000 002 19400	March 17, 2025	Con 8 Lot 25	Home Addition		Renewal #18-003, 19-046, 20-072, 21-065
22-108	4919 000 001 31018	November 27, 2023	Lot 10 RP42R17996 Part 1 Plan M445	Boathouse	INSUL/VB	Renewal #17-019, 18-043, 19-018, 21-082
22-115	4919 000 001 66110	February 14, 2025	Con 8 Lot 11	Garage	FRAME	Renewal #15-009, #19-013, #21-095
22-117	4919 000 003 19900	March 17, 2025	Con 13 Lot 13	Garage	FINAL FAILED	Fail Code: 1, Renewal #20-073
22-120	4919 000 001 22300	February 5, 2025	Con 2 PT Lot 9	Seasonal Residence	OCCUPANCY	Renewal of #20-068
22-122	4919 000 003 23600	March 17, 2025	Con 14 Lot 8	Garage/Storage Addition	FRAME	Renewal 19-073, #21-102
22-124	4919 000 002 15550	January 20, 2025	Plan 315 Lot 30 PT Lot 28	Home Renovations	PLUMB/RI	
23-001	4919 000 002 00200	May 13, 2025	Con 6 Lot 2	Home Addition	INSUL/VB	Renewal #17-052, #19-020, #21-094
23-003	4919 000 002 29420	March 17, 2025	Plan 42M632 Lot 10	Pole Barn	INSUL/VB	Renewal #19-023, #21-083
23-006	4919 000 001 31016	May 13, 2025	Lot 9 Plan M444	Seasonal Residence	OCCUPANCY	Renewal #21-003
23-009	4919 000 001 03900	February 26, 2024	Con 1 Lot 4	Foundation Repairs	FINAL FAILED	Fail Code: 1, Renewal #21-029
23-014	4919 000 001 63500	April 2, 2024	Con 4 Lot 17 Part 1	New Home	OCCUPANCY	Renewal #21-049, Tarion #107261
23-017	4919 000 001 06520	April 2, 2024	Con 1 Lot 14 RP 42R13566 Part 2	Log Home	OCCUPANCY	Renewal #21-059, Tarion #108021
23-018	4919 000 001 06520	April 2, 2024	Con 1 Lot 14 RP 42R13566 Part 2	Log Garage		Renewal #21-060
23-019	4919 000 001 72900	April 2, 2024	Con 5 Lot 17 Part 5 Plan PSR-1997	Seasonal Residence	FINAL FAILED	Fail Code: 3, Renewal # 21-069
23-021	4919 000 001 32900	April 2, 2024	Con 2 Lot 25 RP 42R10868 Pt 1	Games Building	PLUMB FINAL FAILED	Fail Code: 2, Renewal #19-063, #21-086
23-022	4919 000 002 01500	April 2, 2024	Con 6 Lot 5	Home Alterations/Repairs		Renewal #20-026, #21-087
23-024	4919 000 001 31018	June 23, 2025	Plan M445 Lot 10	New Home	INSUL/VB	Tarion #113080
23-025	4919 000 001 03200	March 25, 2024	Con 1 Pt Lot 4 PCL	Home Addition	CONSTRUCTION STATUS	Renewal #22-013
23-030	4919 000 001 09100	May 22, 2025	Con 1 PT Lots 26 and 27	Log Home	SOLID FUEL FIRED APPLIANCES	Tarion #113079
23-031	4919 000 002 01424	April 22, 2024	Plan 42M675 Lot 2	New Home	INSUL/VB	Tarion #113078
23-032	4919 000 002 01424	April 22, 2024	Plan 42M675 Lot 2	Garage	OCCUPANCY	
23-033	4919 000 003 05060	April 2, 2024	Plan 42M662 Lot 6	New Home	OCCUPANCY	Renewal #21-077, Tarion #113077
23-035	4919 000 003 05060	April 2, 2024	Plan 42M662 Lot 6	Marine Storage/Sauna	FINAL FAILED	Fail Code: 3, Renewal #21-079
23-037	4919 000 002 29406	April 2, 2024	Plan 42M632 Lot 4	Seasonal Residence	OCCUPANCY FAILED	Fail Code: 1, Renewal #21-085



# BUILDING PERMIT REPORT

December 2025

23-044	4919 000 002 29700	Pending	Con 10 Lot 24	New Foundation/Pre-fab Trailer		Waiting for further documentation
23-049	4919 000 003 17900	April 24, 2025	Con 13 PT Lot 6	Utility Shed	FRAME	Renewal #18-71, #19-074, #22-005
23-053	4919 000 001 20602	April 19, 2024	Plan M451 Lot 2	Deck	FINAL FAILED	Fail Code: 4
23-060	4919 000 002 13500	May 15, 2024	Plan 315 Lot 48	Pre-Fab Shop Repairs	INSUL/VB	
23-061	4919 000 002 17605	October 3, 2025	Con 8 PT Lot 11 RP	Quonset Hut	BACKFILL	Renewal #18-062, #22-007
23-071	4919 000 001 78200	July 3, 2025	Plan M237 Lot 3 PT Lot 2	Guest Sleeping Cabin	INSUL/VB	
23-073	4919 000 003 21200	July 8, 2025	Con 13 PT Lot 22	New Home	FRAME	Tarion #114312
23-080	4919 000 002 29400	June 6, 2024	Plan 42M632 Lot 1 PCL 27253	Seasonal Residence	OCCUPANCY	Renewal of #2022-024
23-081	4919 000 002 29400	June 6, 2024	Plan 42M632 Lot 1 PCL 27253	Guest Sleeping Cabin	PLUMB/RI	Renewal of #2022-025
23-082	4919 000 002 29400	June 6, 2024	Plan 42M632 Lot 1 PCL 27253	Garage	FRAME	Renewal of #2022-026
23-085	4919 000 001 59410	August 1, 2024	Con 4 PT Lot 4	New Home	FINAL FAILED	Fail Code: 1, Tarion #30596, Renewal of #16-26,18-020, 19-002, 22-031
23-086	4919 000 003 12300	August 1, 2024	Con 12 PT Lot 19	Home Repairs/Addition	SITE VISIT	Renewal of #15-51 & 17-59, 19-036, 22-032
23-087	4919 000 003 05215	August 1, 2024	Con 11 PT Lot 22	Dormer/Roof (Home)	OCCUPANCY	Renewal of #17-21, 19-055, 22-033
23-090	4919 000 003 23905	August 1, 2024	Con 14 PT Lot 11	Pre-fab Commercial Manufacturing Business	FINAL	
23-096	4919 000 001 30265	November 4, 2025	Con 2 PT Lot 15	New Home	AIR BARRIER	Tarion #116920
23-105	4919 000 001 73400	July 30, 2024	Con 5 PT Lot 17	Home Addition	SITE VISIT	Renewal of #2022-040
23-108	4919 000 001 09400	July 22, 2024	Con 1 PT Lot 27	Garage/Shop	INSUL/VB	
23-111	4919 000 002 29404	July 16, 2024	Plan 42M632 Lot 3	Seasonal Residence	OCCUPANCY	Renewal of #2022-050
23-113	4919 000 003 00300	May 13, 2025	Con 11 Lot 2	Hay Storage	FRAME FAILED	Fail Code: 1 and 3
23-114	4919 000 002 29420	Novmber 5, 2025	Plan 42M632 Lot 10	Storage Shop		
23-118	4919 000 001 44500	February 6, 2025	Plan M101 Lot 7	Shed	CONSTRUCTION STATUS	
23-119	4919 000 001 44500	February 6, 2025	Plan M101 Lot 7	Deck	CONSTRUCTION STATUS	
23-121	4919 000 003 25610	November 5, 2025	Con 14 PT Lot 26	New Home	INSUL/VB	Tarion #114708
23-122	4919 000 001 50000	August 7, 2025	Plan 270 PT Lot 23	Seasonal Residence	OCCUPANCY FAILED	Fail Code: 1, Renewal of #20-091, #22-064, Tarion #85096
23-123	4919 000 003 22100	November 30, 2025	Con 13 PT Lot 25	Seasonal Residence Repairs	FRAME	
23-132	4919 000 001 17600	May 13, 2025	Con 2 PT Lot 7	Restoration Repairs		
23-139	4919 000 002 29700	Pending	Con 10 Lot 24	Shipping Container (A)		In issuance of #23-044
23-140	4919 000 002 29700	Pending	Con 10 Lot 24	Shipping Container (B)		In issuance of #23-044
23-143	4919 000 001 73602	September 18, 2023	Con 5 PT Lot 18 PCL 4285	Living Room Addition	SOLID FUEL FIRED APPLIANCES	
23-146	4919 000 001 04607	July 4, 2025	Con 1 PT Lot 7 RP 42R4726	New Home	OCCUPANCY	Tarion #115479
23-147	4919 000 001 04607	July 4, 2025	Con 1 PT Lot 7 RP 42R4726	Garage	OCCUPANCY	
23-149	4919 000 002 02720	July 7, 2025	Con 6 PT Lot 7 RP 42R10544	Seasonal Residence	INSUL/VB FAILED	Fail Code: 1
23-151	4919 000 001 18700	May 13, 2025	Plan 185 Lot 5 Plan 42R-3166	Home Repairs/Alterations		
23-153	4919 000 001 04605	October 4, 2023	Con 1 PT Lot 7	Roof Repairs	FRAME FAILED	Fail Code: 3
23-155	4919 000 001 45200	October 10, 2023	Plan M101 Lot 14	Home Addition	INSUL/VB	
23-162	4919 000 001 34700	October 24, 2023	Con 3 PT Lot 7 PT PCL 10592	Home Repairs/Alterations	FINAL FAILED	Fail Code: 1
23-164	4919 000 003 27400	November 28, 2023	Con 14 PT Lot 28 PCL 10338	New Home	OCCUPANCY FAILED	Fail Code: 1 and 3, Tarion #115752



# BUILDING PERMIT REPORT

December 2025

23-166	4919 000 003 18904	November 16, 2023	Con 13 PT Lot 8	New Home	SOLID FUEL FIRED APPLIANCES	Tarion #115751
23-168	4919 000 003 30000	November 24, 2023	Plan 199 Lot 16	Home Addition	FRAME FAILED	Fail Code: 3
24-001	4919 000 001 16600	June 19, 2024	Plan 158 Lot 4 TO 6	Home Addition	REVOKED	
24-002	4919 000 003 05010	November 7, 2025	Plan 42M662 Lot 8	New Home	PLUMB/RI	Tarion #116076
24-004	4919 000 003 07650	March 21, 2024	Con 11 PT Lot 32 RP 42R8820	Cottage Addition/Alterations	OCCUPANCY FAILED	Fail Code: 3
24-005	4919 000 001 16700	March 13, 2024	Plan 158 Lot 1	Addition/Repairs	FINAL FAILED	Fail Code: 1 and 3
24-008	4919 000 001 54000	February 6, 2025	Plan M261 Lot 37	Addition	INSUL/VB	Formerly #2021-027
24-014	4919 000 002 31400	November 21, 2025	Con 10 PT Lot 29	New Home	PLUMB/RI	Tarion #116643
24-015	4919 000 001 80700	March 14, 2024	Con 5 PT Lot 21 Plan PSR-1659	New Home	OCCUPANCY	Tarion #116312
24-016	4919 000 003 05050	May 31, 2024	Con 11 PT Lot 22	New Home	INSUL/VB FAILED	Fail Code: 1, Tarion #116644
24-019	4919 000 001 53000	April 2, 2024	Plan M261 Lot 47	Foundation Repairs	FINAL FAILED	Fail Code: 1
24-020	4919 000 001 78400	April 15, 2024	Plan M237 Lot 5	Deck		
24-021	4919 000 002 18600	May 23, 2024	Con 8 PT Lots 17 and 18	New Home	OCCUPANCY	Tarion #116573
24-022	4919 000 002 03600	May 28, 2024	Con 6 PT Lot 10	Deck	FOOTINGS	
24-036	4919 000 003 04300	June 5, 2024	Con 11 PT Lot 19	Garage	PLUMB/RI FAILED	Fail Code: 2 and 3
24-037	4919 000 003 04300	June 10, 2024	Con 11 PT Lot 19	Interior Renovation	FRAME FAILED	Fail Code: 3
24-039	4919 000 002 05106	June 21, 2024	Con 6 PT Lot 20	New Home	OCCUPANCY	Tarion #116918
24-042	4919 000 001 29504	July 5, 2024	Con 2 PT Lot 13 RP 42R22111	New Home	OCCUPANCY	Tarion #116919
24-044	4919 000 002 18990	July 18, 2024	Con 8 PT Lot 21	Home Addition	INSUL/VB	
24-045	4919 000 003 05300	July 23, 2024	Con 11 PT Lot 23	New Deck	FOOTINGS	
24-046	4919 000 002 04302	July 23, 2024	Con 6 PT Lot 13	Home Renovations	FRAME	
24-049	4919 000 001 29525	August 13, 2024	Con 2 PT Lot 13 RP 42R13270	New Home	OCCUPANCY	Tarion #117047
24-050	4919 000 001 08900	September 17, 2024	Con 1 Lot 23 RP 42R13495	New Home	AIR BARRIER	Tarion #117340
24-052	4919 000 001 08900	September 17, 2024	Con 1 Lot 23 RP 42R13495	New Garage		
24-054	4919 000 002 01423	September 11, 2024	Plan 42M675 Lot 1	New Home	OCCUPANCY	Tarion #117341
24-055	4919 000 003 03000	October 7, 2024	Con 11 PT Lot 8	New Home	REVISED PLANS REVIEW	Tarion #117342
24-057	4919 000 003 04250	December 11, 2024	Con 11 PT Lots 18 & 19	Seasonal Residence	HVAC/RI	
24-059	4919 000 003 04250	December 11, 2024	Con 11 PT Lots 18 & 19	Garage		
24-060	4919 000 001 21300	November 13, 2024	Con 2 PT Lot 8	Seasonal Residence	SOIL GAS BARRIER	
24-061	4919 000 003 18904	October 15, 2024	Con 13 PT Lot 8	Garage		
24-063	4919 000 001 65300	October 24, 2024	Con 4 Lot 31	Seasonal Cabin	FINAL FAILED	Fail Code: 5
24-064	4919 000 002 05102	October 16, 2024	Con 6 PT Lot 20	New Home	OCCUPANCY	Tarion #117353
24-065	4919 000 001 31038	October 25, 2024	Plan M445 Lot 21	Addition	INSUL/VB	
24-066	4919 000 001 73602	November 5, 2024	Con 5 PT Lot 18 PCL 4285	Addition	FINAL FAILED	Fail Code: 3
24-069	4919 000 001 73602	November 28, 2024	Con 5 PT Lot 18 PCL 4285	New Garage	FRAME	
24-070	4919 000 002 31100	November 28, 2024	Con 10 PT Lot 29	Renovations/Repairs		
24-071	4919 000 002 31100	November 28, 2024	Con 10 PT Lot 29	Renovations/Repairs		
24-072	4919 000 002 31100	November 28, 2024	Con 10 PT Lot 29	Renovations/Repairs		
24-075	4919 000 001 28700	December 12, 2024	Con 2 PT Lot 12	Seasonal Residence	PLUMB/RI	

## BUILDING PERMIT REPORT

December 2025

24-077	4919 000 003 12426	December 17, 2024	Con 12 PT Lot 20	New Home	HVAC/RI	Tarion #117584
24-078	4919 000 001 66200	December 17, 2024	Con 5 PT Lot 5	Addition	AIR BARRIER	





December 1, 2025

Township of Armour  
56 Ontario St. Box 533  
Burk's Falls, ON P0A 1C0

Re: Council request for information on the On-site Sewage System Program

To the Members of the Township of Armour Council,

During the September 9, Township of Armour Council meeting, additional information was requested from the North Bay-Mattawa Conservation Authority (NBMCA) regarding the On-site Sewage System (OSS) program. Below you will find tables that indicate totals for the Part 8, OSS Program.

*Table 1: On-site Sewage Systems Inspections per Year*

<b>Type of Inspection</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025 (Nov. 22/25)</b>
<b>1<sup>st</sup> Inspections</b>	34	27	27	25
<b>2<sup>nd</sup> Inspections</b>	28	23	29	20
<b>Final Inspections</b>	19	57	23	24
<b>Totals</b>	33 permits 81 Inspections*	28 permits 107 Inspections*	28 permits 79 Inspections*	25 permits 69 Inspections*

*Table 2: Other Inspections*

<b>Type of Inspection</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025 (Nov. 22/25)</b>
<b>Public Concerns</b>	11	7	10	22
<b>Planning - Consent</b>	5	12	10	5
<b>File Reviews</b>	7	6	4	2
<b>Totals</b>	20 Inspections*	24 Inspections*	21 Inspections*	31 Inspections*

The number of inspections associated with permits vary based on factors such as deficiencies requiring follow-up, amendments, or additional visits to support property owners/contractors. These totals do not account for time required to complete amendments and revisions.

Public concerns, planning files, and file reviews do not always necessitate a site inspection; however, most public concerns require multiple site visits to ensure compliance.

Given that these numbers may not fully reflect the scope of our work and recognizing that further questions may arise regarding NBMCA's process under Part 8 (Sewage Systems) of the Ontario Building Code, I, Kris Rivard, would be pleased to make myself available for a delegation to the Township of Armour should Council wish to receive additional information.

Regards,



Kris Rivard, CBO, Manager, OSS Program

[kris.rivard@nbmca.ca](mailto:kris.rivard@nbmca.ca)

P: 705-474-5420 ext. 2016

C: 705-471-3010



# BURK'S FALLS, ARMOUR & RYERSON UNION PUBLIC LIBRARY

November 19, 2025

## 1. Call to order (5)

*We want to begin by recognizing that we are on the traditional territory of the Anishinaabe Peoples, in the Robinson-Huron and Williams Treaties areas. We wish to acknowledge the long history of First Nations and Métis Peoples in Ontario, and show respect to the neighbouring indigenous communities.*

## 2. Approval of the Meeting Agenda (M)

## 3. Declaration of any conflicts of interest

## 4. Approval of consent agenda (M)

a) Minutes – OCTOBER 2025

b) Financial Statement – OCTOBER 2025

c) CEO Report – OCTOBER 2025

## 5. Business arising from the minutes (30 min)

-Questionnaire (4 members)

-Alternate councillor: Armour & Ryerson

-Tri Council meeting review

## 6. Committee Reports (15 min)

FINANCE/BUDGET (Ruth, Patty, Joe)

No Report

PERSONNEL (Bob, Bev, Patty)

No Report

BUILDING/FUNDRAISING (Joe, Ruth, Bev, Rod, Tiffany)

No Report

POLICY/PLANNING (Ruth, Bev, Vicky, Bob)

-Application to acquire Charitable Status

## 7. Correspondence and Information Items (15 min)

-Invitation to participate in the 2026 CVITP

TAX PROGRAM

-Library awarded funds to carry out the CVITP

-Burk's Falls Council Resolution re nomination of Nancy Kyte as alternate councillor

## 8. New Business (15 min)

-End of Year Recognition

-Pay Equity Maintenance

-Bookkeeping Services

-December meeting

MEETING AT THE END of the MONTH

## 9. Adjournment (M)

*"A Visit Will Get You Thinking"*



# Burk's Falls, Armour & Ryerson Union Public Library

## CEO Report OCTOBER 2025

**Circulation:** (722) items (2449) ephemeral

**Website hits:** (280)

**Interlibrary loans – received:** (57) (85) searches

**Wireless Internet:** (80)

**Interlibrary loans – shipped:** (21) (29) requests

**Libby (eBooks/Audio Books):** (542)

**Public Computers:** (128)

### Internet Usage by Township

**A** (20) **BF** (127) **R** (25) **M/M** (-) **N/R** (7)

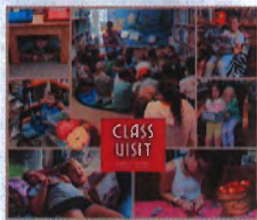
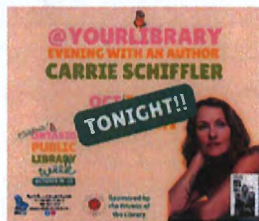
### Inter-Library Loan Usage by Township

**A** (5) **BF** (25) **R** (1) **M/M** (4) **N/R** (-)

### Membership:

Burk's Falls	(556) card holders	(319) items borrowed
Armour	(502)	(172)
Ryerson	(299)	(193)
McMurrich/Monteith	(95)	(22)

## Library Programs & Events



**SOUTHEAST PARRY SOUND DISTRICT  
PLANNING BOARD**  
Regular Meeting

**Wednesday, November 26, 2025 – 6:30 p.m.  
VIA ZOOM**

---

Hearings:

- 6:30 p.m.: 1) **B-045/25 - 652346 Ontario Ltd.; 2675034 Ontario Inc.;**  
**B-046/25 2305253 Ontario Inc.; Whiterack Prof. Corp.**  
**B-047/25**  
2) **B-048/25 - Ruby Holdings Inc./Ahmed**
- 

Regular Meeting:

1. Review and Approval of the Minutes
2. Business Arising from the Minutes
  - Resolution to MMAH Re: Town of Kearney Withdrawal from Planning Board
3. Administrative
4. Correspondence
  - Letter from Town of Kearney Re: Support for Withdrawal from Planning Board
5. Status of Applications
6. Financial Report
7. Other Business
8. Adjournment





**Director of Economic Development (DoED) Report**  
November

**Core Activity Tracking – (Since last report)**

Activity:	Interactions	Description
<b>Business Assistance</b>		
Start Up Files	2	(1) Armour, (1) M/M
Expansion Files		
Developer Files	3	(1) Armour (1) Perry (1) Sundridge
General Support	2	(1) Joly, (1) Burk's Falls
Brand Ambassador	11	Brand Ambassador/ONR Event
High Priority		
Business Visits	Shop Local - 35	(10) BF, (1) Armour, (4) Strong, (14) Sundridge, (6) South River
Program Referrals	4	TBC, NECO, AHCC, NOHFC
<b>Marketing*</b>		
ACED Website Updates	4	Events, Tourism & Lifestyle News, Almaguin Community Callendar, Trip Ideas
Social Media Posting	16	(EXPLORE) 9 (ACED) 7
Facebook/Instagram Reach	13.8K	(EXPLORE) 12.2K (ACED) 1.6K
Facebook/Instagram Views	46.7K	(EXPLORE) 41.5K (ACED) 5.2K
Facebook/Instagram Likes/Followers	5,751	(EXPLORE Facebook) 2872 (EXPLORE Instagram) 1037 (ACED Facebook) 1842
<b>Website Tracking</b>		
Total Users / Views		5.4K
Most viewed pages		Events, Business Directory list, screaming heads, business and development/about
(besides landing page)		
<b>Communications</b>		
Email Blasts	4	Brand Ambassador/ONR Event Invite, Invitation to Participate in Shop Local, Tourism/Business Upcoming events update, RED Gala Invitation
Organization Meetings	3	AHHC, RCIP, AHCC AGM,
Partnership Projects	2	RED Gala, Shop Local
Municipal Visits	6	SR, Sundridge, BF, Joly, M/M, Strong (Perry was not visited due to conflicting staff schedules)
Member Interactions / Support Requests	1	BF
Media Comment Requests	1	Almaguin Housing Article

-RESOLUTION-

## Current Files & Projects

### Project 1A – Business Support

#### *RCIP Update*

The RCIP Board met on November 6th, with another 58 applications reviewed and approved.

#### *Contractors and Trades Support*

The 2025 conversations with Building Centre and Support Agency partners will be reflected as action items in the 2026 draft work plan. *No further significant updates at this time*

### Project 1C – AHCC Partnerships

The EDO was asked to be a guest speaker at the November Chamber Annual General Meeting, where an update on ACED services and partnership projects was given. The RED Gala and the Shop Local Campaign were promoted during the presentation.

### Project 2A – Community Organization Support

The CMO developed a Facebook post and a website article to promote the new calendar and outline the “how to submit” process for community events.

### Project 2B – Regional Recreation & Municipal Support

#### *Village of Sundridge Support*

The EDO has been working with the Village of Sundridge and a private business to determine the best options for a new development. A resolution was passed stating their interest in exploring the proposal further, and a survey will take place, giving each Councillor an opportunity to share their opinions and comments on the proposal.

#### *Municipal Supports*

*No Update at this time.*

### Project 3A – Almaguin Housing Task Force

The DoED has connected with representatives from the Parry Sound District Social Services Administration Board, who have indicated an interest in participating in the first meeting of 2026.

### Project 3B – Transportation

#### *Almaguin Community Transportation Committee*

An Almaguin Transportation Committee (ACT) meeting took place on Tuesday, October 30<sup>th</sup> at the Armour Township office. Quorum was not met, so no decisions were passed, but a presentation from Leslie Price from East Parry Sound Community Support Services did take place at this meeting.

#### *The Return of Passenger Rail Service*

The EDO and CMO hosted a Brand Ambassador session in collaboration with Ontario Northland to discuss marketing opportunities and collaboration between businesses as a way to prepare for the return of passenger rail. There were 25 businesses that registered for the event.

### Project 4A – Brand Strategy Implementation

#### *Phase 2 – Physical Brand Roll Out*

All applications have been submitted. Currently awaiting updates from both funding programs.

#### *Social Media/Explore Almaguin Website/ Email Marketing/Content*

The CMO created a social media post / article on the website highlighting Christmas vendor



markets across the region, which received over 10,500 views across platforms and reached more than 6,100 users.

The CMO created a “Winter in Almaguin” trip ideas article for the Explore Almaguin website, along with a supporting Facebook post highlighting local accommodations, experiences, and businesses, which garnered 3,159 views.

The CMO developed a comprehensive Shop Local campaign, including a series of Facebook and Instagram posts and reels, 12 Days of Giveaways content, business highlights, a listicle featuring participating businesses on the Explore Almaguin website, and an article explaining how the Shop Local contest works.

#### Project 4C Shop in Almaguin Campaigns

The Wrap Up Almaguin Christmas Shop Local has launched. There are 3 components to the campaign including:

- Christmas Market promotion- market attendees can take a picture and share to Explore Almaguin to enter for a chance to win a \$200 gift card. The market-driven campaign is meant to encourage people to share their experiences at the craft markets and to shop with local crafters.
- In-store campaign – customers are invited to enter a draw for a \$200 gift card to any participating business by spending the minimum \$10 in-store and entering through a ballot or QR code. The draw will take place on December 18<sup>th</sup>. This part of the campaign is focused on encouraging people to think about shopping local in-store for Christmas.
- The 12 Days of Christmas Giveaways – the gift cards that were donated by participating businesses will be given away every day throughout the 12 days through a ‘like, share, follow’ campaign on Facebook, aimed at growing the audience of Explore Almaguin and the businesses.

#### Project 5A – RED Gala

The RED Invitations have been sent out to ACED members, municipal staff, Brand Ambassadors, Chamber Members, local economic development colleagues and community organizations. Each municipality has 2 seats held until November 27<sup>th</sup>, at which time remaining seats will be made available to our general business email list and the Women’s Own Resource Centre’s general email list. A toy-drive and cash donations for the food bank will be promoted at the event as well to give back to the community.

Event Details include:

Date – Tuesday, December 9<sup>th</sup>, 2025

Time – Doors open at 5:30 p.m.

Location – Sprucedale Community Centre

Guest Speaker – Avery Swartz from CampTech on Practical Uses of AI for municipalities and businesses

Caterer – Chef Trevor from Katrine Food

#### 2026 ACED Department Workplan

The 2026 ACED Department Workplan is currently in development. ACED Partner organizations are encouraged to communicate their 2026 priorities to staff either via email or in person during in-office visits. Should there be any questions related to priorities or work planning, please contact the DoED.



## ACED Shared Services Agreement, Evolution of Service Delivery, ETC.

### *Finalizing the Revised Shared Services Agreement & Funding Formula*

The DoED has received written correspondence from 9 municipalities to date. There were 6 indicating support of the 2-year agreement and two declinations. A delegation will be made to the Village of Burk's Falls at their November 25, 2025, meeting. The Municipality of Powassan has requested a delegation; however, a date has not been set. Below is a summary of the responses as of November 21, 2025:

Township of Perry	Support	Township of Strong	Support
Township of McMurrich Monteith	Support	Township of Armour	Support
Village of Sundridge	Support	Village of Burks Falls	Delegation
Municipality of Powassan	Delegation	Township of Joly	No Resp.
Town of Kearney	No Resp.	Township of Machar	No Resp
Township of Ryerson	Decline	Municipality of Magnetawan	Decline
Village of South River	No Resp.		

It is anticipated that further updates will be available for the November 27<sup>th</sup> meeting which will be provided verbally. Once decisions have been received from remaining municipalities a draft budget will be circulated for review.

### *Replacement of the DoED*

Per the direction of the Board and the October 23<sup>rd</sup> report, the DoED position was posted internally between November 3<sup>rd</sup> and November 10<sup>th</sup>, 2025. The position received one application. The DOED will have further updates for the Board at the November 27<sup>th</sup> meeting. The start date for the role will be January 2<sup>nd</sup>, 2026.

### *Future sustainability considerations*

#### *Carry Forward*

An ACED member has brought forward the prospect of having the Board consider establishing a municipal services corporation (MSC) at the end of the Two Year Interim ACED Agreement. The scope of the MSC would initially be to graduate the ACED Board from a municipally administered board to a stand-alone organization. While ACED would be the first service overseen by the corporation, there could be potential to add other regionally inclusive services to the corporation in the future as the will of partnering municipalities exists.

# **ALMAGUIN COMMUNITY ECONOMIC DEVELOPMENT (ACED)**

## **MINUTES October 23, 2025**

A regular meeting of the ACED Board was held at the Strong Township and virtually on October 23<sup>rd</sup>, 2025 at 6:00 pm.

**Present:** Chris Nicholson, Township of Joly, Chair  
Vicky Roeder-Martin, Township of McMurrich/Monteith  
Sheri Norman, AHCC Representative  
Margaret Ann MacPhail, Township of Perry  
Fraser Williamson, Village of Sundridge  
Wendy Whitwell, Township of Armour  
Robert Brooks, Village of South River  
Trista Porter, MND

---

**Regrets:** Dan Robertson, Township of Ryerson  
Noel Walker, FedNor  
Chris Hope, Village of Burk's Falls  
Tim Bryson, Township of Strong

**Staff:** Dave Gray, Director of Economic Development  
Courtney Metcalf, Economic Development Officer  
Megan Yemm, Communications and Marketing Officer

### **Call to Order**

The meeting was called to order at 6:00 pm.

Round table introductions took place.

### **Minutes**

The minutes of the meeting of Thursday, September 18<sup>th</sup>, 2025 were adopted as presented.

### **Director's Report**

The Director covered the following items from the report:

1. An update on core activity tracking, which lists what the department has done over the past month was provided. These included business assistance, marketing, ACED website updates, social media activities, and communications.
2. Some of the updates in the report included:

- a) Contractors and trades support
- b) The Almaguin Housing Task Force
- c) Brand Ambassador/ONR session
- d) Social media updates
- e) Red Gala updates
- f) ACED Shared Service Agreement

Discussions took place regarding the report updates.

### **Resolutions**

1. 2025-32– Moved by Wendy Whitwell; Seconded by Margaret Ann MacPhail  
Be it resolved that the Almaguin Community Economic Development Board approve the September 18, 2025, meeting minutes, as circulated. Carried
- 

### **Adjournment**

4. 2025 - 33 – Moved by Robert Brooks; Seconded by Wendy Whitwell  
Be it resolved that the Almaguin Community Economic Development Board adjourn the October 23<sup>rd</sup>, 2025 ACED meeting at 6:47p.m. Carried

The next meeting will be November 27<sup>th</sup>, 2025, at 6:00 p.m. at the Strong Township Office. If this changes, members will be advised.





## RESOLUTION

2025-37

Be it resolved that the Almaguin Community Economic Development Board have received a verbal report from the DoED regarding the Internal Job Posting for the Director of Economic Development Role and request that the Township of Armour proceed with extending the letter of offer to the successful candidate.

MOVED BY: Mary Anne Skidland

SECONDED BY: Luke Preston

CARRIED: Yes No

Comments:



**705-382-2900**  
**[www.almaguin-health.org](http://www.almaguin-health.org)**

**ALMAGUIN HEALTH/WELLNESS BUILDINGS AND SPACE SUB COMMITTEE**

**Meeting Date: Friday, November 28<sup>th</sup>**

**Meeting Time: 11:00AM to 12:30PM**

**Location**            **Perry Township Council Chambers**  
**1695 Emsdale Road, Emsdale Ontario**

---

**Agenda**

1. Call to order
2. Round Table Introductions
3. Establishment of interim positions
  - a. Chairperson
  - b. Secretary
4. Discussion items
  - a. Confirmation of Committee scope and functions
  - b. Committee lifespan and formality considerations
  - c. Determine short-to-mid-term action items
5. Other business
6. Adjournment

**Charlene Watt (Deputy Clerk)**

---

**From:** FONOM Office/ Bureau de FONOM <fonom.info@gmail.com>  
**Sent:** November 28, 2025 11:49 AM  
**Subject:** Support Requested: Nation-Building Improvements to Highways 11/17 (2+1 & Four-Lane Options)

Good afternoon                      Please share with your Council and Senior Staff

I hope this message finds you well.

FONOM is reaching out to request your Council's support for the attached resolution calling for a coordinated, nation-building approach to modernizing Highways 11 and 17 through a phased 2+1 highway program, while also recognizing that full four-laning remains the ultimate long-term solution should the federal and provincial governments choose to pursue that option. As many of you will remember, several member municipalities have previously endorsed similar resolutions, and we want to sincerely thank you for your leadership and early advocacy on this important file.

With the Government of Ontario now moving forward with a 2+1 pilot between North Bay and Temagami, and signalling interest in extending this approach north toward Cochrane, the timing is right to strengthen our collective voice. The resolution outlines the strong safety, environmental, and economic rationale for a scalable 2+1 program—one that can be converted to four lanes as traffic volumes grow, funding becomes available, or government direction changes.

Endorsing this resolution reinforces the message that communities across Northern and Eastern Ontario support an approach that delivers near-term safety and mobility improvements while keeping the door open to future four-laning where warranted.

We would greatly appreciate your Council's consideration of the resolution. If supported, we encourage you to share the adopted resolution with the federal and provincial offices listed, helping to ensure that both governments understand the importance of a modern, reliable Trans-Canada corridor.

If you have any questions or would like supplemental information, please do not hesitate to reach out. Thank you again for your ongoing commitment to strengthening the infrastructure, safety, and competitiveness of our region.

- RESOLUTION -



**Whereas Canada's east-west trade and national mobility rely on the Trans-Canada Highway system, including Highways 17 and 11 across Northern and Eastern Ontario, which carry significant freight volumes but remain predominantly two-lane corridors; and**

**Whereas four-laning the entirety of Highway 17 is the ultimate goal of the communities along the corridor; and**

**Whereas the proven "2+1" highway design - alternating passing lanes with a continuous median barrier - delivers safety outcomes comparable to full twinning at substantially lower cost, land, and environmental impact, and can be scaled or converted to four lanes (2+2) as volumes grow; and**

**Whereas the Government of Ontario has announced a 2+1 pilot between North Bay and Temagami and a further extension toward Cochrane, creating a near-term implementation pathway; and**

**Whereas modernizing Highways 17 and 11 will improve safety, reduce closures, strengthen supply-chain reliability for mining, forestry, agriculture, tourism and manufacturing, and enhance national resilience and emergency response capacity; and**

**Whereas a phased 2+1 build - prioritizing Highway 11 (North Bay --+ Cochrane, then Cochrane --+ Nipigon) and key sections of Highway 17 (western border of County of Renfrew--+ Sudbury; Sault Ste. Marie--+ Sudbury; Thunder Bay--+ Kenora) - aligns with nation-building criteria, supports economic reconciliation with Indigenous partners, and enables integrated EV charging and low-carbon construction practices;**

**Whereas analysis summarized by the Federation of Northern Ontario Municipalities, (FONOM) demonstrates high freight demand on these routes and strong safety/economic rationale for a 2+1 program;**

**Therefore Be It Resolved That the Council of the \_\_\_\_\_ formally endorses the adoption and phased implementation of a 2+1 highway program on Highways 17 and 11 as a nation-building project; and**

**That the Government of Canada be urged to designate this initiative as a project of national interest under the Building Canada Act and to partner with Ontario to co-fund and accelerate planning, design, procurement, and construction; and**

**That the Government of Ontario be urged to expand the announced pilot to a corridor-wide program, sequencing works as follows (subject to readiness and safety benefit):**

**That the Government of Ontario prioritize these projects into the Ministry of Transportation's Major Projects Division; and**

**That both governments ensure early, ongoing, and capacity-supported engagement with affected Indigenous Nations, with opportunities for Indigenous training, contracting, and equity participation; and**

**That the program incorporate corridor-wide safety features (barrier-separated 2+1 cross-sections, controlled passing frequency, wildlife considerations), resilience measures (closure mitigation, climate adaptation), and clean-growth elements (EV charging readiness, recycled aggregates, lower-carbon materials); and**

**That this resolution be sent to the Prime Minister of Canada, the Premier of Ontario, the Minister of Transport (Canada), the Minister of Infrastructure (Canada), the Ontario Minister of Transportation, local MPs and MPPs, Federation of Northern Ontario Municipalities (FONOM), Northwestern Ontario Municipal Association**

**(NOMA), Association of Municipalities of Ontario (AMO), Federation of Canadian Municipalities (FCM), Rural Ontario Municipal Association (ROMA), Eastern Ontario Wardens' Caucus (EOWC) for support, and the County of Renfrew for information.**

Happy to chat

Talk soon, Mac.

Mac Bain  
Executive Director  
The Federation of Northern Ontario Municipalities  
**665 Oak Street East, Unit 306**  
**North Bay, ON, P1B 9E5**  
Ph. 705-498-9510

Helen Keller once said, ***"Alone we can do so little; together we can do so much".***



November 28, 2025

Premier Doug Ford

Sent via email: [premier@ontario.ca](mailto:premier@ontario.ca)

Dear Premier Doug Ford:

Please be advised that Brantford City Council at its meeting held November 25, 2025 adopted the following:

**12.4.11 Professional Activity (P.A) Day on Municipal Election Day – School Boards - Councillor Carpenter**

Councillor Carpenter read the title of his notice of motion:

WHEREAS municipalities across Ontario are responsible for organizing and administering municipal and school board elections every four years, as mandated under the *Municipal Elections Act, 1996*; and

WHEREAS local schools are traditionally among the most convenient, accessible, and familiar polling locations for voters in all communities; and

WHEREAS schools offer important accessibility features such as level entrances, parking, and public visibility that make them ideal polling stations, particularly for seniors, parents, and persons with disabilities; and

WHEREAS the use of schools as polling locations can lead to increased costs with regards to ensuring the safety and security of students; and

WHEREAS many municipalities face challenges securing suitable and accessible alternative voting locations, resulting in increased costs and reduced accessibility for voters; and

WHEREAS the Municipal Elections Act provides that school boards shall provide their facilities free of charge for the Municipal and School board elections; and

WHEREAS holding a province-wide Professional Activity (P.A.) Day for all publicly funded schools on municipal election day would alleviate concerns from school administrators for voting purposes while maintaining student safety; and

WHEREAS this coordinated approach would enhance voter convenience, improve accessibility, and help strengthen civic engagement and democratic participation by allowing electors to vote at their local schools without disrupting the student body; and



WHEREAS it would also create efficiencies and potential cost savings for municipalities by reducing the need to rent alternative facilities or implement special security measures; and

WHEREAS aligning a P.A. Day with municipal election day would require minimal disruption to the school calendar, as school boards already schedule several P.A. Days each academic year; and

WHEREAS this measure would demonstrate a spirit of cooperation between the Province of Ontario, local municipalities, and school boards to promote civic engagement and fiscal responsibility;

WHEREAS the Association of Municipal Clerks and Treasurers of Ontario and it's members have lobbied the Province to establish a P.A day on Election Day;

NOW THEREFORE BE IT RESOLVED THAT:

- A. The Council of the City of Brantford respectfully requests the Premier of Ontario to consider directing all publicly funded school boards in Ontario to schedule a Professional Activity (P.A.) Day on the date of the municipal election in each election year; and
- B. That this direction be made in consultation with the Ministry of Education, the Association of Municipalities of Ontario (AMO), and school board associations, to ensure consistency across the province; and
- C. THAT a copy of this resolution be forwarded to:
  - i. The Premier of Ontario;
  - ii. The Minister of Education;
  - iii. The Association of Municipalities of Ontario (AMO);
  - iv. The Ontario Public School Boards' Association (OPSBA);
  - v. The Ontario Catholic School Trustees' Association (OCSTA); and
  - vi. All Ontario municipalities for their information and support
  - vii. MPP Will Bouma

I trust this information is of assistance.

Yours truly,



Chris Gauthier City Clerk,  
[cgauthier@brantford.ca](mailto:cgauthier@brantford.ca)

---

CC - The Minister of Education [paul.calandra@pc.ola.org](mailto:paul.calandra@pc.ola.org)

The Ontario Public School Boards' Association (OPSBA) [Bwallace@opsba.org](mailto:Bwallace@opsba.org)

The Ontario Catholic School Trustees' Association (OCSTA) [aobrien@ocsta.on.ca](mailto:aobrien@ocsta.on.ca)

Association of Municipalities of Ontario - [resolutions@amo.on.ca](mailto:resolutions@amo.on.ca)

All Ontario municipalities for their information and support

MPP Will Bouma - [will.bouma@pc.ola.org](mailto:will.bouma@pc.ola.org)



# Corporation of the Municipality of Calvin

## Council Resolution

Date: November 26, 2025

### **Strengthening Self-Defence Protections and Addressing Rising Home Invasions in Ontario**

Resolution Number: 2025-345

Moved By: Mayor Gould

Seconded By: Councillor Manson

WHEREAS violent home invasions have increased in several regions of Ontario, creating growing fear and frustration among residents;

AND WHEREAS Ontario homeowners increasingly believe that current self-defence laws do not provide sufficient or clear protection for individuals who lawfully defend themselves and their families during violent intrusions;

AND WHEREAS rural residents often experience police response times that can exceed 30 minutes or more, leaving citizens without immediate protection when confronted with life-threatening emergencies;

AND WHEREAS the absence of "home invasion" as a distinct offence in the national Uniform Crime Reporting system prevents governments from understanding the true scale of this crime and responding appropriately;

AND WHEREAS the Province of Ontario has repeatedly called for strengthened homeowner protections, including consideration of castle-law-style provisions, and for the federal government to act;

AND WHEREAS residents expect all levels of government to take decisive action to address gaps that leave families vulnerable in their own homes;

#### **NOW THEREFORE BE IT RESOLVED THAT:**

1. The Municipality of Calvin strongly supports the Province of Ontario's call for strengthened homeowner self-defence protections, including the adoption of clear and robust "castle law"-type provisions to ensure that law-abiding residents can protect themselves without fear of unjust prosecution.
2. Council calls on the Government of Canada to immediately prioritize reforms to the Criminal Code that strengthen and clarify the rights of homeowners who act in legitimate self-defence during violent home invasions.
3. Council demands that the federal government amend the Uniform Crime Reporting system to classify "home invasion" as a distinct criminal offence, allowing for accurate tracking, targeted enforcement, and informed public policy.
4. Council urges the Province of Ontario to take stronger action to monitor, publish, and improve police response times in rural and northern communities, and to ensure that residents are not left unprotected due to resourcing shortages.
5. Council encourages all Ontario municipalities to adopt similar resolutions to demonstrate a unified municipal voice calling for urgent reforms that protect citizens in their homes.

- RESOLUTION -



BE IT FURTHER RESOLVED THAT copies of this resolution be forwarded to:  
The Prime Minister of Canada, The Minister of Justice and Attorney General of Canada.  
The Premier of Ontario, The Attorney General of Ontario, The Solicitor General of Ontario,  
MPP Vic Fedeli, and all Ontario municipalities.

Results: Carried

CERTIFIED to be a true copy of  
Resolution No. 2025-345 passed by the  
Council for the Corporation of the Municipality of Calvin  
on the 25<sup>th</sup> day of November 2025.

A handwritten signature in blue ink, appearing to read 'Trish Araujo', is written over a horizontal blue line.

Trish Araujo  
Deputy Clerk

## **Strengthening Self-Defence Protections and Addressing Rising Home Invasions in Ontario**

### **Agenda Item: Resolution – Background Report (Submitted by Mayor Gould)**

Ontario Premier Doug Ford has repeatedly called for a review or adoption of "castle laws" in Canada, beginning June 16, 2025, and continuing in August and October of 2025. Premier Ford has emphasized that Ontario families must feel safe in their homes and that law-abiding residents should not face legal uncertainty when legitimately defending themselves from violent intruders.

Several urban and suburban regions, including York and Peel, have experienced a documented rise in violent home invasions and have established dedicated task forces to address this trend. In contrast, rural communities lack reliable statistics because "home invasion" is not recognized as a distinct offence under the national Uniform Crime Reporting (UCR) system. As a result, these incidents are recorded under broader categories such as break-and-enter or assault, making it difficult to assess the true scale of the problem outside major urban centres.

Rural residents face additional vulnerabilities due to limited policing resources and significantly longer emergency response times, which can leave homeowners without immediate protection during life-threatening situations. These conditions highlight the need for clearer legal protections for homeowners, improved crime-tracking practices, and decisive action from both provincial and federal governments to enhance public safety.

### **Resolution: Strengthening Self-Defence Protections and Addressing Rising Home Invasions in Ontario**

WHEREAS violent home invasions have increased in several regions of Ontario, creating growing fear and frustration among residents;

AND WHEREAS Ontario homeowners increasingly believe that current self-defence laws do not provide sufficient or clear protection for individuals who lawfully defend themselves and their families during violent intrusions;

AND WHEREAS rural residents often experience police response times that can exceed 30 minutes or more, leaving citizens without immediate protection when confronted with life-threatening emergencies;

AND WHEREAS the absence of "home invasion" as a distinct offence in the national Uniform Crime Reporting system prevents governments from understanding the true scale of this crime and responding appropriately;

AND WHEREAS the Province of Ontario has repeatedly called for strengthened homeowner protections, including consideration of castle-law-style provisions, and for the federal government to act;

AND WHEREAS residents expect all levels of government to take decisive action to address gaps that leave families vulnerable in their own homes;

### **NOW THEREFORE BE IT RESOLVED THAT:**

1. The Municipality of Calvin strongly supports the Province of Ontario's call for strengthened homeowner self-defence protections, including the adoption of clear and robust "castle law"-type provisions to ensure that law-abiding residents can protect themselves without fear of unjust prosecution.
2. Council calls on the Government of Canada to immediately prioritize reforms to the Criminal Code that strengthen and clarify the rights of homeowners who act in legitimate self-defence during violent home invasions.
3. Council demands that the federal government amend the Uniform Crime Reporting system to classify "home invasion" as a distinct criminal offence, allowing for accurate tracking, targeted enforcement, and informed public policy.
4. Council urges the Province of Ontario to take stronger action to monitor, publish, and improve police response times in rural and northern communities, and to ensure that residents are not left unprotected due to resourcing shortages.

5. Council encourages all Ontario municipalities to adopt similar resolutions to demonstrate a unified municipal voice calling for urgent reforms that protect citizens in their homes.

**BE IT FURTHER RESOLVED THAT** copies of this resolution be forwarded to:  
The Prime Minister of Canada, The Minister of Justice and Attorney General of Canada.  
The Premier of Ontario, The Attorney General of Ontario, The Solicitor General of Ontario,  
MPP Vic Fedeli, and all Ontario municipalities.





(27)

**OFFICE OF THE MAYOR**  
**FRANK CAMPION**  
60 East Main Street  
Welland, Ontario  
L3B 3X4  
Phone: 905-735-1700  
Fax: 905-735-1543

December 2, 2025

**Subject: A Call to Action: Standing Together for Justice and the Protection of Canada's Children**

Dear Fellow Mayors,

I write to you today not only as the Mayor of Welland, but as a member of a community that has been deeply shaken by an unthinkable act in August 2025: the brutal sexual assault of a three-year-old child. This tragedy has horrified our residents, leaving families in grief and disbelief, and compelling us as leaders to confront the uncomfortable truth that our justice system is failing to adequately protect our most vulnerable.

While no policy can erase the trauma this child and their family will endure, we have a moral obligation to act. This moment demands leadership from all of us, to raise our collective voices and ensure that meaningful reform takes place.

I urge you to join me in calling on provincial and federal governments to take immediate and decisive action by advancing the following measures:

- The full and expedited implementation of recent federal bail and sentencing reforms, so that new provisions designed to protect the public—particularly victims of violent sexual crimes—are applied swiftly and consistently across all jurisdictions.
- Strengthening bail and sentencing provisions so that individuals charged with, or convicted of, violent sexual crimes face the strictest possible conditions, including limits on early release in cases of extreme brutality.
- That parole eligibility for sexual offences against children reflects the full gravity of these crimes, limiting conditional or early release for offenders who pose ongoing risks to community safety.
- Strengthening the National Sex Offender Registry, providing communities and police with timely, accurate information and effective tools to safeguard residents.

Canadians must be able to trust that our justice system prioritizes public safety—especially the safety of children—above all else. Communities like ours cannot bear the weight of knowing that legislative gaps may allow dangerous offenders to harm again.

I am calling on you, my colleagues in municipalities across Canada, to:

1. Pass council resolutions urging your respective provincial governments to review and strengthen laws protecting children from violent offenders.
2. Collaborate through FCM and provincial municipal associations to bring a united municipal voice to Ottawa and all legislatures across the country, advocating for the timely implementation and continued enhancement of justice reforms.
3. Engage your local MPs, MPPs/MLAs, and their governments to advocate for continued legislative and judicial reform.

- RESOLUTION -

4. Support awareness and prevention efforts within your communities to reinforce the safety and well-being of every child.

Together, we can create a wave of leadership that demands justice and refuses complacency. The protection of children transcends politics and geography; it is a shared duty that defines who we are as a nation.

Thank you for standing with us in this urgent cause. I would welcome the opportunity to coordinate efforts with you and your councils to move this national call forward.

With respect and solidarity,

A handwritten signature in cursive script, appearing to read "Frank Campion".

Frank Campion  
Mayor of Welland

---

## OMERS Governance Changes & Bill 68 Municipal Resource Toolkit

### Contents

Questions and Answers.....	2
Template Letter .....	3
Template Resolution .....	4

### What Happened?

The province passed legislation through Bill 68 that would allow the Minister of Municipal Affairs & Housing to dissolve the OMERS Sponsors Corporation and replace it with a Sponsors Council that lacks corporate status, independent resources, and fiduciary protections.

The legislation is based on observations made in a Special Advisor's report ("Poirier Report") on OMERS governance that the Sponsors Corporation decision-making is ineffective and disconnected from the needs of members, employers, and sponsors. AMO did not express these views to the Special Advisor. In fact, AMO cautioned that major change isn't needed and risks eroding confidence in the plan.

### Why This Matters

The current OMERS governance model of two corporate boards with distinct responsibilities works because it balances independence, accountability, and fairness across the many different employers and employees.

- The dissolution of the Sponsors Corporation would shift the governance model from long-term stewardship to an interest-based bargaining table.
- The changes weaken sponsor and municipal employer oversight by shifting power with respect to appointments and resources to the plan administrator.
- The changes provide significant authority to the Minister to prescribe rules and regulations related to Sponsors Council business, which risk interference in the plan design and potential new costs without the say of sponsors, employers, or employees.

This is another example of provincial overreach into areas of municipal responsibility without a clear rationale or a full understanding of impacts. Other recent examples include: banning municipal speed cameras and reducing local representation on Conservation Authority boards.

### What AMO is Asking For

AMO believes that the current OMERS structure with two corporate boards is the model that would best deliver on the long-term sustainability of the plan. AMO is ready to work with the Minister of Municipal Affairs and Housing on a path forward that protects the independence and long-term stability of OMERS. We're sending the message: "Work with us, not in place of us."

If the government dissolves the Sponsors Corporation, AMO is asking the government to:

1. Restore sponsor control over appointments to the Sponsors Council and Administration Corporation, removing vetoes or restrictions to appointees and restoring responsibility for the appointment of the Independent Board Chair;
2. Guarantee independence and appropriate resources for the Sponsors Council to fulfill its responsibilities through full sponsor control over the Council's by-laws and budget;
3. Limit ministerial regulation-making powers over Sponsors Council affairs, recognizing that decisions on contributions, benefits or appointments belong to the employers and employees who pay into it.

- RESOLUTION -



## **Questions and Answers**

### **What is the core issue with the province's proposed governance changes to OMERS?**

Dissolving the Sponsors Corporation and giving the Minister authority in plan design violates the "pay for say" principle: municipal governments will pay the contributions bill and absorb plan risks without a full say on sustainability and affordability.

### **Why is removing the Sponsors Corporation a problem?**

The current Sponsors Corporation reconciles employer and employee interests through a corporate body, with expert advice and a mandate to protect long-term sustainability. This model shields sponsors from lobbying, pressure campaigns, and short-term decisions.

### **How does the proposed Sponsors Council enable interest-based bargaining?**

The Poirier Report expressly contemplates employer and employee sponsor caucusing, thus bargaining among factions. Further, without the corporate structure, the new Sponsors Council would be an entity of at least 14 organizations with different priorities, different advisors, and disparate resources. This creates the conditions for horse-trading between sponsors or short-term wins for one sponsor at the expense of others.

### **Will this really cost municipalities money? What's the worst-case?**

It could, and that unpredictability is the concern. Sponsors own the risk of the pension plan; only employers and employees pay contributions to the plan and bear the risk if there is not enough money in the plan to pay out the benefits. The current governance model provides cost predictability; removing the Sponsors Corporation risks the opposite.

### **Will the new model affect workers' retirement security?**

Only employers and employees bear the risk if there is not enough money in the plan to pay out the benefits. Without strong sponsor oversight, decisions could be made that undermine long-term stability. The goal is to ensure the new model protects pensions not put them at risk.

### **What is the concern about a veto over appointments?**

A potential veto in the hands of the administrator (Administration Corporation) would give them the power to block sponsor appointments. Sponsors must have exclusive authority to determine who is appointed to invest the plan funds and pay pensions.

### **Are you saying the province is trying to interfere politically?**

We're saying the structure must make interference impossible regardless of which government is in power. A good governance model protects pensions from political winds of any kind.

## Template Resolution

**WHEREAS** the Ontario Municipal Employees Retirement System (OMERS) Pension Fund serves over 1,000 employers and over half a million employees and retirees from diverse groups including: municipal governments, school boards, libraries, police and fire departments, children's aid societies, and electricity distribution companies; and

**WHEREAS** the long-standing jointly-sponsored governance model with two corporate boards has provided stability, accountability, and fairness for both plan members and employers for more than two decades; and

**WHEREAS** the Government of Ontario has passed legislative changes to OMERS' governance structure through Bill 68; and

**WHEREAS** these changes would replace the current OMERS Sponsors Corporation with a new Sponsors Council that would lose its corporate status and independent resources; and

**WHEREAS** the proposed model could allow pension decisions affecting municipal employers and employees to be made without meaningful municipal oversight, increasing financial risk for municipalities and local taxpayers; and

**WHEREAS** municipalities are already under significant fiscal strain and cannot absorb additional pension costs without consequences for property taxes or local services;

**THEREFORE BE IT RESOLVED THAT** [Municipality Name] does not support the legislative changes to the *OMERS Act* contained in Bill 68 and requests that the Government of Ontario reconsider the advisability of proceeding with these changes;

**FURTHER BE IT RESOLVED THAT** the [Municipality Name] Council supports the Association of Municipalities of Ontario (AMO) in calling on the Government of Ontario to:

1. Ensure Sponsors retain full control without restrictions over their appointments to the new Sponsors Council and Administration Corporation;
2. Guarantee the Sponsors Council's independence from the plan administrator and access to resources needed to perform its duties; and
3. Limit the Minister's regulation-making authority over plan design and the Sponsors Council's internal affairs.

**BE IT FURTHER RESOLVED THAT** this resolution be circulated to:

- The Honourable Rob Flack, Minister of Housing and Municipal Affairs;
- The Honourable Peter Bethlenfalvy, Minister of Finance;
- [Local MPPs Names]; and
- The Association of Municipalities of Ontario (AMO).



# Major changes coming to OMERS Pension Plan governance

## What municipal employers should know

The Ontario government has tabled legislation that, if passed, would significantly change how OMERS makes decisions about contribution rates, benefits and plan design. These changes would have real, long-term consequences for municipal employer budgets.

### What's changing

The legislation proposes a number of changes to the way OMERS operates. Key for municipal employers is:

- Replacing the existing Sponsors Corporation with a Sponsors Council. The Council would take on responsibility for making decisions around plan design, benefits and contribution rates.
- Ending Sponsor access to shared resources through the Sponsors Corporation, and empowering the Administration Corporation to determine which resources the new Sponsors Council can access.
- Providing the Minister of Municipal Affairs and Housing with broad regulation-making authority, and putting some restrictions on who Sponsors can appoint to the Sponsors Council and Administration Corporation Board.

## AMO is concerned about long-term municipal consequences

### New Sponsors Council

Unlike the existing Sponsors Corporation, the new Council has no duty to act in the best interest of the OMERS plan. With no accountability to the plan, individual sponsor interests could make it difficult for Sponsors Council members to agree on decisions around plan design, contribution rates and benefits. This creates a model that more closely resembles a bargaining table.

### Sponsors Council resources

The new Sponsors Council will need its own experts and funding in order to play its critical role in plan design and overseeing the Administration Corporation. Without independent resources, the Sponsors Council could be forced to rely solely on advice from the Administration Corporation (the same body it's meant to oversee).



## Ministerial regulation-making authority and appointment restrictions for the Sponsors Council and Administration Corporation

Pension plans must be protected from politics and interference. Both of these proposed changes dilute the authority of the employer and employee sponsors who are responsible for the plan. The Ontario *Pension Benefits Act* outlines that it is a fundamental right of sponsors of a jointly sponsored plan to determine the plan design and appoint the board members of the plan's administrator. These changes weaken the plan's independence and risk giving too much influence to the administrator or future governments.

Employers, employees and taxpayers all have an interest in the long-term health of the OMERS plan. It must be fair and affordable for all who contribute. A strong governance structure that prioritizes the long-term health of the plan, coupled with strong expertise and advocacy from AMO and MEPCO has long delivered peace of mind for municipal employers. Proposed changes could erode that stability and create new costs for municipal governments as AMO and MEPCO work to ensure that the decisions made at the Sponsors Council reflect municipal realities.

### What's next

The legislation was introduced just one day after the release of recommendations from a 2025 review of plan governance, conducted by a government-appointed special advisor.

AMO will communicate our concerns to the provincial government with a focus on retaining strong Sponsor oversight over plan design and mitigating financial risk to municipal governments.

### More about OMERS governance

OMERS is a **jointly sponsored pension plan** with a **bicameral governance structure** where employee and employer sponsors are jointly responsible for funding the plan and making decisions around plan design. Right now, OMERS is governed by two corporate boards, each made up of members appointed by employee and employer sponsor groups:

- The **Sponsors Corporation** determines plan design and contribution rates. The Sponsors Corporation has a legal obligation to act in the best interest of the plan and its members. This obligation helps ensure that the OMERS plan is fair, balanced and affordable for all sponsors as they must consider plan sustainability over individual interests.
- The **Administration Corporation** is the plan administrator, and responsible for investing plan funds, collecting contributions from participating employers, and paying pension benefits.



# **ALMAGUIN**

## **ICE DEVILS U13 LL**

### **WON THE REGIONAL SILVER STICK IN HALIBURTON**



**AND QUALIFIED FOR THE  
PELHAM SILVER STICK FINALS  
JAN 8-11, 2026**

**PLEASE DONATE WHAT YOU CAN, ANYTHING HELPS!  
NO TEAMMATES LEFT BEHIND**

**THANK YOU**

*RESOLUTIONS*



## Charlene Watt (Deputy Clerk)

---

**From:** Kristen Barry Roy <kristen.barry@hotmail.com>  
**Sent:** December 9, 2025 4:23 PM  
**To:** Charlene Watt (Deputy Clerk)  
**Subject:** Re: Donation Request

Hi Charlene,

Thank you so much for getting back to me - I am happy to provide additional details.

We are requesting a donation of any amount to support our team as we have advanced to the Silver Stick International Finals in Pelham, Ontario.

The team name is: U13 Local League Almaguin Ice Devils

I am the team manager and my husband is the coach and our mailing address is: 254 Albert Street North, Sundridge, POA 1Z0

I will send you a separate email to this contact email that is a forward of our acceptance to this tournament, as requested.

Thank you,  
Kristen Roy

---

**From:** Charlene Watt (Deputy Clerk) <deputyclerk@armourtownship.ca>  
**Sent:** December 9, 2025 4:06 PM  
**To:** kristen.barry@hotmail.com <kristen.barry@hotmail.com>  
**Subject:** Donation Request

Hello Kristen,  
I received the donation request through the contact us portal. I require additional details to present to Council. Please submit your request providing details on the team name along with a mailing address for a cheque to be issued. If you have a schedule or confirmation details regarding the tournament, that would also be helpful.

I look forward to bringing the request to Council, however, I require additional information on the team and the support request.

Cheers,

*Charlene Watt*

Municipal Clerk, Dipl.M.M.  
Township of Armour  
PO Box 533, 56 Ontario Street  
Burk's Falls, Ontario P0A 1C0  
Telephone: 705-382-3332



## Charlene Watt (Deputy Clerk)

---

**From:** Kristen Barry Roy <kristen.barry@hotmail.com>  
**Sent:** December 9, 2025 4:24 PM  
**To:** Charlene Watt (Deputy Clerk)  
**Subject:** Fw: Tournament Registration Accepted

Below please find our acceptance into the Silver Stick tournament.

Thank you,  
Kristen Roy

---

**From:** Louis Roy <LouRoy8@outlook.com>  
**Sent:** December 9, 2025 4:22 PM  
**To:** Kristen Barry Roy <kristen.barry@hotmail.com>  
**Subject:** Fw: Tournament Registration Accepted

---

Get [Outlook for iOS](#)

---

**From:** 2026 Pelham Silver Stick® Finals <admin@silverstick.org>  
**Sent:** Sunday, December 7, 2025 2:05:36 PM  
**To:** louroy8@outlook.com <louroy8@outlook.com>  
**Subject:** Tournament Registration Accepted

## International Silver Stick

---

This email was generated on 12/7/2025 at 1:44 PM

---

TOURNAMENT NAME

**Pelham Finals**

GROUP NAME

**U15 14U HL/LL (2011)**

TEAM NAME

**Almaguin Ice Devils**

TEAM ADMINS

Louis Roy - louroy8@outlook.com - 705-845-8384 (Coach) [primary]

**Registration Status Updated (Now: Accepted)**

Congratulations on advancing to the Pelham International Silver Stick® Finals. Payment is now required to guarantee your spot and payment options are available at the link below. Your player roster has been transferred to us from your Regional Tournament. Should your roster change before coming to our tournament, please go to the Uploads section on your team page and upload the new document. If your roster was not transferred to us, you will receive an email asking you to upload. You will be required to upload a Travel Permit for this tournament. Hotel Block Booking Link: <https://app.eventpipe.com/event/259b3d7e-e566-48ae-91ba-33a1d6e06ec0/group-block/05696bae-049c-4f2a-9745-647ac714c7d2/search?BookingMode=10&CheckinDate=2026-01-09&CheckoutDate=2026-01-11&NumberOfRooms=10&venueId=>

Manage your team's registration by [clicking this link](#)

## Charlene Watt (Deputy Clerk)

---

**From:** Ashley Soundy (Administrative Assistant)  
**Sent:** December 9, 2025 3:51 PM  
**To:** Charlene Watt (Deputy Clerk)  
**Subject:** FW: NEW Township of Armour website inquiry!

Kind Regards,

*Ashley Soundy*

*Administrative Assistant/Finance Clerk*

Township of Armour  
56 Ontario Street  
P.O. Box 533  
Burk's Falls, ON P0A 1C0  
(705) 382-3332  
[admin@armourtownship.ca](mailto:admin@armourtownship.ca)  
[www.armourtownship.ca](http://www.armourtownship.ca)



**From:** no-reply@myclientfirstwebsite.com <no-reply@myclientfirstwebsite.com>  
**Sent:** December 9, 2025 3:12 PM  
**To:** Ashley Soundy (Administrative Assistant) <admin@armourtownship.ca>  
**Subject:** NEW Township of Armour website inquiry!

Form response notification

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:** Kristen Roy

**Phone Number (optional):** [705-492-0662](tel:705-492-0662)

**Email Address:** kristen.barry@hotmail.com

**How Can We Help You?:** I am writing to share some exciting news about our U13 Local League hockey team and to respectfully request your support as we represent the Almaguin area on the international stage.

We are proud to announce that our team recently competed at the Silver Stick Regional Tournament in Haliburton, where we achieved an outstanding undefeated record. Our young athletes demonstrated exceptional skill, teamwork, and sportsmanship throughout three round robin games, the semi-finals, and the championship final, ultimately winning the entire tournament.

This remarkable achievement has earned our team a coveted spot at the Silver Stick International Competition, which will be held in Pelham, Ontario, from January 8-11, 2026. This prestigious tournament brings together top teams from across North America and represents a tremendous opportunity for our players to compete at the highest level of local league minor hockey.

Participating in this international competition comes with significant costs for our team. The cost of this tournament is \$1800 , not including transportation or accommodations, which represents a considerable financial challenge for our families.

As representatives of the Almaguin area, our team takes great pride in carrying forward the values of hard work, dedication, and community spirit that define our region. Any financial support that the township could provide would help ensure that all our players can participate in this once-in-a-lifetime opportunity, regardless of their family's financial circumstances.

Thank you for considering our request. We are grateful for your ongoing support of youth athletics in our community and would welcome the opportunity to discuss this request further at your convenience.

Sincerely,  
Kristen Roy - Team Manager

[Reply to customer](#)

---

■





RECEIVED

DEC 11 2025

TOWNSHIP OF ARMOUR  
DECEMBER 10, 2025

**RESOLUTION NO. 2025- 333**

Moved by: Brad Kneller

Seconded by: Bishop

**WHEREAS** staff submitted an application for Invest Ready–Certified Site Designation, which was denied due to the absence of water, wastewater, and natural gas infrastructure;

**AND WHEREAS** staff subsequently met with representatives of the associated grant funding program, who advised that additional funding opportunities for rural communities would be forthcoming;

**AND WHEREAS** the Site Readiness Program for Industrial Properties has since been launched, with eligibility requirements stipulating that any missing infrastructure must be in place and serviceable within two years of acceptance into the grant funding program;

**AND WHEREAS** it is not financially feasible nor in the best interest of our ratepayers to install full municipal water, wastewater, and natural gas services, as the associated capital and operating costs would impose an undue financial burden on the Municipality's ratepayers;

**AND WHEREAS** alternative servicing solutions commonly used in rural and northern Ontario—such as properly designed and maintained septic systems for wastewater, drilled wells for drinking water, and propane or hydro for heat—are proven, reliable, and effective forms of infrastructure that can safely and efficiently support industrial and commercial development;

**NOW THEREFORE BE IT RESOLVED THAT** the Council of the Municipality of Magnetawan urges the Province of Ontario to revise its grant funding criteria to recognize and accept these alternative servicing methods as eligible infrastructure, and to ensure that rural and northern municipalities lacking municipal gas, water, and wastewater systems are not excluded from support;

**AND FURTHER THAT** this resolution be circulated to Premier Doug Ford; the Honourable Peter Bethlenfalvy, Minister of Finance; the Honourable Victor Fedeli, Minister of Economic Development, Job Creation and Trade; the Honourable Graydon Smith, MPP for Parry Sound–Muskoka; the Honourable Scott Aitchison, MP for Parry Sound–Muskoka; FONOM; AMO; NOMA; and all Ontario municipalities.

Carried ☒ Defeated ☐ Deferred ☐

Sam Dunnett  
Sam Dunnett, Mayor

Recorded Vote Called by: \_\_\_\_\_

**Recorded Vote**

Member of Council	Yea	Nay	Absent
Bishop, Bill			
Hetherington, John			
Hind, Jon			
Kneller, Brad			
Mayor: Dunnett, Sam			

## Protecting Ontario by Keeping Criminals Behind Bars

Province to introduce legislation to help keep dangerous and repeat offenders off the streets

November 25, 2025

[Solicitor General](#)

---

**TORONTO** — Today, the Ontario government will introduce legislation that, if passed, would hold offenders accountable, support victims of crime and strengthen public safety. The *Keeping Criminals Behind Bars Act, 2025* includes [bold new measures](#) that would crack down on dangerous driving and tighten bail requirements to protect communities. In addition to legislation, the government will strengthen safety protocols in adult correctional institutions and explore options to make information contained in the Ontario Sex Offender and Trafficker Registry publicly available.

“As part of our government’s plan to protect Ontario and crack down on criminals, we are moving forward with bold new measures that put public safety first,” said Solicitor General Michael Kerzner. “For too long, violent repeat offenders have cycled through the justice system, putting families at risk and wreaking havoc in our communities. This legislation tackles those issues by strengthening bail compliance and holding criminals accountable.”

To strengthen bail compliance, hold offenders accountable and keep violent, repeat offenders behind bars, the government’s [proposed legislation](#) will require an accused person or their surety to provide a cash security deposit in the full amount ordered by the court. Other proposed measures to strengthen the bail system include enhanced digital tools to track repeat offenders and those not in compliance with bail conditions. Ontario is continuing to make the necessary investments to increase capacity in the adult correctional institution system. These investments include adding permanent beds and retrofitting, repairing and reopening former correctional institutions, to ensure no violent, repeat offender ever walks free as a result of a lack of correctional capacity.



“Our government is delivering on a promise to fix the broken bail system and hold offenders accountable. By tightening bail requirements with tougher rules and stronger enforcement we are building on our work to keep communities safe,” said Attorney General Doug Downey. “The proposed new measures in the legislation are the latest step in our ongoing work to strengthen Ontario’s justice system – from investing millions to build court capacity, to increasing access to justice with modern solutions – and we will continue taking decisive action to protect Ontario.”

The province is also introducing a suite of measures aimed at cracking down on dangerous driving. Earlier this year, Andrew Cristillo was killed in a collision involving a driver who was facing charges for dangerous driving and stunt driving. Mr. Cristillo’s family launched a petition for “Andrew’s Law,” calling for increased penalties for dangerous driving. To support safer highways and roads, the government will introduce several measures later today in response to the petition including removing dangerous drivers from the streets by [introducing tougher roadside enforcement and higher penalties](#). These include allowing police to issue an immediate roadside driver’s licence suspension of 90 days and impound a vehicle for seven days if they have reason to believe a person was driving dangerously. Other measures include exploring the implementation of a requirement that [impaired drivers pay ongoing child support](#) if they kill a child’s parent or guardian, as well as increasing penalties for careless driving, driving with a suspended license and for commercial drivers convicted of distracted driving.

“No one should ever have to lose a loved one or suffer a life-changing injury because another driver chose to drive dangerously,” said Prabmeet Sarkaria, Minister of Transportation. “In response to the Andrew’s Law petition, our government is introducing tough new measures to crack down on reckless drivers and keep our roads safe.”

Other measures that complement the legislative proposals will hold offenders accountable and support victims of crime. This includes exploring options to make parts of the Ontario Sex Offenders and Trafficker Registry publicly available to give the public the information it needs to support safe communities, as well as measures that would crack down on the production and use of illegal drugs, including on public transit. It also includes exploring options to make sure that critical infrastructure such as roadways, transit hubs and hospitals, as well as places of worship and cultural centres, are kept clear so that everyone can access them safely, without intimidation, impediment or harassment.



To support public safety personnel and their families, the government will expand access to the Ontario Immediate Family Wellness Program, embedding the Constable Joe MacDonald Public Safety Officers' Survivors Scholarship Fund in statute and implementing new measures that will protect the safety of correctional officers in adult correctional facilities.

Finally, the proposed legislation contains a number of measures to protect animals and ensure their humane treatment, including by restricting invasive medical research on dogs and cats unless it is for specified purposes, such as veterinary research. These restrictions will be specified through regulation, with the consultation period beginning today. The government will also increase penalties for people who harm animals that work with peace officers and, in early 2026, will begin consultations on banning medically unnecessary procedures that harm dogs and cats, such as declawing and ear-cropping.

---

#### Quick Facts

- The *Keeping Criminals Behind Bars Act, 2025* builds on previous community safety and justice legislation that was [introduced in 2024](#) and [earlier in 2025](#).
  - Drivers convicted of dangerous driving within a five-year period are about three and a half times more likely to cause a serious collision than drivers with a clean record.
  - Large trucks are involved in one in five Ontario roadway fatalities each year.
  - Distracted driving is one of the leading causes of collisions in Ontario, resulting in one in seven fatalities annually.
  - The *Keeping Criminals Behind Bars Act* would, if passed, also amend the *Police Record Checks Reform Act* to enable service standards to be developed to help reduce delays in processing police record checks that can impact employment and access to services.
-

## Ontario and Marten Falls First Nation Sign Historic Agreement to Unlock the Ring of Fire

Partnership agreement delivers on local community priorities and will speed up construction on the roads to the Ring of Fire

November 27, 2025

[Office of the Premier](#)

[Indigenous Affairs and First Nations Economic Reconciliation](#)

---

**TORONTO** — Today, Premier Doug Ford, along with Greg Rickford, Minister of Indigenous Affairs and First Nations Economic Reconciliation and Minister Responsible for Ring of Fire Economic and Community Partnerships, and Marten Falls Chief Bruce Achneepineskum, signed a Community Partnership Agreement that will unlock economic prosperity and accelerate development of the all-season [Marten Falls Community Access Road](#) (MFCAR). The MFCAR will connect Marten Falls First Nation to the broader provincial highway network, supporting economic opportunity and access to critical services, and will serve as a key link in the proposed road network leading to the Ring of Fire. The agreement advances the development of the road, with shovels in the ground next August, while providing critical supports and community benefits for Marten Falls First Nation. The agreement also reaffirms Ontario and Marten Falls First Nation's commitment to the completion of the planning, development and construction of the proposed Northern Road Link (NRL).

"This historic agreement is a landmark moment in our plan to unleash the economic benefits of the Ring of Fire, bringing prosperity to Northern Ontario and creating 70,000 jobs across our province," said Premier Doug Ford. "I want to thank Chief Achneepineskum and Marten Falls First Nation for their vision and partnership, helping our government build a stronger, more competitive economy that can withstand tariffs and any other challenges that come our way."

To support the government's plan to protect Ontario, this agreement provides Marten Falls First Nation with up to \$39.5 million for important community infrastructure, while supporting the development and construction of the proposed MFCAR. Through this agreement, Marten Falls First Nation will submit its environmental assessment by February 20, 2026, on an expedited basis. Pending

approvals and consultations, construction will begin as soon as August 2026, subject to the federal government ending its duplicative impact assessments in the region. The agreement also confirms Ontario and Marten Falls First Nations' commitment to advancing the proposed Northern Road Link. This all-season road will connect the Marten Falls Community Access Road and Ontario's wider highway network with the Webequie Supply Road and the Ring of Fire.

"For years we have worked diligently on the Environmental Assessment processes starting with the Marten Fall Community Access Road and then the Northern Road Link. As the MFCAR EA process comes to an end in 2026, we recognize that we were always working towards reconciliation for our community. Not only economic reconciliation but reconciliation based on fixing a relationship that has historically left us behind," said Bruce Achneepineskum, Chief of Marten Falls First Nation. "We are very excited for what this agreement represents, because it is not just an agreement that starts to move the Marten Falls Community Access Road towards construction, but it also represents a real and deeper partnership between Marten Falls and Ontario. This includes a commitment to build infrastructure in the community and start community readiness projects to prepare for the work ahead. This means that we build the road as well as our community infrastructure and capacity which was always our vision. This new chapter in our partnership with Ontario is the start of significant progress and prosperity for our First Nation and the region."

Ontario is strengthening its partnership with Marten Falls First Nation through an agreement that reflects a government-to-government approach built on trust, respect and shared priorities. As a next step, Ontario and Marten Falls will continue working together on shared priorities while supporting environmental review processes and collaboration with federal partners.

"This Community Partnership Agreement is a testament to our strong nation-to-nation partnership with Marten Falls First Nation," said Minister Greg Rickford. "Together, we are writing the next chapter of First Nations by laying the groundwork for infrastructure and services that will support economic growth and long-term prosperity, advancing our shared commitment to reconciliation and continued partnership."

Ontario's \$39.5 million investment will flow to the community to support key milestones. The first will align with this year's winter road season and will allow materials to be brought up for urgent community priorities, including community infrastructure and economic supports. The remaining funding will flow upon Marten Falls submitting the final MFCAR environmental assessment and will further



support community priorities and critical infrastructure. In addition, funding will support local jobs and the procurement of materials and equipment needed to build priority projects.

The agreement is part of Ontario's broader strategy to unlock the economic potential of the Ring of Fire while ensuring First Nations and northern communities reap the benefits of critical mineral development through community and economic partnerships that offer economic opportunities for generations. This initiative complements agreements signed this year with [Aroland First Nation](#) and [Webequie First Nation](#) and supports Ontario's Critical Minerals Strategy to build an end-to-end critical minerals supply chain, with critical minerals mined and refined in Ontario by Ontario workers.

---

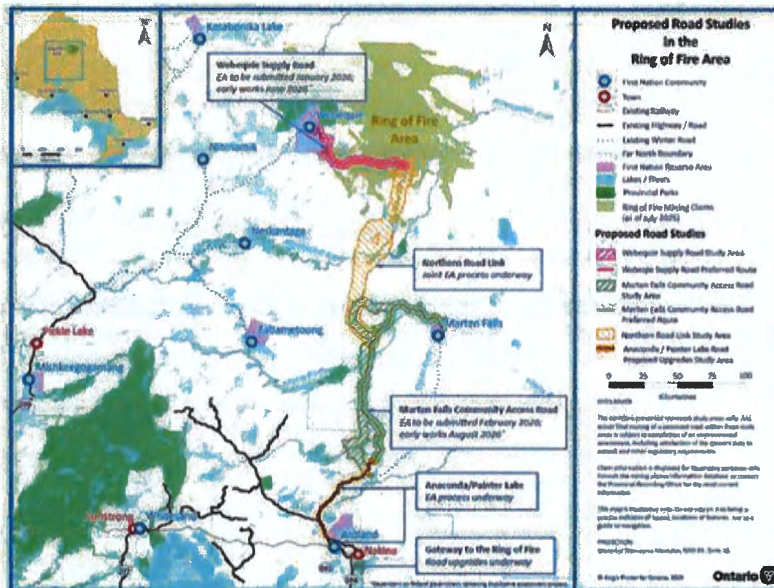
### Quick Facts

- Marten Falls First Nation is a remote Anishinaabe community approximately 400 kilometres northeast of Thunder Bay, located where the Albany and Ogoki Rivers meet. It is mainly accessible by air, with winter roads available seasonally.
- Ontario's Ring of Fire region, located approximately 500 kilometres northeast of Thunder Bay and covering about 8,000 square kilometres, represents enormous economic potential due to its vast supply of critical minerals.
- [Ontario signed an agreement with Aroland First Nation](#) in January 2025 and with [Webequie First Nation](#) in October 2025. The province will continue working with other First Nations along the entire proposed length of the roads to the Ring of Fire on further potential partnerships.
- In September, the government announced an investment of [\\$61.8 million in Geraldton's Main Street Rehabilitation Project](#), a critical road infrastructure project in Greenstone that will be the gateway to the Ring of Fire.
- To support opportunities for Indigenous equity, ownership and partnership in critical mineral and infrastructure development, Ontario is [investing nearly \\$3.1 billion through a mix of loans, grants and scholarships](#).

---

### Additional Resources

- [Ontario's Critical Minerals Strategy 2022-2027: Unlocking potential to drive economic recovery and prosperity](#)
  - [Province Investing \\$3.1 Billion to Support Indigenous Partnership in Critical Mineral Development](#)
  - Learn about the [Ring of Fire](#), an area in Northern Ontario with vast reserves of critical minerals
-



## Media Contacts

**Hannah Jensen**

Premier's Office

[Hannah.Jensen2@ontario.ca](mailto:Hannah.Jensen2@ontario.ca)

**Jenna DePaiva**

Minister Rickford's Office

[Jenna.DePaiva@ontario.ca](mailto:Jenna.DePaiva@ontario.ca)

**Flavia Mussio**

Communications Branch

[Flavia.Mussio@ontario.ca](mailto:Flavia.Mussio@ontario.ca)

Accessibility

Privacy

© King's Printer for Ontario, 2012-2025





**Muskoka  
Almaguin**  
ONTARIO HEALTH TEAM



33

# MUSKOKA ALMAGUIN OHT COMMUNITY HELPLINE 1-844-806-3093

## What is the Muskoka Almaguin Community Helpline?

Navigating local health and social services can be confusing. To make this process easier, the Muskoka Almaguin Ontario Health Team (OHT) has launched a Community Helpline, designed to assist residents navigate these services available in our community.

## How does it work?

When you call the Community Helpline at **1-844-806-3093**, a dedicated navigator will provide support and connect you to local health and social services in Muskoka and Almaguin based on your individual needs.

## Help is just a call away.

- ✓ Connect with a friendly navigator for support and personalized transfers to local health and social services.
- ✓ Discover and access community programs and services more easily.
- ✓ Specifically designed for community members to find the resources or assistance they need.
- ✓ Get connected to essential community supports Monday to Friday from 8 am to 8 pm.

**\*Muskoka Almaguin Ontario Health Team is supported by funding from the Government of Ontario.**

## COMMUNITY HELPLINE AVAILABILITY

**M-F, 8AM-8PM**

Including statutory holidays that fall within Monday to Friday. For more information visit [www.maoht.ca](http://www.maoht.ca).

## AFTER HOURS AVAILABILITY

Outside 8AM to 8PM, callers can leave a message and expect a return call within 24-48 business hours. Alternatively, they can opt for a transfer to either 811 or 211.



## Ontario Putting Near North District School Board Under Provincial Supervision

Province taking action to restore accountability and ensure focus is on student achievement

December 01, 2025

[Education](#)

---

TORONTO — The Ontario government is taking control of the Near North District School Board (NNDSB) after a ministry review confirmed deep-rooted dysfunction and mismanagement that have eroded public confidence. The Minister of Education is using newly broadened powers of oversight and authority enabled by last month's Royal Assent of the *Supporting Children and Students Act, 2025*, to place NNDSB under supervision.

"I will not stand by while a board's incompetence directly impacts student achievement," said Paul Calandra, Minister of Education. "This decisive action should serve as a warning to any board that is failing in its responsibility to put students first. We are putting school boards on notice that I now have the authority to quickly assume control where there is clear mismanagement and ensure accountability on behalf of parents and teachers."

The [ministry review](#), which revealed significant failures in governance and leadership that have caused considerable disruption to student learning, came in response to major setbacks and delays in opening a new, state-of-the-art school for JK-12 students in Parry Sound. Hundreds of elementary students were forced to start the school year at another school, while high school students switched to remote learning and are now being taught in a half-demolished high school.

The review also found:

- An alarming lack of leadership in the senior administration of the school board
- The school board was divided, inexperienced, and unwilling or unable to carry out its responsibilities
- Trustees showed limited understanding of governance principles despite training opportunities

- Significant concerns about the Director of Education's leadership and professional conduct, including inappropriate use by a family member of a corporate credit card

The Minister [issued 15 binding directions](#) to the school board to address the reviewer's recommendations to strengthen effective governance at the NNDSB and rebuild public confidence. The board failed to comply with 10 directions within the timelines set by the Minister, which is why it was placed under supervision.

The supervisor for NNDSB will be named in the near future, with the Minister providing supervision in the interim.

Six school boards in Ontario are currently under supervision to address concerns related to growing deficits, depleting reserves and mismanagement.

The *Supporting Children and Students Act, 2025*, builds on the government's ongoing work to uphold trust in Ontario's publicly funded education system and is part of the government's plan to build a strong, accountable and well-supported education system with a back-to-basics approach that is focused on improving student outcomes.

---

#### Quick Facts

- The *Supporting Children and Students Act, 2025*, simplifies, streamlines and broadens the Minister of Education's powers of oversight, including over school board finances, governance and program performance. It gives the Minister of Education the authority to initiate an investigation, issue binding directions or place a school board under supervision where there is a concern about a matter of public interest, whether on financial or non-financial grounds.
- When a school board is placed under supervision, the Minister of Education may appoint a supervisor. Supervisors have leadership and expertise in governance, finance and/or public accountability matters. They report regularly to the ministry while working to improve stability and efficiency in school boards.

---

#### Additional Resources

- [Ontario Strengthening Governance, Accountability and Transparency in School Boards, Postsecondary Institutions and Children's Aid Societies](#)
- [Ontario Taking Action to Restore School Board Financial Stability](#)
- [Ontario Appoints Supervisors to Oversee Four More School Boards](#)



## **Respiratory Outbreak Ends on North Wing at SMMH**

(Wednesday, December 3, 2025, Muskoka, ON) – Muskoka Algonquin Healthcare (MAHC), in consultation with the Simcoe Muskoka District Health Unit, has confirmed the respiratory outbreak (COVID-19) on North Wing at the South Muskoka Memorial Hospital (SMMH) Site is over.

The outbreak lasted 13 days, and through outbreak management protocols including testing, seven patient cases and three staff cases were attributed to the outbreak.

North Wing at SMMH reopened to visitors on December 3, in line with MAHC's current visiting policy that allows an inpatient to have two visitors per day between 10 a.m. to 8 p.m.

-30-

*Muskoka Algonquin Healthcare (MAHC) is a multi-site health care organization accredited with exemplary standing that provides acute care services at the Huntsville District Memorial Hospital and South Muskoka Memorial Hospital in Bracebridge. Find out more about Muskoka Algonquin Healthcare by visiting [www.mahc.ca](http://www.mahc.ca). Connect with us on [X](#), [Facebook](#) and [Instagram](#).*

**For more information or to arrange an interview, please contact:**

Bobbie Clark, Director of Communications & Stakeholder Relations  
705-645-4404 ext. 3336; [bobbie.clark@mahc.ca](mailto:bobbie.clark@mahc.ca)



# Colour-coded Weather Alerts

## Overview

In November 2025, Environment and Climate Change Canada's (ECCC) Meteorological Service of Canada (MSC) is implementing changes to the way severe weather warnings are communicated to Canadians. A colour-coded weather alert system will be introduced to place more emphasis on the potential impact a severe weather event may have on the lives of Canadians.

## What are colour-coded weather alerts

Colour-coded weather alerts tell you what risk the weather is to you. Every type of weather alert – Warnings, Advisories, and Watches – has a colour when it is issued. The weather alert colours move from Yellow, to Orange, to Red, as the potential risk increases.

## Alert colours

The same weather can have different impacts, depending on timing, location, and population. That's why each weather alert has a colour, to tell you the level of impact possible in your area, so you can prepare appropriately.



### Yellow

- **Hazardous weather may cause damage, disruption, or health impacts**
- Impacts are moderate, localized and/or short-term
- Yellow alerts are the most common



### Orange

- **Severe weather is likely to cause significant damage, disruption, or health impacts**
- Impacts are major, widespread and/or may last a few days
- Orange alerts are uncommon



### Red

- **Very dangerous and possibly life-threatening weather will cause extreme damage and disruption**
- Impacts are extensive, widespread, and prolonged
- Red alerts are rare

Remember to **always read the full weather alert text**, no matter the colour. We always include details about the weather and actions you can take to keep safe.



## How we choose weather alert colours

To choose a colour that describes the risk level of a weather alert, we analyze two types of information. We consider:

- How confident we are the weather will occur
- The possible impact that weather may have on you

We use an Alert Colour Matrix to help us choose the colours for our alerts.

The diagram shows a 4x4 grid representing the Alert Colour Matrix. The vertical axis is labeled 'CONFIDENCE' and has four levels: Very High, High, Moderate, and Low. The horizontal axis is labeled 'IMPACT' and has four levels: Low, Moderate, High, and Extreme. The cells are color-coded as follows: Very High confidence with Low impact is white; Very High with Moderate impact is yellow; Very High with High impact is orange; Very High with Extreme impact is red. High confidence with Low impact is white; High with Moderate impact is white; High with High impact is orange; High with Extreme impact is red. Moderate confidence with Low impact is white; Moderate with Moderate impact is white; Moderate with High impact is yellow; Moderate with Extreme impact is orange. Low confidence with Low impact is white; Low with Moderate impact is white; Low with High impact is yellow; Low with Extreme impact is yellow.

CONFIDENCE	Very High				
	High				
	Moderate				
	Low				
		Low	Moderate	High	Extreme
		IMPACT			

It has a vertical and horizontal axis, to show the different levels of forecast confidence and possible weather impact.

The levels of forecast confidence we have that the weather will occur, ascend vertically up the side from bottom to top from lowest to highest:

- Low forecast confidence
- Moderate forecast confidence
- High forecast confidence
- Very High forecast confidence.

The levels of possible weather impact are horizontal along the bottom from left to right, least to greatest:

- Low weather impact
- Moderate weather impact
- High weather impact
- Extreme weather impact

Where our level of confidence meets with our level of impact on the matrix, we find the colour to describe that alert.

## Levels of forecast confidence

We use a variety of information sources to decide the level of forecast confidence that a weather event will occur:

- Current observations
- Weather prediction models
- Forecaster expertise

Ultimately, it is our forecasters who decide that there is low, moderate, high, or very high confidence that a weather event will happen. We use this confidence in our Alert Colour Matrix to help choose a weather alert's colour

## Levels of weather impact

We only issue weather alerts for three levels of weather impact: moderate, high, and extreme.

Impact guides help us decide what impact level we use to describe a weather event. This in turn helps us choose the alert colour.

---

Weather impact levels describe how the weather will affect:

- Travel delays
- Utilities disruption
- Damage to property
- Danger to people's health
- Time for society to recover

For low-impact weather, when day-to-day activities are not affected, we do not send out a weather alert. Instead, we may create a Metnote or a Special Weather Statement.



# MONTHLY JOBS REPORT

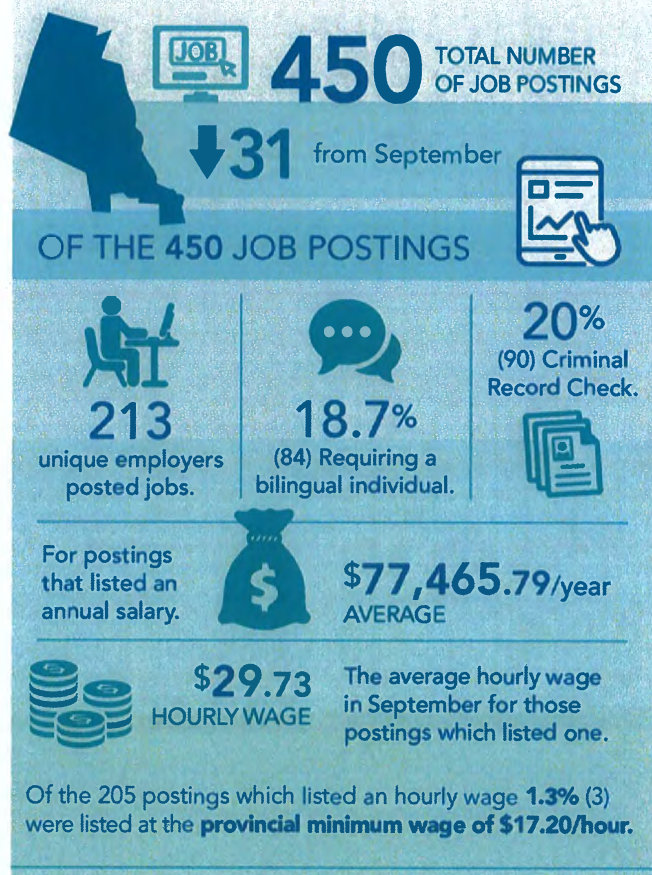
October 2025

The Labour Market Group

Guiding partners to workforce solutions.

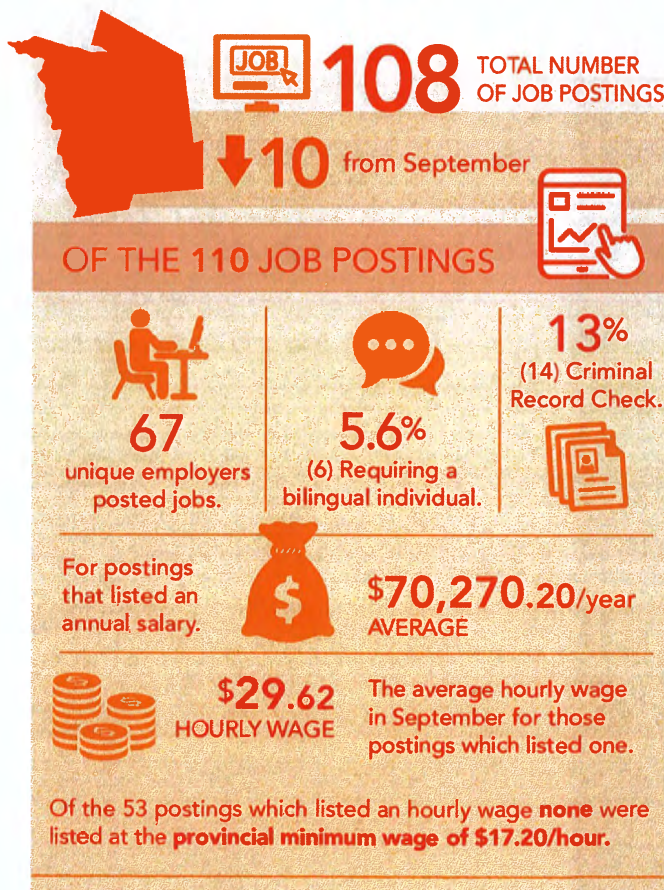
## NIPISSING DISTRICT

There were 450 job postings recorded in October for Nipissing District. This represents a month-over-month decrease of -6.4% (-31 postings) compared to September and a year-over-year decrease of -9.8% (-49 postings) compared to October 2024. Historically, there is a decline in jobs from September to October. A total of 215 unique employers posted jobs in October, marking a month-over-month decline of -5.3% (-12 employers) and a year-over-year decrease of -18.0%.



## PARRY SOUND DISTRICT

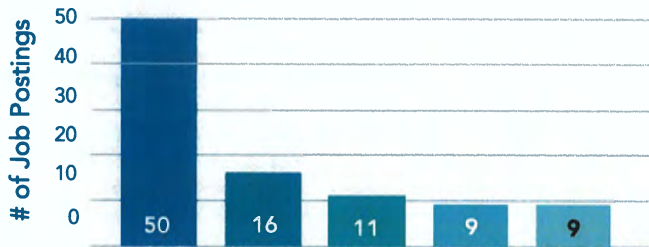
There were 108 job postings recorded for the Parry Sound District in October, representing a month-over-month decrease of -8.5% (-10 postings) and a year-over-year decrease of -16.3% (-21 postings). job postings in the region have historically declined in October following September. There were 67 unique employers posting jobs in October, down -10.7% (-8 employers) from September and -16.3% (-13 employers) compared to October 2024.



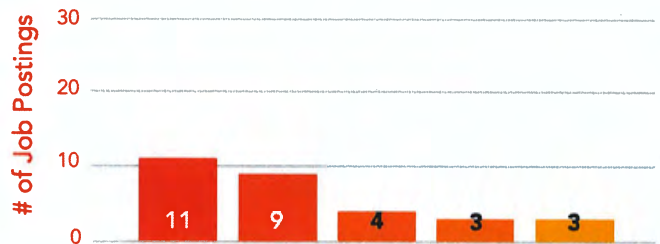
\* North American Industry Classification System (NAICS) is the system utilized by the governments of Canada, United States and Mexico in order to classify companies based on their primary functions/objectives.



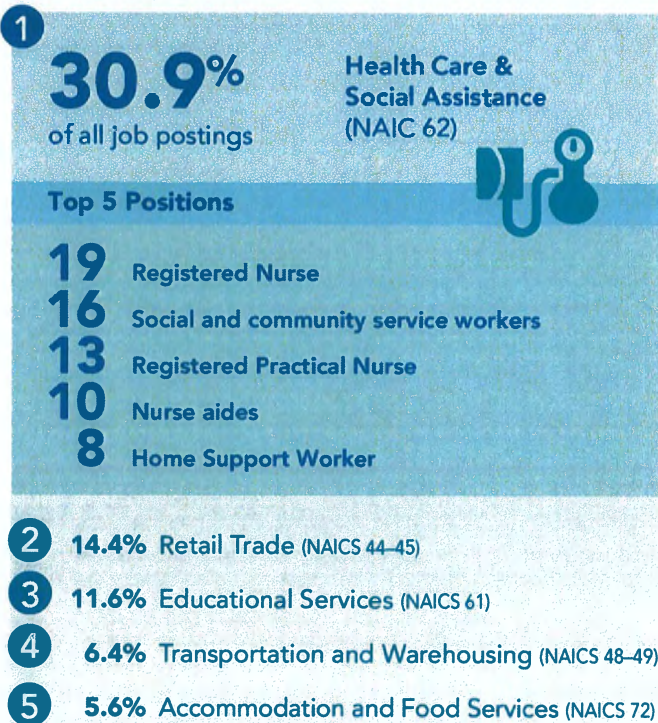
### TOP 5 EMPLOYERS POSTING JOBS



### TOP 5 EMPLOYERS POSTING JOBS

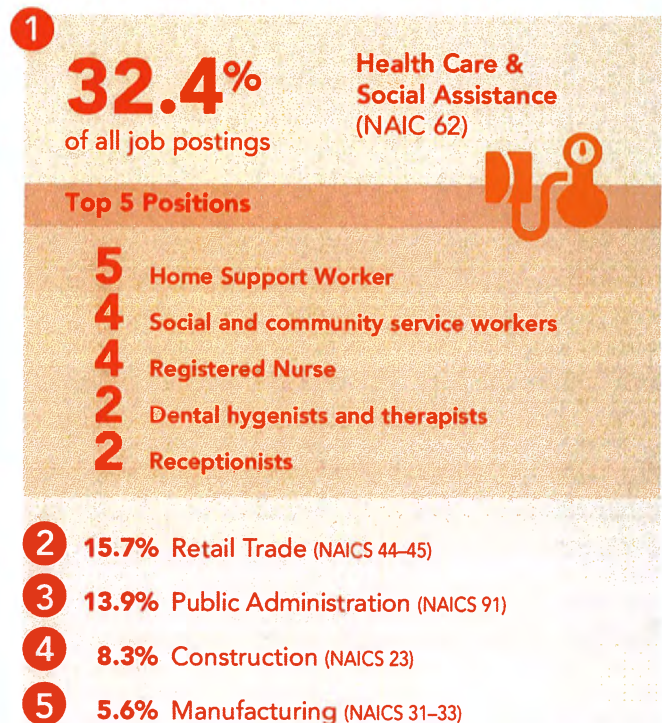


### TOP 5 INDUSTRIES HIRING (NAICS)



The Health Care and Social Assistance (NAICS 62) industry remained the largest contributor in October, accounting for 30.9% (139) of all job postings. It also saw the largest month-over-month increase (+4.3%, +11 postings). In contrast, the Transportation and Warehousing (NAICS 48-49) sector experienced the largest decrease (-4.0%, -21 postings).

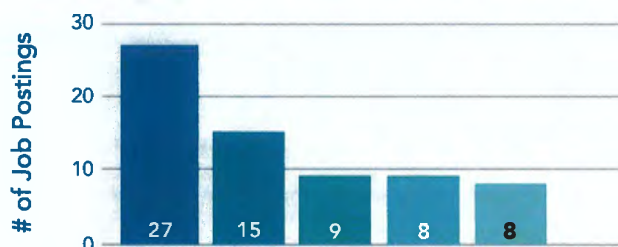
### TOP 5 INDUSTRIES HIRING (NAICS)



The Health Care and Social Assistance (NAICS 62) industry was the largest contributor to job postings in October, accounting for 32.4% (35) of all listings. It also saw the largest month-over-month increase (+8.7%, +7 postings). The Accommodation and Food Services (NAICS 72) sector experienced the largest month-over-month decrease (-8.0%, -10 postings).



## TOP 3 OCCUPATIONAL CATEGORIES (NOC)



- Retail Salesperson
- Food Counter Attendants
- Cooks
- Cleaner
- Customer Service Representative

## TOP 3 OCCUPATIONAL CATEGORIES (NOC)



- Retail Salesperson
- Janitors
- Clerk
- Food Counter Attendants
- 3 tied with 2



- Truck Driver (9)
- Heavy Equipment Operators (5)
- Automotive Service Technician (4)
- Building Maintenance Worker (4)
- Material Handlers (4)



- Social and community service worker (8)
- Home Support Worker (5)
- Early Childhood Educator / Assistant (3)
- Teacher - Elementary / Kindergarten (2)
- 3 tied with (1)



- Registered Nurse (19)
- Registered Practical Nurse (13)
- Nurse Aide (10)
- Nursing coordinators and supervisors (4)
- 2 tied with (3)



- Material Handler (2)
- Building Maintenance Worker (2)
- Facility operation and maintenance managers (2)
- Bus drivers, subway operators and other transit operators (2)
- Bus drivers, subway operators and other transit operators (2)

Sales and Service (NOC 6) roles continued to represent the largest share of postings at 27.6% (124). The Trades, Transport and Equipment Operators (NOC 7) group saw the largest month-over-month decrease (-1.8%, -14 postings). Conversely, Education, Law and Social, Community and Government Services (NOC 3) recorded the largest increase (+2.4%, +6 postings). 18 managerial postings were recorded in October, with the highest concentration in Sales and Service (8 roles), followed by Business, Finance and Administration (4 roles), and smaller numbers across other occupational groups. There were 5 senior management positions, 2 each in Professional, Scientific and Technical Services and Health Care and Social Assistance.

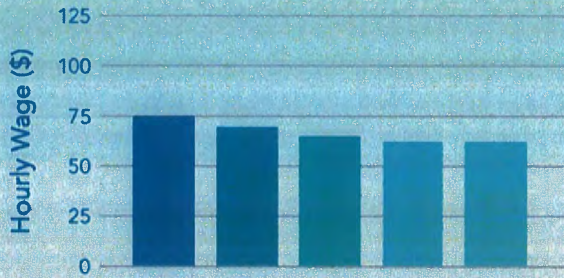
The Sales and Service (NOC 6) group remained the largest contributor to job postings in October, representing 28.7% (31) of all listings. The Education, Law and Social, Community and Government Services (NOC 3) category saw the largest month-over-month increase (+4.6%, +4 postings). Conversely, Sales and Service (NOC 6) also experienced the largest month-over-month decrease (-6.0%, -10 postings). 8 managerial positions were advertised in October, with the majority in Sales and Service (3) and Trades, Transport and Construction (2). There was 1 senior manager role, posted in the Health Care and Social Assistance (NAICS 62) sector.



## TOP 5 HOURLY WAGE VACANCIES



**\$74.46** Nurse Practitioner  
@ North Bay Regional Health Centre



**\$69.17** Nurse Practitioner  
@ West Nipissing General Hospital

**\$66.40** Physician Assistant  
@ North Bay Regional Health Centre

**\$62.10** Spécialiste En Gestion Des Affaires Corporatives  
@ Caisse Alliance

**\$62.10** Planificateur(trice) Financier(ière)  
@ Caisse Alliance

## TOP 3 ANNUAL SALARY VACANCIES

**\$400,000.00**

Physician - Critical Care  
@ North Bay Regional Health Centre

**\$200,000.00**

Sales Manager - Automotive  
@ 401 Auto - North Bay Chrysler

**\$161,000.00**

Engineering Manager  
@ Miller Technology Incorporated



**Lowest Annual Salary \$34,400.00**

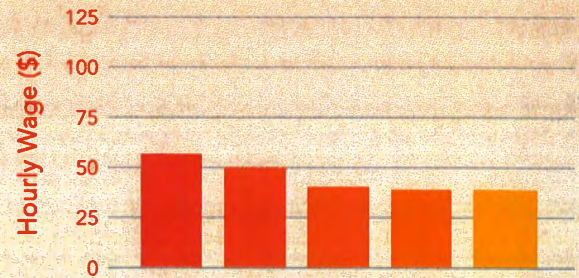
Barber  
@ AWOL Barber Shop

50.2% (226) of job postings listed an hourly wage, with an average of \$29.73/hour. This is 3.9% higher (+\$1.12/hour) than the 12-month average of \$28.61/hour. Among postings with an hourly wage, 1.3% (3 postings) were listed at the provincial minimum wage (\$17.20/hour), lowest number since December 2024. For jobs that listed an annual salary, the average was \$77,465.79/year, which is 2.4% lower (-\$1,874.68) than the 12-month average of \$79,340.47/year.

## TOP 5 HOURLY WAGE VACANCIES



**\$65.00** Dental Hygienist - Registered  
@ Bowes Dental Centre



**\$61.80** Clinical Care Coordinator  
@ West Parry Sound Health Centre

**\$57.68** Registered Nurse  
@ West Parry Sound Health Centre

**\$45.00** Sheet Metal Worker  
@ Wolf Mechanical Inc

**\$45.00** Dental Hygienist  
@ Powassan Dental Centre

## TOP 3 ANNUAL SALARY VACANCIES

**\$150,000.00**

Director Of Quality  
@ Crofters Food Ltd

**\$100,000.00**

Fixed Operations Manager  
@ Bourgeois Ford North

**\$91,168.48**

Supervisor - Early Learning and Child Care  
@ District of Parry Sound Social Services  
Administration Board



**Lowest Annual Salary \$43,000.00**

Corporate Sales Manager  
@ Pizza Hut

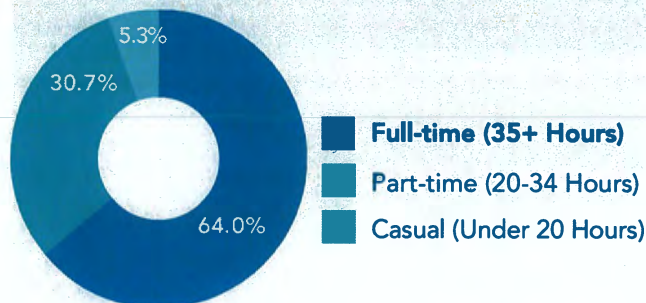
49.1% of job postings (53) in October listed an hourly wage, with an average of \$29.62/hour, which is 9.8% higher (+\$2.65) than the 12-month average of \$26.97/hour. None of the postings with an hourly wage were offered at the provincial minimum wage, for the first time since December 2024. For positions listing an annual salary, the average was \$70,270.20/year, slightly below the 12-month average of \$71,927.14/year (-\$1,656.94, -2.3%). These fluctuations are typical, as only a portion of job postings in the district report annual salary information.



## FULL-TIME / PART-TIME BREAKDOWN

**64.0%** of listings in October  
↓ **6.1%** from September

64.0% of job postings (288) in October were for full-time positions (35+ hours/week). This represents a decline of 6.1% from September (70.1%).

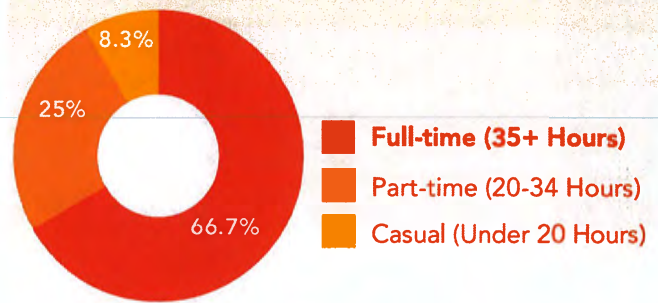


**450** Postings listed hours offered (100%)

## FULL-TIME / PART-TIME BREAKDOWN

**66.7%** of listings in October  
↓ **2.8%** from September

66.7% of job postings (72) in October were for full-time positions (35+ hours/week). This represents a slight month-over-month decrease compared to September, when 69.5% of listings were full-time.

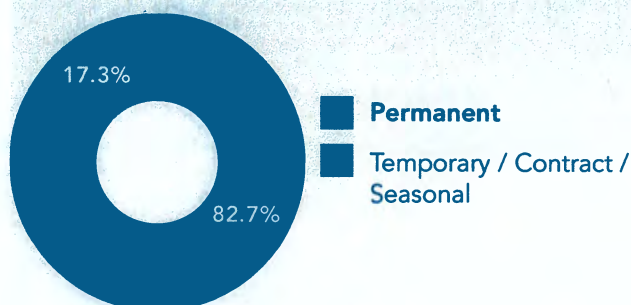


**108** Postings listed hours offered (100%)

## TERM OF EMPLOYMENT

**82.7%** of listings in October  
↓ **4.4%** from September

82.7% (372) of postings in October were for permanent positions, compared to 87.1% in September — a decrease of 4.4%.

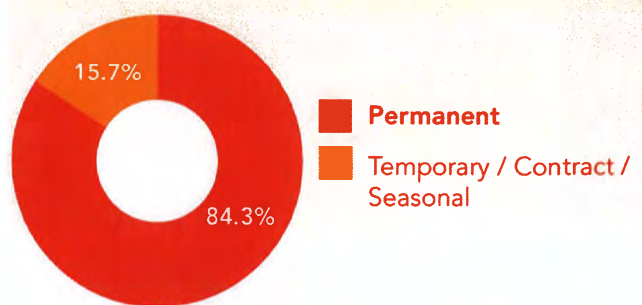


**450** Postings listed hours offered (100%)

## TERM OF EMPLOYMENT

**84.3%** of listings in October  
↓ **5.2%** from September

In terms of job duration, 84.3% of postings (91) were for permanent positions, while 15.7% (17) were temporary, contract, or seasonal. Although lower than September's 90.7%, the share of permanent positions remains relatively high.



**108** Postings listed hours offered (100%)



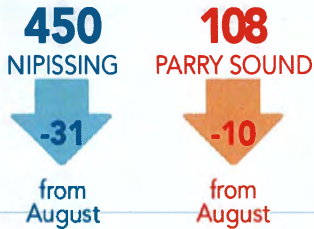
November 2025

# LABOURFOCUS

  
The Labour Market Group

## JOBS REPORT OCTOBER 2025

TOTAL NUMBER OF JOB POSTINGS



TOP INDUSTRY WITH VACANCIES

**NIPISSING**  
Health Care & Social Assistance (30.9%)

**PARRY SOUND**  
Health Care & Social Assistance (32.4%)

To view the full report, visit our website  
[www.thelabourmarketgroup.ca](http://www.thelabourmarketgroup.ca)  
[readysethired.ca](http://readysethired.ca)

Questions or concerns?  
Feel free to contact us at  
[info@thelabourmarketgroup.ca](mailto: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:



## TOP 10 TRADES FOR NEW REGISTRATIONS 2023-2024

	BOARD	REGION	ONTARIO
1	40 Automotive Service Technician	310 Electrician - Construction and Maintenance	5,153 Electrician - Construction and Maintenance
2	5 Electrician - Construction and Maintenance	204 Automotive Service Technician	2,767 Automotive Service Technician
3	21 Truck and Coach Technician	195 General Carpenter	2,098 General Carpenter
4	20 Hairstylist	179 Heavy Duty Equipment Technician	1,932 Industrial Mechanic Millwright
5	18 General Carpenter	164 Truck and Coach Technician	1,857 Plumber
6	14 Plumber	141 Industrial Mechanic Millwright	1,483 Truck and Coach Technician
7	-	104 Powerline Technician	1,138 Hairstylist
8	-	99 Plumber	790 Refrigeration and Air Conditioning Systems Mechanic
9	-	78 Hairstylist	695 Sheet Metal Worker
10	-	72 Welder	580 Child Development Practitioner



## TOP TEN TRADES by active tradespersons\*, September 2024

**In Nipissing**, there are two trades where at least one-third (33%) of the registrants are 55 years and older.

**In Parry Sound**, there are seven trades where at least one-third (33%) of the registrants are 55 years and older.

**On the other hand**, the following trades are composed of at least 10% of registrants

who are 15 to 24 years old (which suggests strong attraction for youth):

- Electrician – Construction and Maintenance
- Plumber
- General Carpenter
- Powerline Technician
- Sheet Metal Worker
- Industrial Mechanic Millwright
- Child Development Practitioner

\*An active tradesperson, according to STO, is a person who holds one of the following documents that are active: a Registered Training Agreement (issued to Apprentices), a Provisional Certificate of Qualification (issued to completed Apprentices), all Compulsory Certificates of Qualification (issued to individuals who pass the certifying exam, for trades with a certifying exam) or all issued Non-Compulsory Certificates of Qualification.

Source: Skilled Trades Ontario

[www.thelabourmarketgroup.ca](http://www.thelabourmarketgroup.ca)



Looking for  
Board members!

Are you  
interested  
in the future  
workforce of Nipissing  
or Parry Sound?

Become an **LMG Board member!** We are currently seeking applications from those individuals interested in joining the LMG team!

For more information contact  
[info@thelabourmarketgroup.ca](mailto:info@thelabourmarketgroup.ca)

Questions or concerns?  
Feel free to contact us at  
[info@thelabourmarketgroup.ca](mailto: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:



## TOP TEN TRADES

by active tradespersons, September 2024



TRADE	TOTAL	NIPISSING			ONTARIO		
		AGE			AGE		
		15-24	25-54	55+	15-24	25-54	55+
1 Automotive Service Technician	430	8%	50%	43%	11%	53%	37%
2 Electrician — Construction and Maintenance	418	12%	63%	25%	11%	59%	29%
3 Truck and Coach Technician	335	9%	41%	50%	7%	43%	50%
4 Hairstylist	257	6%	56%	39%	6%	57%	37%
5 Plumber	136	10%	65%	25%	13%	64%	23%
6 General Carpenter	90	23%	74%	2%	29%	69%	2%
7 Powerline Technician	67	31%	66%	3%	21%	75%	4%
8 Sheet Metal Worker	52	12%	60%	29%	10%	64%	26%
9 Industrial Mechanic Millwright	47	21%	72%	6%	15%	78%	7%
10 Child Development Practitioner	47	19%	77%	4%	11%	79%	10%



TRADE	TOTAL	PARRY SOUND			ONTARIO		
		AGE			AGE		
		15-24	25-54	55+	15-24	25-54	55+
1 Automotive Service Technician	363	7%	43%	50%	11%	53%	37%
2 Electrician — Construction and Maintenance	322	14%	51%	35%	11%	59%	29%
3 Truck and Coach Technician	261	5%	36%	60%	7%	43%	50%
4 Hairstylist	127	4%	58%	39%	6%	57%	37%
5 General Carpenter	106	26%	71%	4%	29%	69%	2%
6 Plumber	101	12%	44%	45%	13%	64%	23%
7 Refrigeration and Air Conditioning Systems Mechanic	44	2%	57%	41%	7%	59%	35%
8 Sheet Metal Worker	38	11%	55%	34%	10%	64%	26%
9 Auto Body and Collision Damage Repairer	32	3%	50%	47%	8%	48%	44%
10 Hoisting Engineer — Mobile Crane Operator 1	29	3%	59%	38%	4%	62%	33%

Source: Skilled Trades Ontario

[www.thelabourmarketgroup.ca](http://www.thelabourmarketgroup.ca)

**Ministry of the Environment,  
Conservation and Parks**

Environmental Assessment  
Modernization Branch

135 St. Clair Avenue West  
4th Floor  
Toronto ON M4V 1P5

**Ministère de l'Environnement, de  
la Protection de la nature et des Parcs**

Direction de la modernisation des processus  
d'évaluation environnementale

135, avenue St. Clair Ouest  
4<sup>e</sup> étage  
Toronto ON M4V 1P5



December 5, 2025

**Subject: Update on the proposed environmental assessment regulation for  
municipal infrastructure**

Good afternoon,

I am writing to share an update on the proposed Municipal Project Assessment Process (MPAP), a new environmental assessment (EA) regulation for certain municipal infrastructure projects. If implemented, this regulation would replace the current Municipal Class Environmental Assessment (MCEA).

The Ministry of the Environment, Conservation and Parks (ministry) continues to modernize Ontario's EA program. Our goal is to reduce delays for critical infrastructure projects, while maintaining strong environmental protections and opportunities for public consultation.

**Background**

In March 2023, we posted an initial proposal on the Environmental Registry to review EA requirements for municipal infrastructure projects.

In February 2024, we began consulting on a more detailed proposal for regulations under Part II.4 of the amended Environmental Assessment Act. These regulations would identify municipal projects subject to the streamlined EA process outlined in the proposed MPAP regulation.

**Next steps**

We appreciate the feedback received so far. In response to input received during earlier consultations, we are considering changes to the February 2024 proposal. These updates are outlined in the [updated proposal posting](#).

The ministry is seeking your input as we finalize the streamlined EA project list and process regulation.

**Provide comments**

For details on the updated proposal and to provide your input, visit:  
<https://ero.ontario.ca/notice/019-7891>.



The comment period is open until **February 3, 2026 (60 days)**.

If you have questions, please contact the EA Modernization team at:  
[EAmmodernization.mecp@ontario.ca](mailto:EAmmodernization.mecp@ontario.ca).

Thank you for your continued engagement.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Cross".

Annamaria Cross  
Director, Environmental Assessment Modernization Branch  
Ministry of the Environment, Conservation and Parks

---





## **Update to Hospitals' Masking Requirement**

(Friday, December 5, 2025, Muskoka, ON) – Muskoka Algonquin Healthcare (MAHC) has updated masking requirements in the hospitals.

Effective December 5, staff, patients and visitors are expected to wear a surgical mask over their nose and mouth while interacting with patients/visitors, and/or upon entering a patient's room/space.

Masking is an important measure to protect patients and staff, maintain safe hospital operations, and reduce the risk of becoming ill. Other infection and prevention control measures like hand washing and proper self-screening for symptoms of illness and staying home when unwell also help to limit the spread of respiratory viruses.

Surgical masks are available at entrances to the hospitals and in various clinical areas.

-30-

*Muskoka Algonquin Healthcare (MAHC) is a multi-site health care organization accredited with exemplary standing that provides acute care services at the Huntsville District Memorial Hospital and South Muskoka Memorial Hospital in Bracebridge. Find out more about Muskoka Algonquin Healthcare by visiting [www.mahc.ca](http://www.mahc.ca). Connect with us on [X](#), [Facebook](#) and [Instagram](#).*

**For more information or to arrange an interview, please contact:**

Bobbie Clark, Director of Communications & Stakeholder Relations  
705-645-4404 ext. 3336; [bobbie.clark@mahc.ca](mailto:bobbie.clark@mahc.ca)

Ministry of Emergency  
Preparedness and Response  
25 Morton Shulman Ave, Toronto,  
ON M3M 0B1

Ministre de la Protection civile et de  
l'Intervention en cas d'urgence  
25, av. Morton Shulman, Toronto,  
Ontario M3M 0B1



**DATE:** December 9, 2025

**MEMORANDUM TO:** Community Emergency Management Coordinators

**FROM:** Matthew Pegg  
Deputy Minister and Commissioner of Emergency  
Management

**SUBJECT:** Passage of Bill 25, Emergency Management  
Modernization Act, 2025 amending the *Emergency  
Management and Civil Protection Act*

---

I am pleased to share that Ontario has reached an important milestone in modernizing its emergency management framework through amendments to the [Emergency Management and Civil Protection Act](#) (EMCPA).

On December 3, 2025, the Government of Ontario passed [Bill 25](#), the *Emergency Management Modernization Act, 2025*. Schedule 1 of the *Emergency Management Modernization Act, 2025* amends the EMCPA to enable a more effective, coordinated and comprehensive approach to provincial and community emergency management.

These legislative amendments are informed by valuable feedback, best practices in emergency management, and lessons learned from past emergencies. I want to extend my sincere thanks for the feedback from emergency management partners, which has been essential in shaping this legislation and ensuring it reflects the needs and realities of communities.

The amendments to the EMCPA will be implemented through a phased approach, with initial amendments aimed at strengthening provincial coordination and capabilities and enhancing community capacity in emergency management.

Some amendments are now in effect, with no new requirements for partners. These include:

- **Establishing the purposes of the Act**, including to support coordination with municipalities, Indigenous communities, public and private sector organizations, and other governments.
- **Introducing a clear definition of “emergency management”** encompassing prevention, mitigation, preparedness, response, and recovery.
- **Clarifying the role of the Ministry of Emergency Preparedness and Response** as the provincial lead and one window for coordinating provincial emergency management activities under the oversight of the **Minister of Emergency**

**Preparedness and Response and the direction of the Commissioner of  
Emergency Management.**

- **Strengthening executive oversight** of provincial emergency management.
- **Authorizing the Minister** of Emergency Preparedness and Response to oversee municipal, ministry, and provincially regulated critical infrastructure entities' emergency management programs, and enter into agreements and arrangements with public and private partners and individuals in emergency management.
- **Recognizing Ontario Corps** as a key provincial resource and capability that can be engaged to support communities across the province, who request assistance.

These changes aim to strengthen provincial emergency management coordination and lay the foundation for deeper collaboration with communities and emergency management partners.

Remaining amendments to the EMCPA are expected to come into force at a later date. Subject to future regulations, key changes affecting municipalities will include:

- Enabling flexibility regarding requirements for municipal emergency management programs and plans based on needs and capacity.
- Allowing two or more municipalities to voluntarily develop and implement joint emergency management programs and plans.
- Clarifying the process for and ensuring accountability of municipal emergency declarations under the EMCPA.

The Ministry of Emergency Preparedness and Response remains committed to working closely with emergency management partners throughout the implementation of these changes, including the development of supporting regulations. Your continued support and feedback will be vital in shaping the next phase of this work, and I look forward to ongoing collaboration.

If you have any questions on the amendments, please contact the Strategic Policy and Governance Branch in the Ministry of Emergency Preparedness and Response at [EMOPolicy@ontario.ca](mailto:EMOPolicy@ontario.ca).

Thank you again for your valued partnership.

Sincerely,

*Original signed by*

**Matthew Pegg**  
Deputy Minister and Commissioner of Emergency Management



**Ministry of Finance**

Provincial-Local  
Finance Division

Frost Building North  
95 Grosvenor Street  
Toronto ON M7A 1Y7

**Ministère des Finances**

Division des relations provinciales-  
municipales en matière de finances

Édifice Frost nord  
95 rue Grosvenor  
Toronto ON M7A 1Y7



December 10, 2025

Dear Municipal Treasurer / Clerk-Treasurer:

I am writing to provide an update regarding a number of property tax policies for the 2026 taxation year, including the status of education property tax rates.

**Property Tax Reassessment**

Planning for the next reassessment requires a balanced and thoughtful approach to ensure substantial market shifts do not create unmanageable impacts on taxpayers. With tariff impacts and the on-going trade threats, it is also important that Ontario maintains property assessment certainty. Therefore, the government will continue to hold property assessment values stable across the province and continue to defer the province-wide property tax reassessment for the 2026 taxation year.

We also continue to respond to feedback from a broad range of stakeholders, including residential and business property owners, and appreciate the municipal collaboration on improvements to the property assessment and taxation system. We continue to consider further enhancements that focus on affordability, business competitiveness and modernized administration tools and welcome input from your municipality and the municipal sector.

**Education Property Taxes (EPT) Rates**

Education property tax rates for 2026 will remain unchanged from the previous year as assessments continue to be based on the same valuation date used for 2025. This means that the residential education property tax rate will remain at 0.153 per cent and the business education tax (BET) rate reductions implemented in 2021 will be maintained. The 2026 BET rates for your municipality are attached.

BET rates for certain properties where municipalities are permitted to retain the education portion of payments in lieu of taxes (PILs) will remain at the rates set for 2025.

## **EPT Streamlined and Integrated Reporting**

As announced in the *2025 Ontario Economic Outlook and Fiscal Review*, the Province is implementing measures to simplify EPT administration and provide clarity and consistency for the remittance process. These measures will:

- Reduce duplication in municipal reporting. Municipalities will report EPT information to the Ministry of Finance, which will share it with school boards and the Ministry of Municipal Affairs and Housing for inclusion in the Financial Information Returns.
- Provide clarity and consistency for remittances, by introducing definitions for “amounts levied” and “change to taxes” and clarifying how in-year EPT adjustments are to be accounted for in the instalment payments.
- Eliminate conflicting deadlines, by removing references to a separate EPT remittance timeline for supplementary and omitted assessments, ensuring the *Education Act* deadlines apply uniformly to all EPT remittances.

Collectively, these changes streamline reporting and remittances and reduce administrative complexity. Legislative amendments to the *Education Act* and *Assessment Act* will take effect **January 1, 2028**.

## **Distribution of EPT Payment-in-Lieu**

The Province is also clarifying and simplifying how federal residential EPT PILs are distributed between municipalities and school boards, which will allow some municipalities to retain additional revenue. A streamlined and transparent approach to PIL administration is being implemented by removing and updating outdated references in regulation, and permitting municipalities to retain the education portion of PILs received for all Department of National Defence residential properties with housing accommodation. Previously, these amounts were required to be remitted to school boards.

The corresponding administrative and technical amendments to O. Regulation 382/98 under the *Municipal Act*, and O. Regulation 121/07 under the *City of Toronto Act*, changes will take effect **January 1, 2026**.

## **Other Property Tax Policies for 2026**

### **Railway Rights-of-Way**

For the 2026 tax year, the property tax rates for railway rights-of-way will remain at 2025 levels.

### **Affordable Rental Housing Subclass**

As announced in the *2024 Ontario Economic Outlook and Fiscal Review*, the Province is providing municipalities with the ability to reduce municipal tax rates on affordable rental housing through the creation of an optional property tax subclass.

Further details were announced in the *2025 Ontario Budget*. The subclass would provide municipalities with the option to reduce the municipal property tax rate for affordable rental housing units, as defined in the *Development Charges Act, 1997*, by up to 35 per cent.

Eligible properties could be either existing or newly built, as municipalities could adopt the affordable rental housing subclass under the multi-residential property tax class, the new multi-residential property tax class, or both.

If a municipality adopts both the new multi-residential property tax subclass and the affordable rental housing subclass under the new multi-residential property class, the reduction amount for the affordable rental housing subclass for that class must be equal or higher than that of the new multi-residential property tax subclass reduction amount.

The subclass has been established in section 22.1.1 of O. Reg. 282/98 under the *Assessment Act, 1990*, and the reduction amount in section 8.0.0.4 of O. Reg. 73/03 under the *Municipal Act, 2001* and section 9.5 of O. Reg. 121/07 under the *City of Toronto Act, 2006*.

#### Levy Restriction

Municipalities with property classes subject to the levy restriction continue to have the flexibility to apply a municipal tax increase to those classes of up to 50 per cent of any increase applied to the residential class. For example, a municipality levying a 2 per cent increase in residential taxes could raise taxes on any restricted class by up to 1 per cent. A full levy restriction continues to apply to multi-residential properties for the 2026 tax year where the tax ratio set for that year is greater than 2.

If you have any questions related to any of these updates, please contact Andrea Chow, Director of the Property Tax and Assessment Policy Branch, at [Andrea.Chow@ontario.ca](mailto:Andrea.Chow@ontario.ca) or 416-303-9287.

Sincerely,



Ian Freeman  
Assistant Deputy Minister  
Provincial-Local Finance Division



**Township of Armour**  
**2026 Business Education Tax (BET) Rates**

**BET Rate - Broad Classes**

<b>Business Property Class</b>	<b>2026 BET Rate</b>	<b>2026 Payment-in-Lieu of Taxation (PILT) BET Rate</b>
<b>Commercial</b>	0.690833%	0.690833%
<b>Industrial</b>	0.395200%	0.395200%
<b>Pipeline</b>	0.519019%	0.519019%
<b>Landfill</b>	0.880000%	0.980000%
<b>Aggregate Extraction</b>	0.511000%	0.511000%
<b>Small-Scale On-Farm (Commercial &amp; Industrial)</b>	0.220000%	n/a



CORPORATION OF THE TOWNSHIP OF RYERSON

Date: November 25, 2025

Resolution Number: R- 165 - 25

Moved by: Councillor Patterson

Seconded by: Councillor Robertson

Be it resolved that Ryerson Township Council supports that the Township of Perry forward the Memorandum of Understanding (MOU) and comments from their insurance to Russell Christie's Office for their legal opinion and update;

And further that the cost associated with the legal opinion be payable on a 1/7<sup>th</sup> share by each member municipality as per the Terms of Reference.

Carried ☒ Defeated ☐

(Chair Signature)

Declaration of Pecuniary Interest by: \_\_\_\_\_

RECORDED VOTE					
Vote called by Clerk in random order, Chair to vote last					
Members of Council		Yea	Nay	Abstention	Absent
Councillors	Beverly Abbott				
	Glenn Miller				
	Delynne Patterson				
	Dan Robertson				
Mayor	George Sterling				

**From:** Lytle, Jaclyn (She/Her) (MTO) <Jaclyn.Lytle@ontario.ca>  
**Sent:** November 21, 2025 11:54 AM  
**To:** Dave Gray  
**Cc:** Charlene Watt  
**Subject:** RE: Multi Use Path - Highway 520 to Commercial Drive

Good day Dave,

Thank you very much for reaching out regarding a proposed multi-use pathway alongside Highway 520 in the Township of Armour. I appreciate the opportunity to respond.

Construction of sidewalks or multi-use pathways alongside provincial highways is outside of the ministry's mandate. Paved boulevards alongside ministry highways that are ministry constructed are typically designed as snow storage facilities. Though area residents may choose to access these paved boulevards in the summer months for pedestrian travel, they are not maintained to the standard of a sidewalk or multi-use pathway and are not cleared of snow accumulation in the winter months.

That being said, there are opportunities for the ministry to collaborate with municipalities to implement active transportation facilities alongside provincial highways where safe and appropriate.

One option is that municipalities may apply for an encroachment permit to construct a multi-use pathway within ministry right-of-way. The municipality would be responsible for leading the design and construction of the pathway and would be required to submit documentation to the ministry for review and approval. The municipality would be required to fund the project, and to enter into a maintenance agreement with the ministry to ensure the continued maintenance of the pathway. This option can be implemented within one year.

Alternatively, the ministry can work to include the requested pathway as part of the next major rehabilitation project scheduled for this stretch of highway. The municipality would be required to enter into a cost-sharing agreement and maintenance agreement with the ministry and would still be responsible for the costs associated with the pathway, but the ministry would lead the design, construction, and contract administration for the project. This may be a more affordable option for the municipality but cannot be implemented until the next planned major rehabilitation in approximately 10 years.

I trust that this information will be helpful. If the Township of Armour wishes to schedule a meeting to discuss these options and next steps, please feel free to contact me directly.

Thank you,

**Jaclyn Lytle, M.A. (she/her)**  
Regional Relations Specialist | Regional Services and Relationships Office  
North Operations, Area East  
Ministry of Transportation | Ontario Public Service  
705 491 1366 | [jaclyn.lytle@ontario.ca](mailto:jaclyn.lytle@ontario.ca)

- RESOLUTION -





*Taking pride in strengthening Ontario, its places and its people*

**From:** Dave Gray <[cao@armourtownship.ca](mailto:cao@armourtownship.ca)>

**Sent:** September 10, 2025 2:32 PM

**To:** Debruyn, Rebecca (MTO) <[Rebecca.Debruyn@ontario.ca](mailto:Rebecca.Debruyn@ontario.ca)>

**Cc:** Charlene Watt <[clerk@armourtownship.ca](mailto:clerk@armourtownship.ca)>

**Subject:** Multi Use Path - Highway 520 to Commercial Drive

**CAUTION -- EXTERNAL E-MAIL - Do not click links or open attachments unless you recognize the sender.**

Good afternoon Rebecca,

Thank you for taking some time to chat with me today regarding a request from one of my Councillors with regard to the possibility of creating a ~650M multi-use path along Highway 520 in Burk's Falls starting at the Burk's Falls/Armour Municipal Boundary to Commercial Drive (as pictured below). For several years, we have had significant concerns with a moderate to high level of multi-modal traffic (foot, mobility scooter, cycle, etc.) for residents in the area getting to and from the Commercial Drive area in Armour Township. Worth noting is that youth, older adults, and those with mobility challenges frequently use the gravel shoulder to get to and from Commercial Drive businesses (both for work and personal needs).

The Councillor referenced a recent project on Highway 60 near King William Street in Huntsville and inquired as to how this project came to fruition.

Essentially, we are looking to identify a way forward to enhance the safety of pedestrians. Whether it is a provincial project, or partnership project of some kind.

Please let me know if any further information is required.

Thanks again,

Dave





**Dave Gray, Ec.D.**  
Chief Administrative Officer

**Charlene Watt (Deputy Clerk)**

---

**From:** Wendy Lee  
**Sent:** November 21, 2025 3:24 PM  
**To:** Charlene Watt  
**Subject:** BESS  
**Attachments:** BESS+A+Council's+Guide+to+Battery+Energy+Storage+Projects+in+Canada.pdf

Hi Charlene,

Unfortunately I was unable to attend the zoom meeting, on the 18th, due to a family emergency. At risk of being repetitive, I am attaching a report you may or may not have received. If not could you pass this on to the councillors asap. please. It is a very responsible take on municipal responsibility with regards to the proposed Bess unit and it contains a number of questions I would have asked at the meeting,

Kindest regards always,

Wendy Lee



# **Municipal Oversight Brief: BESS Risks & Local Authority**

*A Council's Guide to Battery Energy Storage Projects in Canada*

Prepared by: Maggie Hope Braun, KICLEI Canada

Released: November 2025

Published on: [KICLEI Substack](#)

---



© 2025 Maggie Hope Braun. All rights reserved.

# About This Report

This report was developed to help Canadian municipalities navigate the complex and high-stakes decisions surrounding Battery Energy Storage System (BESS) projects. As provinces accelerate grid transitions and private developers move quickly to secure land-use permissions, many small and rural councils are facing pressure to approve these installations without full transparency. This document offers an evidence-based review of BESS projects from a municipal perspective—focusing on cost, safety, environmental impact, and long-term liability.

---

## 1. Executive Summary

Battery Energy Storage Systems (BESS) are being marketed to municipalities across Canada as key components of the "clean energy transition." Developers frame these projects as safe, necessary, and beneficial to the public. In practice, most BESS projects are privately owned industrial sites that profit from electricity market speculation and provincial subsidies—while leaving municipalities to manage fire risk, public concern, emergency response, and eventual decommissioning.

A typical BESS facility stores grid electricity in lithium-ion batteries when prices are low, and resells it at peak rates. The system is designed for profit, not local energy access. Developers receive guaranteed payments from provincial grid operators, while ratepayers cover the cost of generation, storage, and repurchase. Municipalities receive no direct revenue from energy trading and no ownership of the infrastructure. Meanwhile, local governments must oversee permitting, fire response planning, public consultation, and potential environmental or liability issues.

This report provides a detailed breakdown of the risks, responsibilities, and red flags associated with BESS approvals. It also includes a list of questions councils should ask, a sample resolution for municipalities to pause or decline participation, and a guide to asserting local authority in energy development decisions.

## 2. Understanding BESS: Function, Finance, and Framing

### What It Is

A Battery Energy Storage System (BESS) is an industrial-scale facility that stores energy in lithium-ion battery containers—each the size of a shipping container—linked to the provincial power grid. These units include transformers, inverters, monitoring systems, and control software. Projects vary in size, but many range from 50 to 250 megawatts, covering several acres.

### How It Makes Money

Developers profit in two ways:

- **Capacity Payments** – Grid operators pay developers simply to be "available" during peak demand. These payments are guaranteed, even if the batteries are never used.
- **Energy Arbitrage** – Electricity is purchased from the grid at off-peak prices and resold at peak rates. Developers pocket the price spread, without generating any new energy.

### Who Pays?

The public pays at every stage:

1. To generate the original electricity through hydro, nuclear, or wind;
2. To subsidize battery storage via provincial programs;
3. To repurchase stored energy at peak markup rates.

### What Municipalities Are Told

Developers frame these proposals as green infrastructure partnerships—but they are not public projects. They are speculative investments that need local zoning approval and land-use permissions to proceed. Once approvals are secured, ownership may be transferred to private investors, foreign firms, or asset management companies.



### 3. Risk Areas for Municipalities

#### **A. Fire and Public Safety**

Lithium-ion battery fires are rare, but catastrophic. Thermal runaway can create intense fires lasting hours or days, releasing hazardous gases including hydrogen fluoride. These events require specialized response strategies, which most municipal fire departments lack. Several global incidents have led to injuries, evacuations, and environmental contamination. No project should proceed without a third-party fire safety plan and developer-funded training and equipment for local responders.

#### **B. Environmental Risk and Upstream Impacts**

While framed as clean energy, BESS projects rely on overseas mining and manufacturing. The lithium, cobalt, and graphite used in battery cells are extracted in jurisdictions with known environmental degradation and labour violations. The facilities themselves can leak, burn, or require hazardous cleanup. Canada lacks a full closed-loop recycling system for utility-scale batteries. Disposal and long-term storage are unresolved.

#### **C. Property and Insurance Impacts**

Locating a BESS near homes can trigger higher insurance premiums, denied coverage, and reduced property values. There is currently no standardized compensation model for affected residents.

#### **D. Fiscal Liability and Staff Time**

Municipal planners, legal staff, and emergency personnel are required to review and coordinate these projects—often without compensation. If a developer dissolves or abandons a site, the cost of decommissioning and environmental remediation can fall to the municipality.

## 4. The Push for Rural and Small-Town Approvals

BESS proponents prefer rural areas for several reasons:

- Lower land costs
- Easier access to hydro corridors and transmission lines
- Limited staff capacity to analyze complex proposals
- Lower likelihood of organized opposition

These councils are often assumed to lack the technical knowledge or legal support to fully scrutinize the project. Proponents rely on familiar buzzwords like “clean energy,” “grid modernization,” and “helping the province transition to net-zero” to frame their proposals as beneficial. In reality, these are private profit-driven ventures with no meaningful benefit to the host community.

These projects do not offer local electricity access, do not generate municipal revenue, and do not deliver lasting jobs. What they do bring are long-term liabilities: fire risk, property devaluation, insurance complications, and eventual decommissioning costs.

Councils must recognize that they are being approached not because they’re key partners in a transition, but because they’re seen as easy targets—jurisdictions less likely to push back. Understanding this dynamic is essential. These are not local energy partnerships; they are speculative corporate installations that depend on local governments granting land use and zoning approvals without fully understanding the risks or asking who benefits.

Municipalities should not feel pressured to participate. Approval is voluntary. Under the Municipal Act, councils are responsible for resident safety, financial prudence, and land stewardship—not for meeting private investment timelines or provincial procurement targets.

## 5. Sustainability vs. Stewardship: What's Council's Role?

The term “sustainability” has been co-opted into global economic programs and carbon trading schemes. A project may claim to be sustainable while depending on coal-fired Chinese manufacturing, lithium mined in water-stressed regions, and shipping across the Pacific. These emissions and costs are not reflected in provincial program materials.

**Environmental stewardship**, on the other hand, is a legal and ethical responsibility under the Municipal Act. It means safeguarding air, land, water, and residents within your jurisdiction. It requires local consent, transparency, and accountability.

Approving a BESS project without clear local benefit, verifiable risk controls, or enforceable restoration plans is not stewardship—it's liability transfer.

---

## 6. Council Questions Checklist

Use this list to guide staff reports, public consultations, and developer meetings:

### **Ownership & Control**

- Who owns the project entity today?
- Can the project be sold or transferred without council input?

### **Risk and Emergency Response**

- Has a fire plan been submitted and reviewed by the local fire department?
- Who pays for firefighter training, response equipment, and overtime?
- Is there a defined evacuation radius for smoke or explosion scenarios?

### **Local Benefit & Economic Impact**

- Will any revenue flow to the municipality or residents?
- How many permanent local jobs will the facility create?
- What protections exist for property owners nearby?
- Will insurance costs for neighbouring properties increase as a result of this installation?
- Has the potential for nearby property devaluation been assessed and addressed?



## **Environmental and Ethical Standards**

- Where are battery components manufactured?
- Are ethical labour and environmental sourcing verified?
- What is the full environmental cost of mining, processing, shipping, and disposal?

## **Decommissioning and Long-Term Liability**

- What is the guaranteed lifespan of the facility?
- Is there a binding, fully funded decommissioning agreement?
- What happens if the developer dissolves or defaults?

---

## **Governance and Transparency**

- Has an independent peer-reviewed risk study been shared publicly?
- Was there a public meeting with independent experts?
- Do local residents support the proposal?

## 7. Recommended Municipal Actions

Municipal councils are being asked to greenlight high-risk industrial energy storage projects with no proven local benefit, no guaranteed revenue, and unresolved safety and environmental concerns. The financial structure is designed to favour private profit while offloading long-term costs and emergency obligations to local governments and taxpayers. These projects offer no direct electricity access to residents, create few if any permanent jobs, and provide no revenue-sharing model for host municipalities. In light of these imbalances, councils are well within their authority—and duty—to pause or reject proposals outright.

### 1. Pause or Decline

Do not approve any BESS proposal until the municipality has received:

- An independent, third-party, peer-reviewed risk assessment covering fire, environmental, fiscal, and supply chain impacts;
- A legal review of the developer's ownership, transfer rights, and liability structures;
- Confirmation that local emergency services have reviewed the application and support its feasibility. A pause is not a rejection—it is a responsible delay to ensure informed, transparent decision-making.

### 2. Demand Cost Recovery

Developers must cover 100% of local costs tied to their project, including:

- Firefighter and emergency responder training;
- Specialized equipment (e.g. foam, thermal cameras, PPE);
- Legal review, planning hours, community consultation, and permit processing. Include cost-recovery terms in any conditional agreement. Without them, the municipality is subsidizing a private business with public funds.

### 3. Require Safe Siting

Set minimum setbacks for all BESS projects, including:

- 500–1,000 metres from any residential, institutional, or recreational property;
- Minimum distances from schools, hospitals, and watercourses;

- Prohibitions on siting in areas with limited fire access or high evacuation vulnerability. Councils should not rely on developers' maps alone—commission an independent siting review.

#### **4. Insist on Transparency**

Require meaningful and public engagement before approvals:

- Host at least one public meeting facilitated by independent, non-affiliated experts (not company reps);
  - Publish risk assessments, fire plans, and site layouts in advance of council deliberation;
  - Provide space for resident deputations and written submissions.
- Transparency builds trust and allows informed public feedback.

Transparent governance requires more than disclosure—it demands consent. If residents oppose a proposal, that must be treated as a decisive factor. Councils have the authority and responsibility to reject BESS projects that lack community support.

#### **5. Mandate Decommissioning Bonds**

Do not accept vague "restoration plans" or token deposits. Require:

- A legally binding decommissioning agreement that includes:
  - Full hazardous material removal;
  - Soil and groundwater testing;
  - Site restoration to pre-construction condition;
- A secured financial bond (not a letter of intent) sufficient to cover all work, indexed for inflation. If the developer walks, the municipality should not be left cleaning up a toxic site.



## 8. Sample Municipal Resolution

**Motion Title:** Pause or Decline Approval of Battery Energy Storage System (BESS) Project

**WHEREAS** [Municipality] has been approached to host a Battery Energy Storage System (BESS); and

**WHEREAS** Council affirms its duty to represent residents, ensure fiscal integrity, and protect the environment; and

**WHEREAS** BESS projects pose documented fire, environmental, insurance, and long-term liability risks; and

**WHEREAS** the municipality receives no guaranteed local energy access, job creation, or share of revenue;

### **BE IT RESOLVED THAT COUNCIL:**

1. Declines approval until a third-party, peer-reviewed risk and benefit assessment is completed and shared publicly;
2. Directs staff to prepare a report on:
  - All expected municipal costs;
  - Fire and emergency planning;
  - Siting criteria and zoning implications;
3. Requires the developer to fund all emergency preparedness and response costs;
4. Suspends zoning or permitting until public benefit is demonstrated and a binding decommissioning agreement is in place;
5. Communicate this resolution to the province, the IESO, the Federation of Canadian Municipalities (FCM), and any municipal associations or caucuses of which [Municipality] is a member.
6. **Moved by:** \_\_\_\_\_ **Seconded by:** \_\_\_\_\_  
**Date:** \_\_\_\_\_  
**Status:** Carried / Deferred / Defeated

## 9. Next Steps for Municipal Leaders

- Share this report with council colleagues, CAOs, and planning staff.
- Ask for a staff report on BESS implications in your community.
- Organize a public meeting or deputation.
- Contact KICLEI for tools, petitions, meeting templates, and resources.

 Email: [info@kiclei.ca](mailto:info@kiclei.ca)

 Web: [www.kiclei.ca](http://www.kiclei.ca)

---

**Kaiyla Hoffmann**

---

**From:** Ontario CodeNews <codenews@ontario.ca>  
**Sent:** December 8, 2025 4:04 PM  
**To:** Kaiyla Hoffmann  
**Subject:** CodeNews Issue 375 - Numéro 375 CodeNews



## **CodeNews Issue 375 - Numéro 375 CodeNews**

---

**December 8, 2025**

---

### **Consultation: Proposals for the transfer of the enforcement authority of on-site sewage systems regulated under Ontario's Building Code and a minor technical clarification**

The Ministry of Municipal Affairs and Housing has posted notices on the Environmental Registry of Ontario and Regulatory Registry to propose administrative changes to the Building Code, including the transfer of the enforcement authority of on-site sewage systems regulated under Part 8 of the Building Code from a conservation authority and health unit to nine respective townships and municipal building departments.

The administrative proposals may affect the following areas:

**a) North Bay Mattawa Conservation Authority**

- Township of Perry
- Township of Seguin
- Township of McMurrich-Monteith
- Township of Armour
- Municipality of McDougall

**b) Board of Health of the Sudbury and District Health Unit**

- Municipality of St.-Charles
- Municipality of French River
- Municipality of Markstay-Warren
- Municipality of Killarney



The Ministry is also proposing a clarification to the requirements for pipes when leaching chambers are used in the design and construction of shallow buried trenches.

The proposal is available on the Environmental Registry of Ontario ([ero.ontario.ca/notice/025-1387](http://ero.ontario.ca/notice/025-1387)) and the Regulatory Registry ([www.regulatoryregistry.gov.on.ca/proposal/52833](http://www.regulatoryregistry.gov.on.ca/proposal/52833)) for comment until January 22, 2026 (45 days). Public consultations will be held to provide opportunities for further discussion. If you would like to participate in these discussions or require more information on the consultation, please contact [buildingcode.consultation@ontario.ca](mailto:buildingcode.consultation@ontario.ca).

---

## CodeNews

CodeNews provides information related to the Ontario Building Code.

[Subscribe/Unsubscribe](#)

---

8 décembre 2025

---

### **Consultation : Proposition visant à transférer l'autorité d'application de la loi à l'égard des systèmes d'égouts sur place réglementés par le Code du bâtiment de l'Ontario et proposition de modification technique mineure**

Le ministère des Affaires municipales et du Logement a affiché des avis sur le Registre environnemental de l'Ontario et le Registre de la réglementation qui proposent des modifications administratives au Code du bâtiment, dont le transfert de l'autorité d'application de la loi à l'égard des systèmes d'égouts sur place (fosses septiques) réglementés par la partie 8 du Code du bâtiment, d'offices de protection de la nature et de bureaux de santé à neuf cantons et services municipaux du bâtiment respectifs.

Les propositions administratives pourraient concerner les régions suivantes :

a) Office de protection de la nature de North Bay Mattawa

- Canton de Perry
- Canton de Seguin
- Canton de McMurrich-Monteith
- Canton d'Armour
- Municipalité de McDougall

b) Conseil de santé de la circonscription sanitaire de Sudbury et du district

- Municipalité de St.-Charles
- Municipalité de French River



**Village of South River  
ACED**

Date: November 25, 2025

Motion: 346-2025

Moved By: Teri Brandt

Seconded By: Bill O'Hallarn

**BE IT RESOLVED THAT the Council of the Village of South River does hereby notify ACED that the Village of South River not be participating in 2026 and 2027.**

Carried By: Jim Coleman

Lost By: \_\_\_\_\_

Name of Council Member	Yeas	Nays	Abstention	Pecuniary Interest	Recorded Vote
Mayor Coleman					
Councillor Brandt					
Councillor Brooks					
Councillor O'Hallarn					
Councillor Scott					

DEC 01 2025

47



TOWNSHIP OF ARMOUR

# SUMMER MAINTENANCE / GROUNDSKEEPER SUBMISSION 2026 APPLICATION FORM

BUSINESS NAME: Hamilton & Sons Property MaintenanceNAME: Dylan HamiltonADDRESS: 140 Syples StTOWN: Burks FallsPROVINCE: ONPOSTAL CODE: P0A 1C0PHONE No. 705-783-9114HST Registration # 746181478RT0001

Please provide a list of equipment that will be used to complete the required tasks:

EQUIPMENT	MAKE	MODEL	YEAR
Tractor/60" Bush Hog	John Deere	1025R	2018
Zero Turn (finish mow)	Kubota	ZD1211	2020

Please state your general maintenance / handyman abilities or experience that would be applicable.

---



---



---



---

Please provide a copy of your WSIB Clearance Certificate or a letter from WSIB indicating Independent Operator Status.

**Liability Insurance is required. The Municipality must be named as an additional insured on the \$2,000,000 liability insurance certificate. Please provide a copy of the documentation.**

Please quote the job according to the required duties. The quote should include the total contract work between May and October 2026.TOTAL PRICE FOR MONTHLY BRUSH HOG SEASON: \$ 1800HST: \$           TOTAL: \$           PRICE PER RAKING (IF REQUESTED BY TOWNSHIP): \$ Included.

(NOT INCLUDING HST)

OPTIONAL TOTAL MONTHLY COST FOR TWO (2) FINISH MOWS: \$ 400

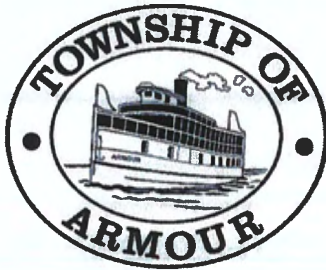
(NOT INCLUDING HST)

SIGNATURE OF APPLICANT

DATE Nov 28 2025

Please note lowest or any submission not necessarily accepted.





OFFICE OF THE 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](mailto:clerk@armourtownship.ca)

Website: [www.armourtownship.ca](http://www.armourtownship.ca)

**SUMMER MAINTENANCE OF WATT  
CENTURY FARM HOUSE PROPERTY'S HAY  
FIELD  
2026 CONTRACT**

Business Name: Hamilton & Sons Property Maintenance  
Business Address: 140 Sypley St Burks Falls ON P0A 1C0  
Contact Name: Dylan Hamilton  
Contact Phone No.: 705-783-9114

This contract is for the duration commencing on May 1, 2026 and ending on October 31, 2026. The contract may be renewed annually upon Council's approval.

Required duties are outlined in the attached documents.

Equipment is to be supplied and maintained by the contractor at the contractor's expense.

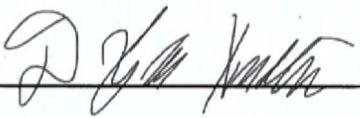
Mileage is at the expense of the contractor.

Invoicing is to be submitted to the municipal office within 30 days of performed services, with all pertinent information on the invoice; business name, business address, HST #, period of work.

Proof of WSIB Independent Operator Status or WSIB Certificate is required before work commences.

If service performed does not reflect the integrity of the Township of Armour and is deemed to be unsatisfactory, the Township of Armour reserves the right to cease the continuation of services, thereby rendering this contract to end on the date as set out by the Township of Armour and no further payments will be issued. The Township of Armour also reserves the right to contract a third party to complete the service(s) that is deemed to be unsatisfactory, and deduct such charge from the invoice.

It is the intent of the Township of Armour that this contract is to reflect a business relationship and that by signing this document you acknowledge your independent contractor status. All prices provided are firm for the duration of the mowing season unless otherwise noted.

Signed 

November 28 2025

Date

RECEIVED

DEC 11 2025



TOWNSHIP OF ARMOUR  
SUMMER MAINTENANCE / GROUNDSKEEPER SUBMISSION  
2026 APPLICATION FORM

BUSINESS NAME: MARTIN FOREST SERVICE  
 NAME: Carl MARTIN  
 ADDRESS: Box 228, 19 LAGOON LANE  
 TOWN: Burke Falls PROVINCE: ON POSTAL CODE: P0A 1C0  
 PHONE No. 705 303 8733 HST Registration # 838865681RT0001

Please provide a list of equipment that will be used to complete the required tasks:

EQUIPMENT	MAKE	MODEL	YEAR
TRACTOR	KUBOTA	M7060	2018
PEDESTAL ZERO TURN	Bobcat	ZS 4000	2022

Please state your general maintenance / handyman abilities or experience that would be applicable.

MAINTAINED FAIR GROUNDS SINCE COVID, APPROXIMATELY 5 YEARS

Please provide a copy of your WSIB Clearance Certificate or a letter from WSIB indicating Independent Operator Status.

**Liability Insurance is required. The Municipality must be named as an additional insured on the \$2,000,000 liability insurance certificate. Please provide a copy of the documentation.**

Please quote the job according to the required duties. The quote should include the total contract work between May and October 2026.

TOTAL PRICE FOR MONTHLY BRUSH HOG SEASON: \$ 2,250.-  
 HST: \$ 292.50  
 TOTAL: \$ 2,542.50

PRICE PER RAKING (IF REQUESTED BY TOWNSHIP): \$ NO QUOTE  
 (NOT INCLUDING HST)  
 OPTIONAL TOTAL MONTHLY COST FOR TWO (2) FINISH MOWS: \$ 750.-  
 (NOT INCLUDING HST)

SIGNATURE OF APPLICANT [Signature] DATE DECEMBER, 11,

Please note lowest or any submission not necessarily accepted. 2025



OFFICE OF THE CLERK

## DISTRICT OF PARRY SOUND

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

(705) 382-3332

(705) 382-2954

Fax: (705) 382-2068

Email: clerk@armourtownship.ca

Website: www.armourtownship.ca

### SUMMER MAINTENANCE OF WATT CENTURY FARM HOUSE PROPERTY'S HAY FIELD 2026 CONTRACT

Business Name:

MARTIN FOREST SERVICE

Business Address:

19 LAGOON LANE, BURK'S FALLS, ON POA1C0

Contact Name:

CARL MARTIN

Contact Phone No.:

705-303-8733

This contract is for the duration commencing on May 1, 2026 and ending on October 31, 2026. The contract may be renewed annually upon Council's approval.

Required duties are outlined in the attached documents.

Equipment is to be supplied and maintained by the contractor at the contractor's expense.

Mileage is at the expense of the contractor.

Invoicing is to be submitted to the municipal office within 30 days of performed services, with all pertinent information on the invoice; business name, business address, HST #, period of work.

Proof of WSIB Independent Operator Status or WSIB Certificate is required before work commences.

If service performed does not reflect the integrity of the Township of Armour and is deemed to be unsatisfactory, the Township of Armour reserves the right to cease the continuation of services, thereby rendering this contract to end on the date as set out by the Township of Armour and no further payments will be issued. The Township of Armour also reserves the right to contract a third party to complete the service(s) that is deemed to be unsatisfactory, and deduct such charge from the invoice.

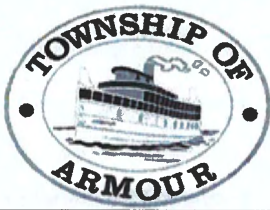
It is the intent of the Township of Armour that this contract is to reflect a business relationship and that by signing this document you acknowledge your independent contractor status. All prices provided are firm for the duration of the mowing season unless otherwise noted.

Signed

Date

DECEMBER 11, 2025.





## SUMMER MAINTENANCE / GROUNDSKEEPER May – October 2026

---

### SUMMARY

The Township of Armour is seeking an individual or contractor for a seasonal contract to perform brush-cutting maintenance of the hayfield located at the Watt Century Farm House Heritage Centre, 827 Chetwynd Road, Burk's Falls. The contractor will be responsible for routine monthly cutting of the approximately 2.5-acre hayfield using appropriate equipment.

#### Bidders shall submit:

1. A price per monthly rough-cut/brush-hog mow; and
2. An optional quote for a bi-monthly (twice per month) standard finish mow, including a cost per month for the two finish mows, as a separate line item.

A **standard finish mow** is defined as a finer, more manicured cut than a brush-hog mow, typically performed using a finish mower, grooming mower, or equivalent equipment capable of producing an even, lawn-like appearance with clippings dispersed uniformly. The finish mow shall leave the field at a consistent height of approximately 4–6 inches.

### REQUIRED DUTIES

#### Watt Century Farm House Heritage Centre – 827 Chetwynd Road

- Perform a monthly brush-hog of the approximately 2.5-acre hayfield located behind the Watt Century Farm House Heritage Centre, using a tractor equipped with a rough-cut mowing implement. The contractor is responsible for supplying all equipment necessary to complete the work, unless otherwise stated by the Township.
- Maintain the hayfield at a consistent cut height of approximately six (6) inches.
- Conduct cutting only when ground conditions permit, avoiding rutting or damage to the field surface. The contractor shall remove or avoid debris that may pose a hazard to equipment.
- The Township reserves the right to adjust the frequency of cutting—either increasing or reducing the number of cuts—based on weather conditions, grass growth, operational needs, or budget considerations. Adjustments will be communicated by the Township as required.
- Raking is not required as part of the routine monthly brush-hogging. However, should excessive clumping occur or if additional cleanup is necessary for operational or aesthetic reasons, the Township may request raking on an as-needed basis, at the Township's discretion and subject to additional compensation if applicable. Any raked material generated during such work may either be retained and removed by the Contractor or disposed of at the landfill.



**SUMMER MAINTENANCE / GROUNDSKEEPER**  
**May – October 2026**

---

**Optional Finish Mowing (Bi-Monthly – Separate Line Item)**

- Provide an optional price for two standard finish mows per month during the mowing season.
  - Finish mowing shall produce a clean, even, manicured cut using appropriate finish-mowing equipment.
  - Maintain the hayfield at a consistent finish-mow height of approximately 4–6 inches.
  - Clippings shall be distributed evenly; windrows or excessive clumping must be avoided.
  - Finish mowing shall only occur when ground and weather conditions allow for proper cutting and safe equipment operation.
- 

**GENERAL MAINTENANCE JOBS**

On occasion, the Clerk or Council may request maintenance be done that is not listed in the required duties. On these occurrences, direction and instruction will be taken from the township office. The hourly rate for these projects is \$25.00 / hr. If additional hourly rates are required, a breakdown of time / hours spent and receipts for expenses of these additional requests must be provided to the Township.

***Municipal properties must be kept neat, tidy and clean to reflect the integrity of the Township of Armour.***



(48)

## STAFF REPORT

**Date:** December 16<sup>th</sup>, 2025  
**To:** Council of the Township of Armour  
**From:** Kaiyla Hoffmann, Administrative Assistant – Building/Planning  
**Subject:** Recommendation for Award of RFP #2025-01 – Municipal Land Use Planning Consulting Services

---

### **Recommendation:**

**THAT** the Council of the Township of Armour accept the results of the RFP for Municipal Land Use Planning Consulting Services;

**AND THAT** Council appoint Planscape Inc. as the Township of Armour's Municipal Planning Consultant effective January 1<sup>st</sup>, 2026, per the recommendations of the Administrative Assistant – Building/Planning.

### **Background:**

The Township of Armour issued an RFP seeking qualified consultants/firms to provide ongoing Municipal Land Use Planning Services, including but not limited to: development review, policy planning, general planning advice, attendance at Council or Committee meetings, and participation in Ontario Land Tribunal (OLT) matters as required.

A total of fourteen (14) submissions were received. Each submission was evaluated using an internal scoring system based on the following criteria:

- Experience & Qualifications
- Understanding of Scope & Approach
- Cost & Fee Structure
- References & Past Performance
- Availability & Responsiveness

Scores were compiled independently by reviewers and averaged to determine overall rankings.

Following the evaluation process, Planscape Inc. achieved the highest overall score of 95/100, significantly outperforming the other submissions. Their proposal demonstrated:

- Extensive municipal planning experience across the region
- A strong understanding of Armour's planning needs and legislative environment



- A clear, flexible, and cost-effective service model
- Highly favourable references and proven performance in similar municipalities

### **Financial Considerations:**

Planscape Inc. provided a fee structure that is competitive and cost-effective compared to the Township's current service provider. Planscape Inc.'s pricing model is broken into two fees: an Hourly Rate and a Monthly Retainer Service Fee. All prices are exclusive of HST.

#### **Hourly Rates:**

Planscape Inc. will charge hourly rates for processing planning applications and major policy projects. The following hourly rates will apply:

<b>Position</b>	<b>Hourly Rate</b>
Senior Planner	\$190 per hour
Planner	\$140 per hour
Planning Technician/Mapping Technician	\$90 per hour
Administrative Support	\$65 per hour
Travel Time Rate for Senior Planner	\$150 per hour

#### **Monthly Retainer Option:**

\$1,850 per month

The following tasks can be included as part of a \$1,850 monthly retainer:

- Responses to general planning inquiries received through Township staff
- First pre-consultation meeting (per file)
- Preparation of planning reports with a clear recommendation for Minor Variances and Consent applications for the Committee of Adjustment
- Attendance at one (1) Council or Committee meeting, where it is a status or updated planning legislation meeting
- Mapping updates and CGIS coordination
- Routine zoning and policy interpretation and advisory support
- Monitoring of provincial policy and legislative changes and advising the Township of relevant updates
- Preparation of internal memos, and brief correspondence for staff or Council
- Quarterly Planning Status reports to summarize inquiries, pre-consultation meetings, applications and any policy work requested by staff

#### **Additional Charges:**

Attendance at public meetings and any necessary site visits to the Township will be billed at the applicable hourly rate plus \$0.60 per kilometre.

For major policy projects, Planscape Inc. will prepare a separate detailed workplan and budget estimate for staff and Council to review and approve. The provided hourly rates will not be exceeded in a policy project budget as they typically extend their municipal hourly rates to municipal projects.

Should the Township require representation before the Ontario Land Tribunal (OLT), Planscape's senior planning staff are qualified to provide expert testimony and professional evidence. They will prepare witness statements, coordinate with municipal legal counsel, and ensure that the Township's planning decisions are well-supported and defensible.

The following is the rate of their services to represent us at an OLT hearing:

- Principal Planner: \$260 / hr
- Senior Planner: \$225 / hr

Disbursements such as printing, courier services, and other incidental costs will be billed at cost and itemized on monthly invoices. All fees are exclusive of HST.

	<b>Senior Staff</b>	<b>Planning Staff</b>
Hourly Rate 1 (General Planning Services)	\$190.00 Retainer tasks & application processing	\$140.00
Hourly Rate 2 (Major Policy Projects)	\$190.00	\$150.00 (avg. of planning team)
Travel Time Rate	\$150.00/hr	\$150.00
Per km Rate	\$0.60	\$0.60
Phone/E-mail Discussions	\$190.00	\$140.00
Disbursements	At Cost	
OLT/Appeal Support	\$260.00	\$225.00

Overall, the fee structure is competitive, transparent, and provides flexibility for the Township depending on demand for planning services each month.

#### **Others Consulted:**

Charlene Watt, Municipal Clerk  
 Dave Gray, Chief Administrative Officer  
 Rod Ward, Mayor  
 Wendy Whitwell, Councillor

#### **Enclosed:**

- Breakdown Chart of all RFP's accepted for Municipal Land Use Planning Services (RFP #2025-01)
- Full RFP Submission from Planscape Inc.

# RFP #2025-01 - Municipal Land Use Planning Consulting Services



Consultant/Firm Name	Hourly Rate Range	Monthly Retainer Fee	Extra Fees	Average Reviewer Score
Planscape Inc.	\$65 - \$190	\$1,850	Mileage - \$0.60/km Printing Courier OLT - \$225/hr - \$260/hr	95/100
D.M. Wills Associates Limited	\$80 - \$230	\$2,000	Mileage - \$0.57/km Occasional overnight accommodations as needed	85/100
Tulloch Engineering	\$70 - \$205	N/A	Mileage - \$0.70/km	77/100
MHBC Planning Limited	\$85 - \$275 * All staff hourly rates will increase 5% per annum on January 1st	N/A	Mileage - \$0.68/km Travel Time billed for one direction only Printing/Photocopies - \$0.25 - \$1.75 per page	77/100
Robert Miller	N/A	\$1,884	\$125.00/hr for extra services outside of scope	76/100
Corbett Land Strategies	\$165 - \$290	\$3,400 inclusive of up to 17 hours of planning advisory services	Mileage - \$0.72/km Printing Postage Other direct costs billed at cost	75/100



Fotenn Planning Design	\$125 - \$200	\$6,800	Mileage - \$0.63/km Travel Time - \$140.00/hr	73/100
Powell Planning Associates	\$85 - \$125	\$12,200	Mileage - \$0.72/km Travel Time - \$50.00/hr	69/100
NPG Planning Solutions Inc.	\$155 - \$225	\$2,325	Mileage - \$0.72/km Printing Occasional overnight accommodations as needed	69/100
Flagship Development Group	\$175 - \$225	\$10,000	Mileage - \$0.62/km Travel Time - \$95.00/hr	68/100
WND Associates	\$75 - \$400	N/A	Invoiced for all disbursements or out of pocket expenses incurred, at their cost, plus 10%	65/100
Design Plan Services Inc.	\$76 - \$331	\$2,000	Mileage - \$0.72/km CAD/GIS Computer Usage - \$57.00 Hearings - \$47.00/hr with a minimum of 4 hours per day	65/100
Lanny D. Planning	N/A	\$2,000	\$150.00/hr for extra services outside of scope. Disbursements including photocopies, plots, mileage would be 8% of the total cost	61/100
GHD Limited	N/A	\$3,000	Mileage - \$0.70/km	55/100

## TABLE OF CONTENTS

1	Introduction and Background .....	4
2	Company Profile and Qualifications .....	5
2.1	Company Overview .....	5
2.2	Representative Experience.....	6
2.3	Project Team and Professional Affiliations .....	8
3	Understanding of Scope and Methodology .....	11
3.1	General Approach to Service Delivery and Responsiveness.....	11
3.1.1	Pre-Consultation Services.....	13
3.1.2	Development Application Review.....	14
3.1.3	Policy Development and Review .....	15
3.1.4	Public and Stakeholder Engagement .....	15
3.1.5	Ontario Land Tribunal (OLT) and Legal Support .....	15
3.1.6	GIS and Mapping Coordination .....	16
3.1.7	Optional and Additional Services .....	16
3.1.8	Documentation and Deliverables.....	16
3.2	Professional Standards.....	16
3.3	Responsiveness and Communication.....	17
3.4	Budget.....	17
3.4.1	Hourly Rate .....	18
3.4.2	Retainer Services.....	18
3.4.3	Policy and Projects .....	19
3.4.4	OLT/Appeal Support .....	19
3.4.5	Professional Fees and Disbursements .....	19

3.5                    Invoicing..... 19

4    Conflict of Interest ..... 20

5    Insurance and W.S.I.B ..... 20

6    Municipal Client References ..... 20

7    Contract with the Municipality ..... 22

- Appendix A – Corporate Profile and Curriculum Vitae
- Appendix B – Summary of Municipal Clients
- Appendix C – Proposal Forms: Schedule A, B and C of the RFP





# Our Story & Experience

## 1 Introduction and Background

Planscape Inc. is pleased to submit this proposal in response to the Township of Armour's Request for Proposal (RFP #2025-01) for Municipal Planning Services for the 2026 and 2027 two year term, with opportunity for annual extension. Nestled in the heart of Ontario's Almaguin Highlands, we understand that the Township of Armour is a small community defined by its natural landscape, rural character, and strong local values. We recognize the importance of delivering planning services that preserve and enhance this rural identity while supporting intentional, sustainable growth and development.

Our team brings extensive experience working with rural municipalities across Ontario and we understand the unique challenges and opportunities that shape small communities. We pride ourselves on our ability to tailor our services to the needs of our clients and their locales, reflecting local values, priority, and capacity. With our office located just 45 minutes from the Township of Armour, we are well-positioned to provide responsive, accessible support as Armour's Planning Consultant.

Planscape has a long-standing history of working with rural and northern municipalities across Ontario and currently provides municipal planning services to the Townships of McKellar, McMurrich/Monteith, West Nipissing, Powassan, East Garafraxa, The North Shore, and Perry, along with subsidiary planning support to the Temiskaming Municipal Services Association (TMSA). Our ongoing work with these communities exemplifies our deep understanding of rural development trends, resource-based land use, and the practical realities of planning in small municipalities.

Our team includes four professionally accredited planners (MCIP, RPP) (a Principal, two Senior Planners, and one Planner), one Planner (RPP candidate), two Planning Technicians (including one accredited CPT), and dedicated administrative staff. Collectively, we bring decades of experience in development application review, policy development, public consultation, and Ontario Land Tribunal (OLT) representation. We are confident in our ability to meet the Township's service standards, legislative timelines, and expectations for professional conduct and communication.

Planscape takes pride in delivering clear, transparent, timely, and practical planning advice tailored to the needs of rural councils, staff, and residents. We understand the importance of balancing growth with environmental stewardship and community character. Our approach ensures that decision-makers are equipped with comprehensive, well-reasoned planning recommendations, and that residents receive respectful, transparent service.

## 2 Company Profile and Qualifications

### 2.1 Company Overview

Planscape is a professional consulting firm specializing in community and land use planning services for rural, northern, and small urban municipalities across Ontario. For over 30 years, we have provided personal, hands-on services to municipalities, provincial agencies, ratepayer organizations and private clients, ensuring that our work reflects the priorities, needs, and aspirations of the communities we serve. Our philosophy is to deliver high-quality services that protect our clients' interests while upholding the highest professional standards, in accordance with the Ontario Professional Planners Institute (OPPI) Professional Code of Practice.

Our firm’s experience is rooted in the day-to-day realities of rural planning. We routinely support municipalities with development control, application processing, agricultural and resource-based land use planning, subdivision and site plan agreements, and strategic policy development (Table 1). These services are not peripheral to our practice at Planscape but are central to our brand. Our team is deeply familiar with the challenges and opportunities that shape small communities, and we approach each engagement with a commitment to practical, responsive, and locally grounded planning support.

In addition to providing day-to-day planning functions for our municipal clients, Planscape is regularly contracted to prepare comprehensive Official Plans, Zoning By-laws, Community Planning Permit By-laws, Community Improvement Plans, Recreation Master Plans, Agricultural Impact Assessments, Strategic Plans, Community Planning Permit Systems (CPPS), and conduct Peer Review work. We also provide planning services to a diverse range of private clients, from individual property owners to small-scale developers, supporting them through a variety of application types and approval processes with varying levels of complexity.

## 2.2 Representative Experience

Table 1 highlights projects that demonstrate Planscape’s experience across the full range of planning services. These examples reflect our broad scope of work with rural municipalities and our ability to deliver responsive, high-quality planning support tailored to local needs.

**Table 1.** Selected representative experiences relevant.

Experience Category	Select Representative Projects
Development Control & Application Processing	<ul style="list-style-type: none"> <li>• Township of McKellar Planning Services (2025)</li> <li>• Township of McMurrich/Monteith (2025)</li> <li>• Township of West Nipissing Planning Services (2025)</li> <li>• The North Shore Planning Services (2025)</li> <li>• Municipality of Powassan (2025)</li> </ul>
Rural and Agricultural Planning	<ul style="list-style-type: none"> <li>• The United Counties of Leeds and Grenville, Agricultural Area Review Study (2024)</li> <li>• Peterborough County and City of Kawartha Lakes Agricultural Profile Update (2024)</li> <li>• Durham Region Rural/Agricultural Analysis in Support of Land Needs Assessment for ROP Update (2021)</li> <li>• Region of Peel Agricultural Impact Assessment – Input to Settlement Area Boundary Expansion Review to Support ROP Update (2021)</li> <li>• Golden Horseshoe Agricultural &amp; Agri-Food Strategy Food &amp; Farming: An Action Plan (2021)</li> </ul>



Subdivision and Site Plan Agreements	<ul style="list-style-type: none"> <li>• McMurrich/Monteith Horn Lake Site Plan (2023 - 2025)</li> <li>• McMurrich/Monteith Axe Lake Site Plan (2024 - 2025)</li> </ul>
Committee of Adjustment Processes	<ul style="list-style-type: none"> <li>• McMurrich/Monteith Planning Services (2008 - 2025)</li> <li>• Township of Ryerson (2010 - 2023)</li> </ul>
Rural Settlement Areas without Municipal Water/Sewer Servicing	<ul style="list-style-type: none"> <li>• Township of Coleman (2025)</li> <li>• McMurrich/Monteith Planning Services (2008 – 2025) and OP Review (2025)</li> </ul>
Heritage and Cultural Landscape Planning	<ul style="list-style-type: none"> <li>• Parry Sound Cultural Heritage Issue Paper (Official Plan Review) (2023 – 2024)</li> <li>• Town of Algonquin Highlands Municipal Cultural Plan (2013)</li> <li>• Town of Kapuskasing Cultural Mapping (2012)</li> <li>• Town of Amherstburg Cultural Strategy (2011)</li> </ul>
Recreational and Tourism-Related Development	<ul style="list-style-type: none"> <li>• Township of Ramara Master Recreation Plan (2024)</li> </ul>
OLT Hearing Experience	<ul style="list-style-type: none"> <li>• City of Timmins OLT, Minor Variance Appeal (Coulas) (2022)</li> <li>• Township of The North Shore (Darien Quarry) (2018 – 2019)</li> </ul>
Municipal By-law and Policy Development	<ul style="list-style-type: none"> <li>• Township of Coleman Official Plan (2025)</li> <li>• Municipality of Powassan Official Plan (2025)</li> <li>• Township of McMurrich/Monteith New Official Plan (2025)</li> <li>• Municipality of West Nipissing Official Plan and Zoning By-law Update (2025)</li> <li>• North Almaguin Planning Board Official Plan (2025)</li> <li>• City of Markham Streamlining Planning Approvals Through CPPS (2023)</li> <li>• Township of Algonquin Highlands Comprehensive Zoning By-law (2022)</li> <li>• City of Temiskaming Shores Zoning By-law (2017)</li> <li>• Township of Melancthon: Strategic Plan (2017)</li> <li>• Norfolk County Community Improvement Plan (In association with Dickinson Blais) (2015)</li> </ul>

## 2.3 Project Team and Professional Affiliations

Planscape's team is composed of experienced, accredited professionals (Table 2) who bring a deep understanding of municipal planning. Our structure ensures continuity of service, responsiveness to Township needs, and the ability to scale support based on workload. A unique strength of our firm is that three of our senior planners are former municipal planners, giving us firsthand insight into the expectations of Council, the importance of clear plain-language communication with residents, and the realities of municipal planning.

The following team members will provide direct planning support to the Township of Armour (Table 2). Additional Corporate information and individual resumes are provided in Appendix A.

**Table 2.** Planscape Inc planning team.

Planscape Team Member	Role	Experience
Stefan Szczerbak M.Sc, MCIP, RPP Principal	Signing Officer / Planning Advisor	<p>As Principal Planner at Planscape, Stefan draws on his <b>lengthy municipal and conservation authority experience</b> to provide professional planning advice to all our private and public sector clients. Having worked in <b>smaller municipalities</b>, he has a solid understanding of the intricacies within a municipal environment when processing <b>all types of development applications</b>.</p> <p>Stefan has over 20 years of progressive municipal planning experience in both rural and urban settings and at local and regional levels. He also <b>has 4 years of experience leading community economic development in a tourism-based, rural environment</b>. He is a graduate of the University of Guelph with a Master of Science degree in Professional Rural Planning and Development. He is the main planning contact (staff) for several municipalities in northern Ontario.</p> <p>Stefan regularly prepares and provides evidence as a <b>qualified expert planning witness at Ontario Land Tribunal Hearings</b> (formerly OMB</p>

		and LPAT), pre-hearings, and has successfully negotiated settlement agreements.
Debbie Vandenaeker <b>MCIP, RPP, PMP</b> Senior Planner	Senior Planner / Advisor	<p>Debbie is a Project Manager and land use planner with over 18 years of experience ensuring that the development, management and execution of projects is undertaken efficiently and with the highest quality outcome. She has <b>written and led the process of updating several Official Plans and supports municipal clients regularly with zoning by-law reviews, policy interpretation and updates.</b></p> <p>As a former municipal planner at the Township of Brock, Debbie undertook each of the duties listed in the RFP personally and strove to modernize and standardize the planning process within the municipality. As a facilitator, Debbie will build multi-stakeholder relationships that will <b>broaden and deepen the planning solutions created for the Township.</b></p> <p>At Planscape, Debbie specializes in <b>land use process development projects, policy planning, major municipal projects and is our in-house “planning educator” to our clients.</b></p>
Ryan Lloyd <b>MCIP, RPP</b> Planner	Primary Planner	<p>Ryan joined Planscape in 2023 as a Planner bringing with him 15 years of experience as an entrepreneur and eight years as a public educator. He holds a Bachelor of Environmental Studies with Honours in Urban and Regional Planning, from the University of Waterloo.</p> <p>Since joining Planscape, Ryan has become the <b>point of contact and primary planner for many of our municipal clients</b>, including Powassan and the North Almaguin Planning Board. He is responsible for assisting with <b>resident inquiries, the review of planning applications and the preparation of public notices and drafting planning reports.</b></p>



		Ryan will provide the primary planning services to the Township of Armour and coordinate planning services as needed with Planscape planners and staff.
Jillian Macpherson <b>M.PI, RPP</b> Candidate Planner	Planner	Jillian is a land use planner and a recent graduate of the Master of Urban and Regional Planning program at Queen's University, where she specialized in land use planning. Prior to joining Planscape, Jillian gained valuable municipal experience in Eastern Ontario. Jillian assists with both private and municipal projects, often undertaking detailed policy review.
Jennifer Thomson <b>CPT</b> Planning/GIS Technician	GIS / Mapping Support	Jennifer has provided computer aided drafting and design (CAD) and GIS support since joining Planscape in 2001. Her work includes <b>mapping support for Official Plan and Zoning By-law projects for various municipal clients</b> , as well as mapping support for our private and development clients.
Breanne Lywood <b>M.Sc.</b> Planning Technician	Planning Support	Breanne provides detailed support to all Planners in the firm. She leads the submission of applications and assists with large projects. Breanne will provide a supportive and review role for planning reports, notices and presentations.
Wanda Roloson Executive Assistant	Administrative Support	Wanda has been with Planscape for over 20 years and provides support services to all Planners within the firm and our municipal clients.

The contact information for Planscape Inc. is as below:

Planscape Inc.  
 104 Kimberley Avenue  
 Bracebridge, Ontario P1L 1Z8  
 705 645 1556

Project Managing Planner: Debbie Vandenakker, MCIP, RPP, PMP  
 Cell: 705-308-3100  
 Bus: 705-645-1556 ext. 108  
 Email: [dvandenakker@planscape.ca](mailto:dvandenakker@planscape.ca)



# Our Approach

## 3 Understanding of Scope and Methodology

### 3.1 General Approach to Service Delivery and Responsiveness

Planscape's approach to municipal land use planning services is grounded in responsiveness, legislative compliance, and a deep understanding of rural planning contexts. We recognize that the Township of Armour is seeking a professional planning consultant who can manage day-to-day planning matters, provide strategic policy advice, and support public engagement and OLT hearings when necessary. We understand that this contract is for a two-year term, starting January 1, 2026 to December 31, 2027, with the potential for annual extensions at the discretion of Council.

Planscape delivers planning services in accordance with the Planning Act, the Municipal Act, the Provincial Planning Statement (2024), and all relevant municipal policies and by-laws. Our service delivery model is designed to meet the Township of Armour's service standards, ensuring timely, professional, and transparent planning support while emphasizing responsiveness, clarity, and collaboration.

As the Township of Armour's planning consultant, Planscape would commit to the following service delivery expectations:

**Inquiry Response Times:**

- Acknowledge receipt of inquiries within 1 business day.
- Provide substantive response or estimated timelines within 3 business days.

**Pre-Consultation Meetings:**

- Schedule and conduct pre-consultation meetings within 10 business days of request (subject to availability).
- Provide written notes or summary of pre-consultation advice within 5 business days of the meeting.

**Planning Reports:**

- Submit draft planning reports for Council or Committee review no later than 5 business days prior to the meeting date, unless otherwise directed by the Township.
- Finalize and submit all required documentation in a complete, professional format, including supporting schedules, mapping, and appendices.

**Development Application Processing:**

- Process and provide recommendations on complete applications within legislated timelines under the Planning Act.
- Maintain communication with applicants and staff throughout the review process.

**Meeting Attendance:**

- Attend all scheduled Council, Committee of Adjustment, and public meetings, as required, and be fully prepared to speak to agenda items.

**Consolidated Documents:**

- Annually update and provide consolidated versions of the Township's Zoning By-law (ZBL) and Official Plan (OP) in both digital and printed formats, incorporating all amendments adopted during the calendar year.
- Deliver updated documents no later than January 31 of the following year, unless otherwise directed.



### Legislative Framework and Policy Alignment Updates:

- As the Township’s planning consultant, we will maintain current knowledge of other applicable provincial frameworks and local planning documents such as the Township of Armour’s Official Plan and Zoning By-law, Southeast Parry Sound District Planning Board policies and procedures, and applicable Conservation Authority and Ministry regulations and guidelines.
- Planscape regularly monitors legislative changes and policy updates to ensure that our clients receive timely advice that remains compliant with evolving planning requirements.
- Important, significant or strategic updates will be summarized in a Council Brief to ensure changes and current best practices are shared with Staff and Council.

Planscape’s team is structured to ensure continuity of service, scalability based on workload, and a depth of expertise across all areas of municipal planning. Our planners are experienced in working directly with individual property owners, small-scale developers, and community groups. Through this experience we’ve come to prioritize clear, plain-language communication and adopt a facilitative approach to pre-consultation and application review. We understand that this helps applicants better understand requirements and options while ensuring alignment with policy. This approach not only improves application quality and compliance but also fosters transparency in the planning process.

#### 3.1.1 Pre-Consultation Services

As part of our on-call advisory role, Planscape will coordinate and lead pre-consultation meetings with applicants, Township staff, and relevant agencies. These meetings are essential for identifying application requirements, policy considerations, and technical studies early in the application process.

Pre-consultation services are included in the proposed monthly retainer and will be tracked in quarterly status updates. Planscape Inc. commits to the following service standards:

**Table 3.** Pre-consultation service standards.

Activity	Timing
Acknowledge request for pre-consultation	Within 1 business day
Schedule pre-consultation meeting	Within 10 days of request (subject to participant availability)
Pre-consultation policy review and draft notes to Township staff for review	3 days prior to pre-consultation meeting
Pre-consultation meeting will be led by Planscape	As scheduled

Activity	Timing
Pre-consultation notes documenting the application, policy compliance elements, required technical studies and necessary land use planning applications	Within 5 business days of the pre-consultation meeting

### 3.1.2 Development Application Review

Planscape will review and process all development applications submitted under the Planning Act, including official plan amendments, zoning by-law amendments, site plan approvals, minor variances, consents (in accordance with the Southeast Parry Sound District Planning Board), and plans of subdivision (as applicable). We will coordinate and consult with applicants, property owners, legal counsel, engineers, and other agencies (i.e., Ministry of Municipal Affairs and Housing, Ministry of Transportation, etc.) as needed throughout this process.

Each application will be reviewed for consistency with the PPS (2024), conformity with the Township's Official Plan, and compliance with the Zoning By-law and other applicable legislation. Our planners will coordinate with applicants, Township staff, and external agencies to ensure an efficient, transparent, and timely review process.

Planning reports will be clear, concise and defensible, providing thorough policy analysis and professional recommendations. Draft reports will be submitted to Township staff at least five (5) business days prior to Council or Committee meetings, unless otherwise directed. All documentation will be finalized in a complete and professional format, including supporting schedules, mapping and appendices.

**Table 4. Planning Application service standards.**

Activity	Description and Timing
Receipt of Application	<ul style="list-style-type: none"> <li>The application will be submitted directly to the Township and forwarded to Planscape when the application fees have been received.</li> <li>The submission date of the application will be recorded for the file record.</li> <li>Planscape will log and create a file for the application to begin processing.</li> </ul>
Preparation of Notice of Complete Application and Public Meeting	<ul style="list-style-type: none"> <li>Notices will be prepared 3 days in advance of the required Notice timing in the Planning Act to allow staff time to prepare a circulation list and the physical mail-out.</li> </ul>
Preparation of Planning Report	<ul style="list-style-type: none"> <li>A professional Planning Report will be provided 3 days in advance of the agenda deadline for the public meeting.</li> </ul>

Activity	Description and Timing
Attend public meeting	<ul style="list-style-type: none"> <li>The processing Planner will virtually attend the public meeting to present the application and be available to Council / Committee and the public to answer any questions.</li> <li>Please note that should a controversial application be received, the Planner can attend the meeting in person should staff deem this beneficial.</li> </ul>
Notice of Decision	<ul style="list-style-type: none"> <li>Prepared as part of the notices package in row 2 above and sent by the Township to the applicant within 15 days of the decision; minor variance 10 days.</li> </ul>

### 3.1.3 Policy Development and Review

Planscape provides strategic planning support to municipalities including the development and review of Official Plans, Zoning By-laws, Community Improvement Plans, housing strategies, and other secondary plans. Our team is experienced in both initiating new policy documents and updating existing frameworks to reflect evolving community needs and legislative changes.

We monitor provincial planning legislation and policy updates and proactively advise our municipal clients on applicable implications. This includes preparing briefing notes, recommending policy adjustments, and supporting implementation through updating planning documents.

### 3.1.4 Public and Stakeholder Engagement

Planscape will coordinate and participate in public consultation activities, including statutory public meetings required under the Planning Act. We will assist in the preparation of notices, information packages, presentations, and other materials for public distribution. Our planners will respond to inquiries from the public, developers, and stakeholders, ensuring respectful, transparent and timely communication. We believe that local planning is best served by working cooperatively through Township staff with applicants to align their objectives with municipal goals, reducing conflict and improving planning outcomes.

### 3.1.5 Ontario Land Tribunal (OLT) and Legal Support

Planscape's senior planning staff are qualified experts in representing Townships at OLT hearings and mediations. Our team will prepare witness statements, coordinate with municipal legal counsel, and provide expert testimony to support the Township's planning decisions. Our experience appearing before the OLT ensures a strong understanding of hearing procedures, policy interpretation, and effective planning evidence.



### 3.1.6 GIS and Mapping Coordination

Planscape will maintain ongoing communication with Township staff and other consultants to ensure consistent project management and clear file tracking. Our team will liaise with the Centre for Geographic Information Systems (CGIS) to ensure that all approved planning decisions, Zoning By-law amendments, and development approvals are accurately reflected in the Township's digital mapping system. We will ensure timely submissions of updates for mapping changes, review and verify GIS layers for accuracy, and deliver consolidated versions of the Township's Official Plan and Zoning By-law in both digital and print formats no later than January 31 of the following year, unless otherwise directed by the Township.

All correspondence and deliverables will be professionally formatted and submitted with the Township's service standards.

### 3.1.7 Optional and Additional Services

Planscape can assist the Township with optional or additional services such as long-range planning projects like an Official Plan or Zoning By-law review/update, Community Improvement Plans, Community Planning Permit Systems, housing and growth management studies, and other policy initiatives identified by Council. We have extensive experience completing such studies for northern and rural municipalities and can coordinate with other professional consultants (such as biologists and engineers) to complete peer reviews or specialized assessments when required. We can also assist in grant applications or funding proposals and workshops or training sessions for Council or Committees.

Should policy work be required, a project budget estimate and workplan will be developed for Council and staff review and approval. Hourly rates as provided in this proposal will apply.

### 3.1.8 Documentation and Deliverables

Planscape will maintain complete records of all applications, correspondence, and planning decisions. We will prepare and deliver consolidated versions of the Zoning By-law and Official Plan, provide digital and print-ready copies of documents, and ensure mapping, schedules, and appendices are complete and professionally presented. All planning recommendations will be based on sound professional judgement and fully compliant with relevant legislation and policies. Our work will reflect the Township's priorities and uphold the principles of good planning.

## 3.2 Professional Standards

Planscape is committed to maintaining the highest standards of professional integrity, impartiality, and confidentiality in all dealings. All planning advice will be prepared in accordance with the professional standards and ethical obligations of the Ontario Professional Planners Institute (OPPI) and the Canadian Institute of Planners (CIP). Our work will be guided

by the Township's service standards, ensuring that all deliverables are completed on time, professionally formatted, and consistent with best practices in municipal planning.

Planscape's scope of work is designed to provide the Township of Armour with flexible, dependable, and professional planning support that can adapt to the Township's needs. Whether addressing a complex development proposal, responding to a resident inquiry, or updating planning policy, our team is committed to delivering timely, high-quality services that reflect the Township's priorities and uphold the principles of good planning.

### 3.3 Responsiveness and Communication

It is our practice to work closely with the Township to ensure reviews are completed quickly and any issues raised are communicated to the applicants within days of contact (e.g. with respect to complete applications). We will ensure you meet the statutory obligations and provide you with adequate response time, so reports are available well in advance of posting the meeting agendas.

We would use a variety of means of communicating with the Municipality, tailored to the requirements of individual applications. This may vary from more informal interpretations through e-mail, to more formal letters/reports on development applications and presentations to Council or Committees. Notices of public meetings and preparation of Official Plan Amendments and Zoning By-laws reflect provincial requirements and local practices.

Our own municipal experience supplemented by our consultant work for both municipal clients and private sector clients has reinforced the importance of having a "paper trail", particularly when dealing with inquiries regarding land and property ownership. As such, we believe that even verbal (over the phone or video) advice should be followed up with a written comment to ensure correct documentation.

We also believe that where appropriate, it is important to explore solutions and offer alternate approaches to assist the public in its dealings with the Municipality. We are convinced that local planning is better served by working cooperatively with applicants to ensure their objectives can be aligned with municipal objectives. This often will reduce the negative impressions that sometimes accompany planning decisions, and results in grounded planning decisions.

### 3.4 Budget

Planscape proposes a flexible and transparent fee structure that reflects the scope and complexity of municipal planning services required by the Township of Armour. Our pricing model is broken into two fees: an Hourly Rate and a Monthly Retainer Service Fee. All prices are exclusive of HST. This structure ensures predictable costs for routine services while maintaining flexibility for more complex or project-based work.

For property owner initiated Zoning By-law Amendments, Official Plan Amendments and Site Plan applications, the hourly cost of processing the application, preparing notices, writing the planning report, attending the public meeting and any additional tasks required will be billed to the applicant directly. A separate Cost Recovery Agreement with the municipality or another payment structure of the municipality's preference can be used for payment for these types of applications. Minor Variance and Consent applications that require a planning report, but not necessarily attendance at a public meeting shall be undertaken as part of the monthly retainer services.

#### 3.4.1 Hourly Rate

PLANSCAPE will charge hourly rates for processing planning applications and major policy projects. The following hourly rates will apply:

**Table 5. Hourly rates.**

Position	Hourly Rate
Senior Planner	\$190 per hour
Planner	\$140 per hour
Planning Technician/Mapping Technician	\$90 per hour
Administrative Support	\$65 per hour
Travel Time Rate for Senior Planner	\$150 per hour

Attendance at public meetings and any necessary site visits to the Township will be billed at the applicable hourly rate plus \$0.60 per kilometer.

We are flexible on how the financial relationship between parties unfolds and would be happy to discuss this further with the Municipality to ensure your needs are met.

#### 3.4.2 Retainer Services

To support consistent and continual services and avoid undue administrative tracking and fees for on-going discussions and services, the following tasks can be included as part of a \$1,850 monthly retainer:

- Responses to general planning inquiries received through Township staff
- Pre-consultation meetings
- Preparation of planning reports with a clear recommendation for Minor Variance and Consent applications for the Committee of Adjustment
- Routine zoning and policy interpretation and advisory support



- Monitoring of provincial policy and legislative changes and advising the Township of relevant updates
- Preparation of internal memos, and brief correspondence for staff or Council
- Quarterly Planning Status reports to summarize inquiries, pre-consultation meetings, applications and any policy work requested by staff

#### 3.4.3 Policy and Projects

Should the Township request or require a major policy project, Planscape will prepare a separate detailed workplan and budget estimate for staff and Council review and approval. The provided hourly rates in this proposal will not be exceeded in a policy project budget as we typically extend our municipal hourly rates to municipal projects.

#### 3.4.4 OLT/Appeal Support

Should the Township require representation before the Ontario Land Tribunal (OLT), Planscape's senior planning staff are qualified to provide expert testimony and professional evidence. We will prepare witness statements, coordinate with municipal legal counsel, and ensure that the Township's planning decisions are well-supported and defensible. Our experience appearing before the OLT on behalf of both municipal and private clients ensures a strong understanding of hearing procedures, policy interpretation, and effective planning evidence.

The following is the rate of our services to represent you at an OLT hearing:

- Principal Planner: \$260 / hr
- Senior Planner: \$225 / hr

#### 3.4.5 Professional Fees and Disbursements

All fees are exclusive of HST. Disbursements such as printing, courier services, and other incidental costs will be billed at cost and itemized on monthly invoices. Planscape will work with Township staff to ensure that all disbursements are reasonable, necessary, and clearly documented. Additional details are provided on Schedules B & C in Appendix C: Proposal Forms.

Planscape is committed to providing high-value services that reflect the Township's priorities and budgetary needs. We are open to discussing alternative fee structures or invoicing arrangements to ensure our services remain accessible and aligned with the Townships financial planning.

### 3.5 Invoicing

It is our practice to invoice monthly for all services rendered in the prior month. Each invoice will clearly itemize time expended by each team member and their role, services provided

under the monthly retainer (if applicable), application-specific or project-specific tasks, travel time and mileage (if applicable) and any disbursements or incidental costs.

Invoices will be structured to ensure clarity and ease of review for Township staff. We are open to adjusting our invoicing structure to meet the needs of the Township of Armour.

## 4 Conflict of Interest

It is our firm's standard practice not to represent new private clients in a municipality where we provide municipal planning assistance. Planscape Inc. confirms that there are no known or anticipated conflicts of interest related to the work. We have no existing relationships, financial interests or affiliations that would impair our objectivity or impartiality in undertaking municipal planning services for the Township of Armour. We are committed to maintaining transparency and integrity throughout the two-year term.

## 5 Insurance and W.S.I.B

Planscape carries General and Professional Liability Insurance (except for Automobile Liability, as we do not have company owned vehicles). If required, based on discussions with the Township, we will file letters and all necessary certificates from our insurance company(ies) upon award of the project. Each of our employees carry personal Automobile Liability insurance. Our Planners are also registered with OPPI, Certificates from OPPI for our planners will also be provided.

PLANSCAPE is registered with the Workplace Safety and Insurance Board (W.S.I.B) and our account is in good standing. A valid W.S.I.B Certificate will be provided following project award and before commencing work on the project.

## 6 Municipal Client References

Planscape has considerable experience in supporting municipal land use services and our team has direct collaborative experience working in the municipal setting. A select list of relevant projects is provided below with contact information for references.

**Table 6.** References for municipal planning services.

Municipality	Contact Information	Summary of Work	Lead Planner(s)
Township of McKellar	Mary Smith Deputy Clerk Township of McKellar 701 Highway 124	Planscape provides support services in all aspects of land use planning on an "as	Ryan Lloyd

Municipality	Contact Information	Summary of Work	Lead Planner(s)
	McKellar, Ontario P0G 1C0 T: (705) 389-2842 ext. 4 F: (705) 389-2842 Email: <a href="mailto:clerk@mckellar.ca">clerk@mckellar.ca</a>	needed” basis. This includes providing advice and interpretations to staff on various matters, assisting in the preparation of notice, by-laws and planning reports to Council and Committees, and attending Council and Committee meetings.	
Township of East Garafraxa	Peter Avgoustis, CAO 065371 Dufferin County Road 3, Unit 2 East Garafraxa, ON L9J 7J8 T: 226-259-9400 ext. 201 Email: <a href="mailto:pavgoustis@eastgarafraxa.ca">pavgoustis@eastgarafraxa.ca</a>	Planscape is the policy planners for the Township of East Garafraxa. As part of this role, we are currently preparing a new Official Plan and a Zoning By-law or Community Planning Permit (CPP) By-law for the Township. The new Official Plan utilizes the recently approved County of Dufferin Official Plan in combination with updated East Garafraxa specific policies to form a modern, compliant and representative Official Plan. Council will decide if they wish to pursue an updated Zoning By-law or to develop a CPP By-law.	Debbie Vandenakker, Lead  Planners: Jillian McPherson  Breanne Lywood
TMSA	Jennifer Pye Planner 35 10 <sup>th</sup> Street E Earleton, ON P0J 1E0 T: 705-563-2426 Email: <a href="mailto:planner@tembuild.com">planner@tembuild.com</a>	Planscape functions in an on-call advisory role to the Planning Division of the Temiskaming Municipal Services Association. This includes providing advice and interpretations to staff on various matters, assisting in the	Debbie Vandenakker  Ryan Lloyd



Municipality	Contact Information	Summary of Work	Lead Planner(s)
		preparation of planning reports to Council and Committees, and attending Council and Committee meetings.	

Appendix B provides a list of current and former municipal clients where Planscape has provided day-to-day planning assistance, as well as a partial list of municipal clients where we have done or are currently doing Official Plan Reviews.

## 7 Contract with the Municipality

Planscape is pleased to confirm our interest in entering into a formal contract with the Township of Armour to provide municipal planning services for the 2026 to 2027 term, with the option for annual extensions as outlined in RFP #2025-01.

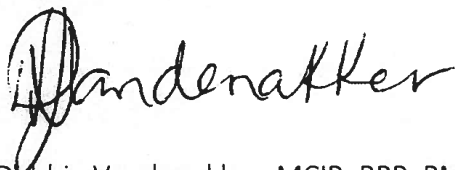
We value the opportunity to act on behalf of municipalities and take pride in offering professional services that are tailored to the needs of staff, Council, and the community. Our team includes planners with direct municipal experience, which allows us to understand and navigate the realities of local governance, community expectations, and legislative requirements.

If selected, Planscape will work collaboratively with the Township to finalize the scope of services, fee structure, and administrative arrangements. We are flexible in our approach and open to refining our service delivery model to ensure it aligns with the Township's priorities and operational needs.

We would be pleased to attend an interview or introductory meeting with Township staff and Council to discuss our proposal in more detail and answer any questions. Our goal is to establish a strong, transparent, and productive working relationship that supports the Township's planning goals and delivers consistent, high-quality service throughout the contract term.

Yours truly,

**PLANSCAPE INC.**



Debbie Vandenaeker, MCIP, RPP, PMP  
Senior Planner

## **Corporate Profile and Curriculum Vitae**

# STEFAN SZCZERBAK MCIP, RPP, M.SC

PRINCIPAL PLANNER

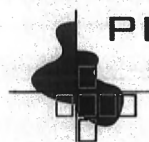
Planscape Inc.

☎ 705.645.1556 ext. 105

✉ sszczerbak@planscape.ca

📍 104 Kimberley Ave., Bracebridge

🌐 [www.planscape.ca](http://www.planscape.ca)



PLANSCAPE

## PROFESSIONAL AFFILIATIONS

- Registered Professional Planner (RPP)
- Canadian Institute of Planners (MCIP)
- Ontario Professional Planners Institute (OPPI)

Stefan Szczerbak joined PLANSCAPE Inc. in 2016 as a Senior Planner, bringing with him 15 years of progressive municipal planning experience in both rural and urban settings and at the local and regional levels. He also has 4 years of experience leading community economic development in a tourism-based, recreational/rural environment. He recently (2020) became a Partner and is leading Planscape Inc. into the next chapter of the company. He is a graduate of the University of Guelph with a Master of Science degree in Professional Rural Planning and Development.

## EDUCATION

- **Master of Science** 2001  
Rural Planning and Development.  
University of Guelph
- **Bachelor of Science** 1996  
Natural Resource Management  
University of Guelph

## PROFESSIONAL EXPERIENCE

- **Principal** 2023-Present  
Planscape Inc.
- **Partner** 2020-2023  
Planscape Inc.
- **Senior Planner** 2016-2019  
Planscape Inc.
- **Manager of Planning Services** 2012-2016  
Township of Lake of Bays
- **Manager of Planning Services** 2004-2012  
District of Muskoka
- **Planner** 2001-2004  
Credit Valley Conservation Authority

## SELECTED EXPERIENCE

### Public Sector:

Mr. Szczerbak's experience in the municipal sector, both at the local and regional levels, has included progressive planner positions with the Township of Lake of Bays, the District of Muskoka and at the Credit Valley Conservation Authority (specifically for the Towns of Halton Hills, Orangeville, Mono and East Garafraxa). This involved the full range of municipal planning activities, from research and policy formulation to processing all types of development applications from Official Plan amendments and reviews, Community Planning Permits (formerly known as Development Permits) and minor variances to subdivisions for all aspects of development proposals, including major commercial and industrial developments.



**Public Sector (cont.):**

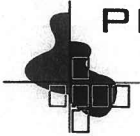
Since joining Planscape Inc., Mr. Szczerbak continues to be involved in the public sector delivering strategic and land use planning advice to a number of municipalities and is involved with the Official Plan and Comprehensive Zoning By-law Reviews for various Towns and Townships together with Partners/Senior Associates in the company. Stefan is also the contracted planner for several municipalities, including the Temiskaming Municipal Services Association, the Township of McKellar, Municipality of Powassan, Township of the North Shore, and the Township of Perry.

As the Manager of Planning Services for the Township of Lake of Bays and a member of the senior management team, he assumed full responsibility for supervising the Planning Department operations and coordinating and managing special corporate studies, including a successful 5-year review of the Township’s Official Plan, Strategic Plan and the implementation of the first Development Permit By-law (Community Planning Permit) system in Ontario.

He has extensive experience representing municipalities in a variety of settings, liaising and facilitating communication with the general public, special interest groups and numerous provincial/federal representatives. He is also an educator and has led many presentations related to the use of Community Planning (Development) Permits.

**Private Sector Planning:**

Mr. Szczerbak has experience providing private sector clients with valuable planning expertise pertaining to local level zoning amendments, minor variances, site plans, site evaluation reports, consents and plans of subdivisions and Official Plan amendments for a variety of development proposals. Specifically, he has been involved in providing planning support and obtaining municipal approvals for many recreational and commercial properties throughout the region. He has experience with planning applications and related policies for surplus farm dwellings and agricultural impact assessments.

 <b>PLANSCAPE</b>	<b>LIST OF MANAGED PROJECTS</b>	
<b>AREA OF EXPERTISE</b> <ul style="list-style-type: none"><li>● Public Engagement</li><li>● Project Management</li><li>● Policy Development</li></ul>	<b>Planning Services:</b>	
	● Temiskaming Municipal Services Association (TMSA)	
	● Township of McKellar	
	● Municipality of Powassan	
	● Township of the North Shore	
	● Township of Perry	
	<b>Zoning By-law:</b>	
	● Town of Parry Sound	2021
	● City of Temiskaming Shores	2019
	<b>Community Planning Permit System By-law:</b>	
	● City of Markham	2022
	<b>Official Plan:</b>	
	● Municipality of Powassan	Ongoing
	● North Almaguin Planning Board	Ongoing
	● Township of Coleman	Ongoing

# DEBBIE VANDENAKKER

MCIP, RPP, PMP

## SENIOR PLANNER

Planscape Inc.

705.645.1556 ext. 108

104 Kimberley Ave., Bracebridge

dvandenakker@planscape.ca

www.planscape.ca



### PROFESSIONAL AFFILIATIONS

- Registered Professional Planner (RPP)
- Canadian Institute of Planners (MCIP)
- Ontario Professional Planners Institute (OPPI)
- Project Management Professional (PMP)

Debbie Vandenakker joined Planscape Inc. in 2022 as a Senior Planner. She brings with her 13 years of varied professional experience in project management and planning. Most recently, she was the Township Planner for the Township of Brock, using her expertise to streamline the approval processes, respond to unprecedented residential growth in this small municipality and initial important policy projects.

### EDUCATION

- Project Management Professional Course** 2012  
University of Toronto
- Bachelor of Environmental Studies** 2001  
Environmental Assessment Certificate  
Business & Environmental Law Option  
University of Waterloo

### PROFESSIONAL EXPERIENCE

- Senior Planner** 2022-Present  
Planscape Inc.
- Planner** 2019-2022  
Township of Brock
- Member Services Manager** 2017-2019  
Brock Board of Trade
- Watershed Planner** 2011-2014  
Central Lake Ontario Conservation Authority
- Project Manager** 2008-2011  
McKenzie Trade Development Corporation
- Constructive Engagement Coordinator / Facilitator** 2004-2008  
Ogilvie, Ogilvie & Company
- Environmental and Transportation Planner** 2003-2004  
2007-2008  
Totten Sims Hubicki and Associates (TSH)

### SELECTED EXPERIENCE

#### Public Sector:

Ms. Vandenakker spent several years facilitating change management and policy projects from provincial and regional governments. This role required operating within the Environmental Assessment process for individual and class environmental assessments to support a technical project team with consultative solutions and preferred alternatives. Following this focus on policy and community engagement, she wrote four key watershed plans for the Central Lake Ontario Conservation Authority as directed by the Oak Ridges Moraine Conservation Plan.

## Public Sector (cont.):

As the Planner at the Township of Brock, she was responsible for all development applications in a quickly growing municipality, the role of Secretary-Treasurer of the Committee of Adjustment and policy projects such as the Official Plan Review Study and a Harbour Master Plan.

As Brock is a rural municipality, she navigated the Greenbelt Act and Lake Simcoe Protection Plan as core policy guidance in all applications. Additionally, she handled the economic development portfolio of the Township that relied on creative solutions for dynamic growth in the Township. Since joining Planscape, she has quickly become familiar with providing land use advice to a number of municipalities, including the update of official plan and zoning documents.

## Private Sector:

As a private consultant, Ms. Vandenakker has supported clients through the consultation portions of Environmental Assessments, worked almost exclusively on the Highway 407 East Individual Environmental Assessment as a Transportation and Environmental Planner, and supported clients through organization policy changes and change management undertakings. These projects enabled her to gain extensive experience creating solutions that respect the public consultation process while ensuring client satisfaction with the outcomes. As a project manager, she is adept at managing multi-disciplinary consultant teams and navigating what are often opposing viewpoints on an issue.

Planscape has benefitted from Ms. Vandenakker's project management skills for projects ranging from developing Agricultural Toolkits for the GTA to managing individual client projects from initial contact to application submission to municipal decision.



## PLANSCAPE

### AREA OF EXPERTISE

- Public Engagement
- Project Management
- Policy Development

### LIST OF MANAGED PROJECTS

#### Planning Services:

- Municipality of West Nipissing

#### Community Planning Permit System:

- County of Simcoe  
Model CPPS By-law to support Housing Priorities  
Ongoing
- County of Frontenac  
Model CPPS to streamline development approvals and protect the aesthetic character of the shoreline and water quality.  
Ongoing

#### Concurrent Official Plan and Zoning By-law:

- Township of East Garafaxa  
Ongoing
- Township of Melancthon  
Ongoing
- Municipality of West Nipissing  
Ongoing



# RYAN LLOYD MCIP, RPP

## PLANNER

Planscape Inc.

705.645.1556 ext. 102

rlloyd@planscape.ca

104 Kimberley Ave., Bracebridge

www.planscape.ca



### PROFESSIONAL AFFILIATIONS

- Registered Professional Planner (RPP)
- Canadian Institute of Planners (MCIP)
- Ontario Professional Planners Institute (OPPI)
- Ontario College of Teachers (OCT)

Ryan Lloyd is a professional planner with a diverse background in education, entrepreneurship, and municipal planning. Since joining Planscape in 2023, Mr. Lloyd has supported both private and public sector clients across Ontario, offering planning services including policy reviews, development applications, and zoning analyses. His prior experience in property management and education informs his strengths in project coordination, budgeting, and client service.

### EDUCATION

- Bachelor of Education** 2006  
Concentration: Junior/Intermediate Geography  
University of Windsor
- Bachelor of Environmental Studies** 2004  
Honours Urban and Regional Planning  
University of Waterloo

### PROFESSIONAL EXPERIENCE

- Planner** 2023 - Present  
Planscape Inc.
- Project Manager, Owner** 2008 - 2023  
Property Management
- Teacher** 2006 - 2013  
Durham District School Board

### SELECTED EXPERIENCE

#### Public Sector:

Mr. Lloyd is engaged in providing planning services and inquiries with affiliated municipalities. Services provided include policy and planning reviews as well as assistance with planning applications including minor variances, zoning and official plan amendments.

Current municipal clients include: the Municipality of Powassan, the Township of McKellar and the Temiskaming Municipal Services Association that represents 21 northern Ontario municipalities.

#### Private Sector:

Mr. Lloyd provides planning services to private sector clients for a range of development applications, including zoning amendments, minor variances, site plans, consents, and Official Plan amendments. Each project involves a zoning and policy review to ensure conformance and appropriate application of provisions. His strong project management skills and attention to detail result in thorough planning analyses and well-supported development recommendations.

**Community Involvement:**

In addition to a career in land use planning, Mr. Lloyd is actively involved as a volunteer in community projects and community recreation. He is a member of the Beaverton Lions Club, currently Chair of Special/Capital Projects, where he is the liaison between multiple committee organizations. On behalf of the Lions, he spearheaded community projects such as: the paving upgrades to the “Lions Loop” trail (2016), the Beaverton Baseball Board and Facility upgrades in 2017, Beaverton Fairgrounds/Baseball Diamonds Upgrades - working with the Township of Brock for 3 years and will soon (2025) build a new pavilion and additional upgrades, and is currently involved on the King Street Park Redevelopment (to begin 2024). He was a member of the Special Projects Committee that fundraised and facilitated the installation of a new Harbour Park Playground (2015). The Lions are currently working with the Brock Foodbank to help replace their current facility and location. Mr. Lloyd was the Beaverton Curling Club Manager for 9 years, where he ran and facilitated a Junior Curling Program for 8 years, and assisted with fundraising and implementing a School Curling program for Elementary School children in Beaverton.



**PLANScape**

**AREA OF EXPERTISE**

- Research
- Policy Development

**LIST OF PROJECT INVOLVEMENT**

**Planning Services:**

- Temiskaming Municipal Services Association (TMSA)
- Township of McKellar
- Municipality of Powassan

**Concurrent Official Plan and Zoning By-law:**

- |                                  |         |
|----------------------------------|---------|
| ● Township of East Garafaxa      | Ongoing |
| ● Township of Melancthon         | Ongoing |
| ● Municipality of West Nipissing | Ongoing |

**Official Plan:**

- |                                 |         |
|---------------------------------|---------|
| ● North Almaguin Planning Board | Ongoing |
| ● Township of Coleman           | Ongoing |



PROFESSIONAL AFFILIATIONS

- Candidate Professional Planner (RPP candidate)
- Ontario Professional Planners Institute (OPPI)

Jillian Macpherson (Snider) joined Planscape in 2024 as a Planning Intern, after gaining valuable municipal experience in Eastern Ontario. Currently, Mrs. Macpherson provides planning services to private and municipal clients in northern Ontario and the District of Muskoka.

Mrs. Macpherson has a Bachelor of Arts, Honours in Law with a Minor in Political Science from Carleton University and a Master of Urban and Regional Planning from Queen’s University.

EDUCATION

- Master of Urban and Regional Planning 2025  
Concentration: Land Use & Real Estate  
Queens University
- Bachelor of Arts 2023  
Major: Law and Legal Studies  
Minor: Political Science  
Carleton University

PROFESSIONAL EXPERIENCE

- Planner 2024-Present  
Planscape Inc.
- Planning / Building Department Intern 2023  
Loyalist Township
- Cafe Manager 2017 - 2023

SELECTED EXPERIENCE

**Public Sector:**  
While working for Loyalist Township, Mrs. Macpherson actively participated in the development review process and contributed to policy analysis. Her responsibilities included conducting zoning reviews, assessing development applications, and collaborating closely with the Manager of Development Services and the Chief Building Official on a range of initiatives, including research to support the creation of new by-laws. At Planscape, Mrs. Macpherson supports senior planners on a variety of municipal projects. Her work includes assisting in the review and updating of by-laws and policies to ensure consistency with the Provincial Planning Statement (PPS), AODA requirements, and District/County Official Plans. She has conducted research on best practices from other municipalities, drafted public engagement plans and news releases, and contributed to the preparation of presentation materials. These hands-on municipal experiences sharpened Mrs. Macpherson’s practical skills and provided valuable insight into the complexities of local land use planning.



## Private Sector:

Mrs. Macpherson has experience working closely with clients, preparing planning justification reports and managing applications for minor variances, zoning by-law amendments, and consents. Each client and project requires a zoning and policy conformance exercise and the application of zoning provisions to development proposals. Her project management and attention to policy and provision detail provides clients with thorough planning analyses and opinions on appropriate planning development options.

## Community Involvement:

In addition to a career in land use planning, Mrs. Macpherson is actively involved in the Kawagama Lake Cottagers' Association (KLCA) as the Development and Municipal Liaison. On behalf of KLCA, she maintains interaction and communication with both municipalities with jurisdiction on the lake to ensure adequate environmental protection and development control consistent with the values of the majority of cottagers and residents. She also monitors planning applications and development proposals that could impact the lake and drafts correspondence in response to applications, as well as reviews municipal projects and policy changes that could impact the lake or lake properties. She provides news releases to update and inform cottagers of policy changes and their impacts.

During her Master's program in Urban and Regional Planning, Mrs. Macpherson was the Editor for a major group project where 11 graduate students developed a vision and policy recommendations for the area surrounding a new LRT station in the City of Ottawa. In this role, Mrs. Macpherson ensured the coherence, clarity, and professionalism of the final report while authoring three chapters and contributing to the publishing process. This project involved extensive collaboration, a site visit, weekly team meetings, consultations with the municipal client, a design charrette, and a public open house to present the final report.



**PLANSCAPE**

### AREA OF EXPERTISE

- Research
- Policy Development

### LIST OF PROJECT INVOLVEMENT

#### Concurrent Official Plan and Zoning By-law:

- Township of East Garafaxa Ongoing
- Township of Melancthon Ongoing
- Municipality of West Nipissing Ongoing

#### Official Plan:

- North Almaguin Planning Board Ongoing
- Township of Coleman Ongoing

#### Agricultural Impact Assessment:

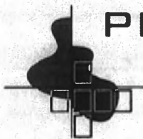
- County of Haldimand Peer Reviews Ongoing

# BREANNE LYWOOD M.Sc

PLANNING TECHNICIAN  
Planscape Inc.

705.645.1556 ext. 100  
blywood@planscape.ca

104 Kimberley Ave., Bracebridge  
www.planscape.ca



Breanne Lywood joined Planscape in 2025, bringing with her over 4 years of experience in environmental research and conservation land management. Ms. Lywood has led and supported various land use initiatives across the Lake Simcoe Watershed, providing her with comprehensive experience in land management planning and collaboration with private landowners, municipal agencies, and conservation affiliations. Currently, Ms. Lywood is supporting public and private sector environmental planning services in Northern Ontario and the District Municipality of Muskoka.

Ms. Lywood holds a Bachelor of Science from the University of Guelph and a Master of Science from Lakehead University.

## EDUCATION

- **Master of Science** 2023  
Concentration: Sustainable Land Use  
Lakehead University
- **Bachelor of Science** 2020  
Honours: Animal Biology  
University of Guelph

## PROFESSIONAL EXPERIENCE

- **Land Use Planning Technician** 2025  
Planscape Inc.
- **Land Management Assistant** 2024-2025  
Lake Simcoe Region Conservation Authority
- **Animal Care Coordinator** 2023-2024  
Ontario SPCA & Humane Society
- **Graduate Researcher** 2021-2023  
Climate Change Adaption & Sustainability  
Lakehead University

## SELECTED EXPERIENCE

### Public Sector:

Ms. Lywood has supported and led various land management projects throughout her time in environmental research and conservation land management. She is experienced in conducting background research for public use properties within Simcoe County, York Region, Durham Region, and Kawartha Lakes, as well as tailoring support documents for various municipal meetings, public engagement events, and Indigenous consultations. Additionally, Ms. Lywood successfully built and managed landholding databases under Provincial Government legislation (Conservation Authorities Act, O.Reg 686), gaining project approval from the Lake Simcoe Board of Directors.

Ms. Lywood continues to support land planning initiatives by providing support to Senior Planners at Planscape on various planning projects.


**Private Sector:**

Ms. Lywood has experience managing research projects focused on sustainable land use in Simcoe County. She brings forward experience liaising with private landowners for data collection efforts and providing property data overviews for evidence-based management suggestions.

Ms. Lywood continues to support private sector land use planning by supporting Senior Planners in work related to zoning amendments, minor variances, and Official Plan amendments.

**Specialties - Community Involvement:**

In addition to a career in land use planning, Ms. Lywood remains involved in conservation efforts through regular engagement in community-based science initiatives and collaborating with municipalities on nature-based events (West Gwillimbury, Mayor’s Hike for Health). Ms. Lywood also contributed to the field of academic research by being appointed as a Committee Member for Lakehead University’s Research Seminar Series, where she facilitated faculty events focused on environmental research dissemination.

 <div>PLANSCAPE</div> <div>AREA OF EXPERTISE</div> <ul style="list-style-type: none"><li>● Research</li><li>● Policy Development</li></ul>	LIST OF PROJECT INVOLVEMENT	
	Community Planning Permit System:	
	● County of Simcoe Model CPPS By-law to support Housing Priorities	Ongoing
	● County of Frontenac Model CPPS to streamline development approvals and protect the aesthetic character of the shoreline and water quality.	Ongoing
	Conservation Reports and Strategies:	
	● Lake Simcoe Region Conservation Authority Trail Report	2024
	● Lake Simcoe Region Conservation Areas Strategy	2024
	Agricultural Impact Assessment:	
	● Biglieri Agricultural Impact Assessment	2025



# JENNIFER THOMPSON B.A., CPT

PLANNING/ GIS  
TECHNICIAN  
Planscape Inc.

☎ 705.645.1556 ext. 109

📍 104 Kimberley Ave., Bracebridge

✉ jthompson@planscape.ca

🌐 www.planscape.ca



PLANSCAPE

## PROFESSIONAL AFFILIATIONS

- Canadian Association of Certified Planning Technicians (CACPT)

Jennifer Thomson joined our Planscape Inc. team in 2001 to provide computer aided drafting and design (CAD and GIS), mapping expertise and research and analysis on planning projects. She is a graduate of the Urban & Regional Planning Technology Program (GIS and CAD) from Fanshawe College of Applied Arts and Technology. This program was aimed at providing technical and design skills for land development and resource management industries in both the rural and urban communities.

## EDUCATION

- **Urban and Regional Planning Technology Diploma** 2001  
Fanshawe College of Applied Arts & Technology
- **Bachelor of Arts** 1999  
Geography  
Laurentian University

## PROFESSIONAL EXPERIENCE

- **Planning Technician** 2001-Present  
Planscape Inc.
- **Planning Technician** 2000  
Township of West Nissouri

## SELECTED EXPERIENCE

### Public Sector:

Mrs. Thomson has provided mapping support on municipal Official Plan and Zoning By-law projects, as well as background research for specialty studies, i.e., agricultural and agri-food studies, LEAR reviews, and research/mapping on Community Lake Plans, Community Improvement Plans, and various private and public planning applications. Her expertise and research extend to translating agricultural data and compiling survey analysis and stakeholder analysis, including BR+E Analysis and SWOT Analysis. Mrs. Thompson has extensive experience utilizing AutoCAD, ArcGIS, Adobe Illustrator and Adobe Photoshop.

### Private Sector:

Mrs. Thompson prepares plans for applications such as Minor Variances, Zoning By-law Amendments, Severances, Development Concepts, Site Plans, Official Plan Amendment Schedules, and Zoning By-law Schedules for all of Planscape's private clients.

**PLANSCAPE INC.** is a professional consulting firm which provides community and land use planning services. PLANSCAPE's philosophy is to provide personal service that protects our clients' interests while abiding by professional standards of the highest calibre. We specialize in municipal, rural, agricultural and recreational land use planning.

## **PLANNING SERVICES**

PLANSCAPE INC. offers planning services to both the public and private sector, focusing on:

<b>Community and Land Use Planning</b>	<b>Municipal Planning</b>
Agricultural Economic Impact Studies	Multi-Disciplinary Planning Strategies
Agricultural Land Use Assessment	Peer Reviews
Economic Development Strategies	Community Improvement Plans
Development Applications	Policy Assessment
Ontario Municipal Board Hearings	Official Plan Reviews
Subdivision Development	Strategic Planning
Site Planning	Zoning By-laws
Demographic Analysis & Trend Tracking	Cultural Plans
Recreational Planning	Economic Development Analysis
Agricultural Impact Assessments	Minimum Distance Separation Evaluations
Statistical Analysis	Peer Reviews
Shoreline Development	Consent/Severance Approvals
Project Management	Community Planning Permit By-laws
Resort/Tourism	

The firm specializes in land use planning for smaller urban communities, agricultural, rural and recreational lands. Our location in Muskoka has allowed us to develop specific expertise in land use issues associated with tourism and waterfront development. Over the past 30+ years we have developed a specific expertise in agricultural economic and land use issues. For larger projects, we participate with and co-ordinate larger consulting teams.

---

## PERSONNEL

**STEFAN SZCZERBAK, M.Sc., MCIP, RPP** Principal

Mr. Szczerbak joined PLANSCAPE in 2016 and became a partner in 2020. He has extensive experience in municipal planning at both the local and regional levels and conservation authorities. His previous experience includes being the planner and member of the senior management team at the Township of Lake of Bays as well as a Manager of Planning Services with the District of Muskoka. As one of the managing partners, he will lead PLANSCAPE into the next chapter of the company. He is involved in providing planning advice on development proposals to private clients as well as reviewing planning applications and providing advice to our public sector clients. He has a Masters degree from the University of Guelph with a focus on rural and agricultural planning.

**Debbie Vandenakker, MCIP, RPP, P.M.P.** Senior Planner

Ms. Vandenakker recently joined the PLANSCAPE Team in July 2022 in the capacity of Senior Planner, bringing 13 years of project management and planning experience. Her previous roles include environmental, transportation, watershed and municipal planning, most recently at the Township of Brock. She specializes in policy planning and community engagement, with a diverse portfolio of facilitation experience that supports strong change management and process improvement objectives. Constructively engaging stakeholders to foster excellent project solutions is a priority in her work.

**Ryan Lloyd, B.E.S.,** Planner

Mr. Lloyd brings with him 15 years of experience as an entrepreneur and eight years as a public educator. Ryan's diverse background provides excellent problem-solving abilities that allow him to efficiently present creative solutions for both public and private sector clients. He has a Bachelor of Environmental Studies, Honours Planning from the University of Waterloo and a Bachelor of Education from the University of Windsor. Through his long-standing leadership on community development projects, he has the ability to develop a sense of place and belonging for residents.

**Jillian Snider, B.A., M.Pl** Junior Planner

Ms Snider is a junior land use planner and a recent graduate of the Master of Urban and Regional Planning program at Queen's University, where she specialized in land use planning. Jillian also holds a Bachelor of Arts in Law from Carleton University. Jillian joined the Planscape team in 2024 after gaining valuable municipal experience in Eastern Ontario, where she contributed to policy review and development initiatives.

**Richard Hunter, B.A., MCIP, RPP** Senior Associate

Mr. Hunter specializes in demographic analysis, policy development and municipal planning programs, and has extensive experience planning for rural areas and small communities. He is an expert in policy development, specifically related to official plans. Based on his experience in municipal planning, a focus of his practice is to provide planning services to municipalities.

**Margaret Walton, M.PL., MCIP, RPP** Senior Associate

Mrs. Walton specializes in rural planning, public participation programs and strategic planning. Her practice incorporates a mix of public and private sector clients and focuses on the development of agricultural policy and planning for recreational areas in both the private and public sectors. In the past 25+ years she has been recognized as an expert in planning for agricultural areas and developing effective



rural economic strategies. Mrs. Walton is semi-retired, but continues to lend her expertise to the firm, consulting on a case by case basis.

**Jennifer C. Thomson, B.A., CPT** Planning/GIS Technician

Mrs. Thomson provides computer aided drafting and design (CAD and GIS) and mapping expertise. She also provides technical and design skills for land development and resource management industries in both the rural and urban communities.

**Breanne Lywood, B.Sc, MSc** Planning Technician

Ms Lywood is a recent hire with Planscape bringing with her excellent academic and professional experience in project and policy research. Breanne is a Planning Technician who will provide supportive research and documentation roles to the project team.

## SELECT EXPERIENCE

### Municipal and Agricultural Sector – Studies/Reports

- The United Counties of Leeds and Grenville, Agricultural Area Review Study, March 2024
- Peterborough County and City of Kawartha Lakes Agricultural Profile Update, March 2024
- City of Markham, Streamlining Planning Approvals through a Community Planning Permit System (CPPS) - January 2023
- Township of Algonquin Highlands Comprehensive Zoning By-law, May 2022
- Region of Peel Agricultural Impact Assessment as input to Settlement Area Boundary Expansion Review to support ROP update – 2021
- Agricultural Impact Assessments for Region of Peel 2019, Region of Halton 2014, Town of Markham 2009
- Durham Region Rural/Agricultural Analysis in support of Land Needs Assessment for ROP update – Sep. 2022
- Regional Municipality of York Implementation Review of Provincial Agricultural System, 2019
- City of Welland Peer Review Agricultural Impact Assessment, 2019
- Township of Melancthon: Strategic Plan, December 5, 2017
- Grey County, Local Agri-Food Strategy, March 31, 2017
- Region of Halton, Rural Agricultural Strategy Background Report, April 2016
- Region of Halton, Rural Agricultural Strategy, August 4, 2016
- Agriculture and Agri-Food Economic Profile for the Golden Horseshoe, prepared for the Golden Horseshoe Food and Farming Alliance, October 2014
- Golden Horseshoe Agriculture & Agri-food Strategy Food & Farming: An Action Plan 2021, Implementation Strategy and Background Report, January 2012. Golden Horseshoe Agriculture & Agri-food Strategy Food & Farming: An Action Plan 2021 (2012). Prepared for the GTA AAC.
- Township of McMurrich/Monteith, New Official Plan, Adopted July, 2025.
- Region of Durham, Agriculture Strategy 2011 - 2016, DRAFT Report Nov. 2012. NOTE: PLANSCAPE's research and census review formed the basis for the Region of Durham Agricultural Strategy 2013-2018 publication.
- Norfolk County Community Improvement Plan, June 9, 2015; in association with Millier Dickinson Blais.
- Regional Municipality of York, Municipal Comprehensive Review – Scope Agricultural Assessment of Preferred Growth Scenarios 2036/2041, October 2015



**PLANSCAPE**

BUILDING COMMUNITY THROUGH PLANNING

---

## Private Sector

We provide planning expertise pertaining to local level zoning amendments, minor variances, site plans, site evaluation reports, consents and plans of subdivisions and Official Plan amendments for a variety of private development proposals. We also provide expert planning advice to many appeals, being Expert Witnesses for Ontario Land Tribunal (formerly OMB/LPAT) Hearings.

We are experts in:

Master Planning for Resorts and Comprehensive Resort/Golf Communities

Marina Owners on Lakes Muskoka, Rosseau and Joseph

Waterfront Landings

Community Lake Plans – Six Mile Lake, Kahshe Lake, Eagle Lake

## Public Sector

---

### Municipal Planning Support Services:

Planscape provides Planning Services to: The Archipelago, McMurrich/Monteith, Perry, and (2025) The Temiskaming Municipal Services Association (TMSA) - including Chamberlain, Evanturel, Englehart, Charlton-Dack (formerly CTPB); The North Shore; Larder Lake; Armstrong; Brethour; Casey; Colbalt; Coleman; Gauthier; Harley; Harris; Hilliard; Hudson; James; Kerns; Latchford; Matachewan; McGarry; and Thornloe. We also provide support as an Expert Witnesses for Ontario Land Tribunal Hearings on their behalf.

Previous Planning Support Services were provided to: Severn, East Ferris, Ryerson, West Nipissing, Algonquin Highlands, Minden Hills, Springwater, Bradford West Gwillimbury, and until the end of 2024 - CTPB, James, and The North Shore.

### Municipal Planning Documents

#### Official Plans and Zoning By-laws

Township of Algonquin Highlands  
Town of Gravenhurst (2010/2016)  
Town of Huntsville (2006/2008)  
Township of McMurrich/Monteith  
Township of Minden Hills  
Township of Ryerson  
Town of Parry Sound

#### Zoning By-laws

City of Temiskaming Shores (2017)  
Municipality of West Nipissing (2014)  
Township of Perry

#### Official Plans

Town of Niagara-on-the-Lake (2019)  
Prince Edward County (2018)  
Town of Bracebridge (2005)  
City of Elliot Lake (2006)  
Town of Bradford West Gwillimbury (2000)  
Town of Lincoln (2014)  
Municipality of Powassan (current)  
Township of James (current)  
Municipality of West Nipissing (current)  
Township of Coleman (current)

## **Summary of Municipal Clients**



**PLANSCAPE**

BUILDING COMMUNITY THROUGH PLANNING



## Appendix 2 List of Municipal Clients

Both current and past as they relate to the provision of Land Use Planning Consultant services.

Municipality	Primary Contact	From	To
TMSA – includes Charlton & Dack, Chamberlain, Englehart and Evanturel, Armstrong, Brethour, Casey, Cobalt, Coleman, Gauthier, Harley, Harris, Hilliard, Hudson, James, Kerns, Larder Lake, Latchford, Matachewan, McGarry, Thornloe	Stefan Szczerbak and <u>Ryan Lloyd</u>	Feb. 2025	Present
Township of McKellar	SS & RL	Apr. 2025	Present
Township of East Garafraxa – policy planning services	Debbie Vandenakker	Feb. 2024	Present
Municipality of Powassan	SS/RL	July 2020	Present
Township of the North Shore	SS	2019	Present
Municipality of West Nipissing (OP/ZBL update; JT ZBL mapping)	Rick Hunter/ Debbie Vandenakker	2013	Present
Township of Perry	Stefan Szczerbak	Aug. 2018	Present
Township of McMurrich/Monteith	RH/ Adam Kozlowski	2000	Present
Township of the Archipelago	Greg Corbett	2008	Present ??
Central Timiskaming Planning Board (incl. Charlton & Dack, Chamberlain, Englehart and Evanturel)	Stefan Szczerbak	Dec. 2018	Jan 2025
Township of James	Rick Hunter	May 2015	2024
Larder Lake	Stefan Szczerbak	Feb. 2019	2024
Township of Algonquin Highlands	Greg Corbett	2000	2023
Ryerson Township	Rick Hunter	2000	2023

Township of Severn	Greg Corbett	2013 2019	2016 2022
Township of East Ferris	Greg Corbett	2014 2017	2015 2018
City of Elliot Lake	Rick Hunter	2006	2014
Town of Bradford West Gwillimbury	Rick Hunter	1999	2009
Township of Springwater	Rick Hunter	2004	2008
Township of Minden Hills	Rick Hunter	2002	2008

Partial List of Municipal clients for which we have done **Official Plan Reviews**

<b>Municipality</b>	<b>Primary Contact</b>	<b>Type</b>	<b>To</b>
Municipality of West Nipissing	Debbie Vandenakker	OPA and ZBL updates	Feb 2024 -
North Almaguin Planning Board – Uterr	Debbie Vandenakker	New Official Plan	Sep. 2024 -
Township of McMurrich-Monteith	Rick Hunter	Official Plan update	2015 – 2024; submitted to MMAH for approval  (affected by Covid) Original 2007
Township of Coleman	Stefan Szczerbak	New Official Plan	June 2024 - ongoing
Municipality of Powassan	Stefan Szczerbak	Official Plan Review	July 2021 – 2025; submitted to MMAH for approval
Township of the Archipelago	Greg Corbett	Assist with 5- year review	2014-2018
Township of Algonquin Highlands	Greg Corbett	Two - 5-year reviews	2019 2011

<b>Municipality</b>	<b>Primary Contact</b>	<b>Type</b>	<b>To</b>
		New Official Plan;	Original 2003
Township of James	Rick Hunter	Official plan (2008) completion and update	2019-Present (Draft 2023)
Ryerson Township	Rick Hunter	New Official Plan - 2012  Zoning By-law	2003; 2009 MMAH approved 2010, 2011 & 2012 OMB approvals  2014
City of Elliot Lake	Rick Hunter	5-year review	2006
Township of Brethour	Rick Hunter	New Official Plan	2011
Town of Bradford West Gwillimbury	Rick Hunter	New Official Plan and Secondary Plans	2000 - 2009
Municipality of East Ferris Planning Services/OP	Greg Corbett	Completion of 5-year review	2015
Township of Minden Hills	Rick Hunter	New Official Plan	2003 Consolidation 2007
Town of Huntsville	Rick Hunter	New Official Plan	2006



## **Proposal Forms**

**Schedule A: Planning Services**

**Schedule B: Items & Pricing Template**

**Schedule C: Optional Proposed Monthly Retainer**



**PLANSCAPE**

**BUILDING COMMUNITY THROUGH PLANNING**

# Request for Proposal for Planning Services

## Schedule A: Planning Services

<b>Planning Firm</b>	Planscape Inc.
<b>Address</b>	104 Kimberley Avenue, Bracebridge, ON P1L 1Z8
<b>Phone</b>	705-645-1556
<b>Email</b>	sszczerbak@planscape.ca
<b>Fax</b>	705-645-4500
<b>Name of Person signing for Planning Firm</b>	Stefan Szczerbak
<b>Position of Person Signing for Planning Firm</b>	Principal

I/We, the undersigned, having examined the attached Request for Proposal for Planning Services, and having read, understood, and accepted the conditions outlined in the Request for Proposal, each and all of which form a part of this proposal, hereby offer to supply Planning Services in strict accordance with the conditions hereto attached and as outlined in this proposal.

SIGNED AT THE Town OF Bracebridge  
(City/Town/Township) (Name of City/Town/Municipality)

IN THE PROVINCE OF ONTARIO.

THIS 12th DAY OF November, 2025.

  
WITNESS SIGNATURE

  
AUTHORIZED SIGNATURE

# Request for Proposal for Planning Services

## Schedule B: Items & Prices Template

(All unit prices are NOT to include HST)

The undersigned agrees to supply and deliver the goods and services as specified and required in accordance with the Proposal for the following prices:

	Senior staff	Planning staff
Hourly Rate 1 (General Planning Services)	\$ 190.00 <small>retainer tasks &amp; application processing</small>	\$140.00
Hourly Rate 2 (Major Policy Projects)	\$ 190.00	\$150.00 <small>(avg. of planning team)</small>
Travel Time Rate	\$ 150.00/hr.	\$150.00
Per km Rate	\$ 0.60	\$0.60
Phone/Email Discussions	\$ 190.00	\$140.00
Disbursements	\$ @ cost	@ cost
OLT/Appeal Support	\$260.00	\$225.00

The Township of Armour reserves the right to cancel any or all items.

Add additional rows to this table as needed.



# Request for Proposal for Planning Services

## Schedule C: Optional Proposed Monthly Retainer

(All unit prices are NOT to include HST)

### Proposed Monthly Retainer Model

Proponents are invited to propose a monthly retainer option for routine planning support, as outlined in Section 4.4 of this RFP. The Township reserves the right to accept, reject, or negotiate any retainer proposal submitted. Clearly distinguish what's in the retainer. Please complete the table below:

Service Category	Included in Retainer? (Yes/No)	Description of Scope Covered	Estimated Monthly Hours	Monthly Retainer Fee (\$)
General inquiries from staff, Council, public	Yes	respond to planning inquiries rec'd thru staff	3	\$1,850.00
First pre-consultation meeting (per file)	Yes	respond/schedule with a 15 day turn around	3	
Attendance at 1 Council or Committee meeting	Yes - where it is legislation meeting	a status or updated planning	2	
Mapping updates and CGIS coordination	Yes	Required mapping & data updates	0.5	
Policy interpretation and advisory support	Yes		0.5	
Routine agency/stakeholder liaison	Yes		0.5	
Legislative/policy monitoring	Yes		0.5	
Internal memos or brief correspondence	Yes		1	
Minor variance & Consent recommendation Report to CofA.	Yes		4	
				↓
			15 hours	\$1,850.00
<b>Total Monthly Retainer Fee Proposed:</b>				<b>\$1,850.00</b>

Added



49

## STAFF REPORT

**Date:** December 16<sup>th</sup>, 2025  
**To:** Council of the Township of Armour  
**From:** Kaiyla Hoffmann, Administrative Assistant – Building/Planning and  
Charlene Watt, Municipal Clerk  
**Subject:** Continued Engagement of Robert Miller for Municipal Land Use  
Planning Consulting Services on an As-Needed Basis

---

### **Recommendation:**

**THAT** the Council of the Township of Armour formally recognize the long-standing service and contributions of Robert J. Miller to the Township's planning functions;

**AND FURTHER THAT** Council authorize the Clerk to retain Robert J. Miller on an as-needed consulting basis for matters requiring historical knowledge, or follow up on previous and/or complex files.

### **Background:**

The Township of Armour recently undertook a Request for Proposal (RFP) process to secure ongoing professional planning services. As outlined in a separate report, staff have recommended that Council award the contract to Planscape Inc. for primary municipal planning responsibilities, including application review, policy interpretation, general planning advice, and long-term planning projects.

Mr. Robert Miller has served as the Township's Municipal Planner for several decades. During this time, he has provided extensive support on land use matters, Official Plan and Zoning By-law interpretation and creation, complex applications, long-range planning initiatives, and has developed a deep institutional knowledge of the Township's planning history.

Given his long-standing involvement and familiarity with Armour's unique planning issues, staff believe there is significant value in retaining the option to consult with Mr. Miller for specialized, historical, or context specific matters that may arise from time to time.

While Planscape Inc. is recommended to become the Township's primary planning consultant through the RFP process, staff recognize that there may be occasions where Mr. Miller's expertise would be beneficial. Examples include:

- Matters requiring detailed knowledge of past planning decisions, historical files, or long-standing policy interpretations.
- Follow up work on planning files that Mr. Miller was previously involved in.
- Situations where additional background advice or clarification is needed to supplement the work of the primary consultant.
- Special projects or inquiries where his historical familiarity with Armour's planning documents, natural constraints, and development patterns would assist staff or Council.

Staff anticipate that his services would be used infrequently and only in circumstances where his specific knowledge would provided added benefit.

**Financial Considerations:**

There are no fixed financial commitments associated with this recommendation. Any consulting work assigned to Mr. Miller would be undertaken on an as-needed basis and billed according to his preferred hourly rate. Costs would be allocated to the appropriate planning budget lines and are expected to be minimal and manageable. Where possible, these fees would be billed directly to the applicant.

**Others Consulted:**

Dave Gray, Chief Administrative Officer  
Wendy Whitwell, Councillor

**Enclosed:**

- Full RFP Submission from Robert J. Miller



# ROBERT J. MILLER

## Land Use Planning Partnership

15 Brock Street NIAGARA-ON-THE-LAKE ONTARIO L0S 1J0 905.468.0582

ROBERT J. MILLER, UE  
LEAH D. WALLACE, MA, RPP, MCIP, CAHP

plansifter@gmail.com 289.213.4421  
leahdw50@gmail.com 905.941.1950

October 31, 2025

VIA COURIER

Township of Armour  
c/o Mrs. Charlene Watt, Municipal Clerk  
56 Ontario Street, Burk's Falls, ON P0A 1C0

Dear Mrs. Watt, Mayor Ward, Mr. Gray and Members of Council:

RE: Proposal Optional Monthly Retainer for Planning Support RFP #2025-01

Thank you for your consideration of my previous proposal referenced in Armour Motion 292 of September 23, 2025 and for your invitation to participate in the related RFP process contained in your email of September 24, 2025.

Given that using the RFP document as a template is not mandatory, I am enclosing the required information in the body of this proposal by referencing relevant sections taken from the RFP itself.

Also, as I've been your planner of record since 1976, and prepared almost all of your land use planning documents over the ensuing years, I know that you are all very familiar with who I am. So I'm not going to burden you with a CV listing reams of projects over my 35 years as a Certified Planner. I have, however, attached Leah's CV which will be new to you, covering the full gamut of her planning expertise in interpreting both the Planning Act and the Ontario Heritage Act.

This proposal, therefore, is to carry on the successful flat fee Armour retainer system and the Planning Partnership between Leah and I in a home office we have shared for the past 12 years. In fact there has not been a Planning Act/PPS opinion sent to Armour that has not been vetted by both of us, acting as a team, for at least that period of time.

### The Value of a Monthly Flat Fee Planning Retainer

This proposal is to continue charging a planning retainer on a monthly flat fee basis while maintaining the current fee of \$1,884 per month, as established by Council in 2019. That unchanged rate reflects Covid19 which negated the costs of fuel, accommodations and travel time attending Council meetings. In fact I've never known a rural planning consultant to charge travel time - its one of the costs of doing business. And saving that time became a strange bonus created by the Covid lockdowns.

It is unrealistic to apply an hourly rate to a flat fee retainer because its actually impossible to predict how much work will occur in any given period of time. For example, \$1,884/month could be thought of as 4 hours per week at a preferred rate of \$125/hour. If weeks were that

standard, that model might make sense but in my experience, planning work comes out of the blue – sometimes nothing for weeks – sometimes a flood. The work is unpredictable and that's the value of at least knowing the precise cost to the Township per month for the flat fee retainer despite what work comes in the door. The same can be said for the planners committed to doing the work for a prescribed flat fee. Sometimes it involves an overtime commitment but that's simply the cost of doing business. The more experienced the planners are, the faster the speed and reliability of the work produced.

Page 8 Section 4.4 of the RFP: *"Services Included Under the Monthly Retainer May Include:*

- Responding to general planning inquiries from Township staff, Council, or the public;
  - Participation in one (1) pre-consultation meeting per application, including preparation and written follow-up;
  - Providing informal advisory support to staff regarding planning policy interpretation, zoning questions, and process guidance;
  - Attending one (1) Council or Committee of Adjustment meeting per month, if required;
  - Monitoring and advising on legislative or policy changes relevant to municipal land use planning;
  - Liaising with external consultants, agencies, and Township staff for routine planning coordination;
  - Providing planning reports and professional opinions on development applications, as required;
  - Reviewing draft or preliminary application materials for general feedback;
  - Providing brief internal memos or correspondence related to non-application-specific matters;
  - Supporting staff in preparing notices, tracking planning files, and ensuring procedural compliance;
  - ~~Coordinating and submitting routine digital mapping updates to CGIS, including Zoning By-law amendments, newly approved lots, or changes to land use schedules;~~
  - ~~Reviewing and verifying GIS mapping products related to approved applications and Council decisions.~~
- Autocad services are always billed as retainer expenses as they occur. My draftsman, who has worked with me for many years, will continue to provide Autocad mapping services. We have been keeping the original Armour mapping files secure and updated for many years and look forward to continuing doing so.

Page 15 of the RFP contains *"Schedule C: Optional Proposed Monthly Retainer" on an hourly rate*

**Proposed Monthly Retainer Model**

<b>Service Category</b>	<b>Included in Retainer (Yes/No)</b>	<b>Description of Scope Covered</b>	<b>Estimated Monthly Hours</b>	<b>Monthly Retainer Fee</b>
General inquiries from staff, Council, public	Yes		Unpredictable	

First pre-consultation meeting (per file)	Yes		As Above	
Attendance at 1 Council or Committee meeting	Yes		As Above	
Mapping updates and CGIS coordination	No (Retainer Expenses)		As Above	
Policy interpretation and advisory support	Yes		As Above	
Routine agency/stakeholder liaison	Yes		As Above	
Legislative/policy monitoring	Yes		As Above	
Internal memos or brief correspondence	Yes		As Above	

### Scope of Extra Services

The proposed flat rate retainer fee does not include our involvement in any Ontario Land Tribunal (OLT) Hearings or dispute resolution mediations, extra meetings or major reports as the result of applications by landowners. If circumstances do present themselves, however, which warrant such extra work, it would be based on the preferred rate of \$125.00/hour plus expenses invoiced extra in a revenue-neutral cost recovery system from applicants by the Township.

### Errors & Omissions Insurance

We carry the \$2-million OPPI liability insurance. It is a very narrow coverage, however, only involving mis-interpretation of Statutes.

### Relevant Experience - Policies for Rural Area Planning Boards

- OP Grey / Owen Sound Planning Board (26 municipalities)
- OP Beaver Valley Planning Board (11 municipalities)
- OP Central Wellington Planning Board (7 municipalities)
- Niagara Region Land Division Committee (11 municipalities)

### Relevant Experience - Planning Retainers for Northern Rural Municipalities

- Sundridge, 2017-2018, Karen Fraser CAO
- Perry Twp., 2006-2009, Will Jaques CAO
- Town Rainy River, 2013 to present, Shara Lavallee CAO



- Town Schreiber, 2013 to present with perpetual by-law, Brenda Smith CAO
- Joly Twp., 2016 to present with perpetual by-law, Jennifer Martin, Mun. Admin.
- Armour Twp., 2001 - 2006 hourly retainer, Wendy Whitwell, Clerk-Treas.
- Armour Twp., 2007 to present flat rate retainer, Wendy Whitwell, John Theriault, CAO.  
Change to flat rate retainer in response to accidental death of Reeve Richard Thomas.

References by Permission

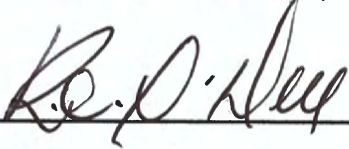
- John Fior, just retired CAO, Archipelago, 705.494.7261
- Don McArthur, previous CAO & Mayor, Schrieber, CAO South River, 705.386.2573
- Kevin Mullins, Mayor, Town of Schreiber, 807.823.1472
- Deborah Ewald, Mayor, Town of Rainy River, 807.852.3978
- Brian McCabe, Mayor, Joly Twp., 705.471.6635
- Tim Bryson, Mayor, Strong Twp., 705.493.1981

Leah Wallace's CV follows.

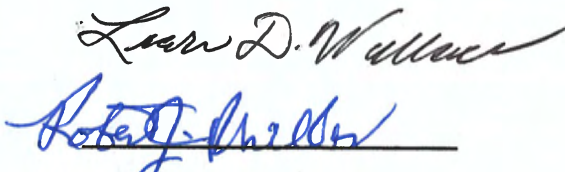
I/We, the undersigned, having examined the Request for Proposal for Planning Services, and having read, understood, and accepted the conditions outlined in the Request for Proposal, hereby offer to supply Planning Services in strict accordance with the conditions as outlined in "Schedule 'C' Optional Proposed Monthly Retainer" as outlined in this proposal.

SIGNED AT THE TOWN OF NIAGARA-ON-THE-LAKE IN THE PROVINCE OF ONTARIO

THIS 31 DAY OF OCTOBER, 2025.



WITNESS SIGNATURE



AUTHORIZED SIGNATURES

# Curriculum Vitae

**LEAH D. WALLACE, MA RPP MCIP CAHP**

## CONSULTING HERITAGE PLANNER

NIAGARA-ON-THE-LAKE

Cell: 905-941-1950

Email: leahdw50@gmail.com

---

### EDUCATION

University of British Columbia  
Master of Arts, 1978

University of Guelph  
Honours B.A., 1973

---

### PROFESSIONAL MEMBERSHIPS

Ontario Professional Planners Institute (OPPI)  
Canadian Institute of Planners (MCIP)  
Canadian Association of Heritage Professionals (CAHP)

---

### EXPERIENCE

2016 – Present	Consulting Heritage Planner
2012 – 2016	Senior Planner, Town of Niagara-on-the-Lake
2000 – 2012	Planner, Heritage & Urban Design, Town of Niagara-on-the-Lake
1994 – 2000	Contract Heritage Planner Hynde Paul Associates Incorporated, St. Catharines
1984 – 1994	Planning Consultant, Robert J. Miller & Associates Ltd., Mississauga
1979 – 1984	Editor and Division Manager, Longmans Canada, Toronto

---

### APPOINTMENTS AND AWARDS

2017 - Present	Member, Board of Directors, Lower Grand River Land Trust, Cayuga Ontario (Ruthven Park)
2007 - 2014	Member, Niagara-on-the-Lake Citizens' War of 1812 Bicentennial Committee and the Niagara Region Bi-national Bicentennial Working Group

2006 – 2018	Faculty Member, Willowbank School of Restoration Arts, Queenston
2002 – 2004	Municipal Sector Focus Group on Changes to the Ontario Heritage Act, Provincial Consultations, Ministry of Culture
2002	Member, Bi-national Coordinating Committee, First Bi-national Doors Open, Niagara Region
2000 – Present	Chair, Ruthven Park Building Conservation Committee Lower Grand River Land Trust
1999	Heritage Community Program Recognition Award, Ontario Heritage Foundation
1997 – 2000	Member, Ruthven Park Building Conservation Committee Lower Grand River Land Trust, Cayuga
1997 – 2002	Member, Bay Area Artists for Women's Art Hamilton-Burlington
1989 – 2000	Member and Chair (1991–1997), Local Architectural Conservation Advisory Committee Town of Flamborough

---

## **PUBLICATIONS AND PRESENTATIONS**

Presenter, Ontario Heritage Conference (Ottawa), Municipal Grant Programs and Bill C323, Ontario Heritage Trust Session

Article, *Up in Flames*, Ontario Planning Journal, January/February 2015

Session Manager, National Trust for Historic Preservation (Buffalo, New York National Conference), Mobile Workshop – Adaptive Re-use of Culturally Sensitive Properties, Canadian Experiences

CIDA Sponsored Walking Tour and Public Planning Session, Niagara-on-the-Lake for Visitors from Xi'an, China Studying the Reconstruction of an Ancient Urban Area

Article, *Heritage Conservation Districts*, Heritage Matters Journal, March 2010

Presenter, Heritage Planning in Niagara-on-the-Lake in association with the Ministry of Culture and the Regional Municipality of Niagara, Association of Municipal Clerks and Treasurers of Ontario Conference

Restoration Case Study: Ruthven Park National Historic Site – Course Presented to Students at the School of Restoration Arts, Willowbank



Presenter, Heritage Conservation Districts – The Good, the Bad & the Ugly Canadian Association of Professional Heritage Consultants Conference

Presenter, Protecting Special Places: Tax Relief Incentives for Heritage Properties, OPPI/OALA Conference – Power of Place

Presenter, Co-curator, The Sacred Sites Tour, Art Gallery of Hamilton, An Architectural Evaluation of the Sacred Sites, The Art Gallery of Hamilton, Lecture Series

The Sacred Site Project, Research Project Exploring the Contemporary and Historical Relationships between Artists and Faith Communities in Hamilton-Wentworth, Art Gallery of Hamilton

Presenter, ARCHINET, An Interactive Guide to Canadian Building Styles Paper presented at Continuity with Change, the 1997 Community Heritage Ontario Conference, Huronia

Presenter, Flamborough and Its Community Identity, Wentworth North Riding Association Town Hall Meeting

Presenter, Suitable Housing for Arts Groups: The Planning Process, The Art of Coming Together Conference, Hamilton Artists Inc.

---

## **PROFESSIONAL PROJECTS, REPORTS & APPRAISALS**

### **Projects**

ARCHINET, An Interactive Guide to Canadian Building Styles

Architectural and Historical Appraisal of the National Fireproofing Company of Canada (Halton Ceramics Limited) Burlington, Ontario, Architectural Conservancy of Ontario and the Burlington Local Architectural Conservation Advisory Committee

Municipal Register of Properties of Cultural Heritage Value or Interest (inclusion of non-designated properties), Town of Niagara-on-the-Lake, Project Manager

Community Vision Statement, Town of Niagara-on-the-Lake, Project Manager

Queen-Picton Streets Heritage Conservation District Expansion Study and Draft of Revised District Plan, Town of Niagara-on-the-Lake

Dock Area Public Realm and Urban Design Master Plan, Project Manager

Official Plan Review; Community Engagement Sessions, Background Reports, Heritage Policies, Third Draft of Official Plan, Project Manager

## Cultural Heritage Impact Assessment and Reports

Heritage Impact Assessment, Plan of Subdivision, 1382 Decew Road, City of Thorold

Heritage Impact Report for Minor Variance, 32 Ivy Court (formerly 1382 Decew Road), City of Thorold

Heritage Impact Assessment, Hotel Expansion, 124 on Queen Hotel and Spa, Old Town, Town of Niagara-on-the-Lake

Heritage Permit and Minor Variance Application, 7 Queen Street (Exchange Brewery), Town of Niagara-on-the-Lake

Heritage Impact Assessment, Randwood Estate, Hotel Development, 144-176 John Street and Conservation Review Board Pre-hearing, Old Town, Town of Niagara-on-the-Lake

Heritage Impact Assessment and Addendum, 200 John Street & 588 Charlotte Street, Proposed Plan of Subdivision and Conservation Review Board Pre-hearing and Hearing, Ontario Land Tribunal, Old Town, Town of Niagara-on-the-Lake

Heritage Impact Report, 1317 York Road, Consent Application, St. Davids, Town of Niagara-on-the-Lake

Heritage Impact Assessment, 240-246 Main Street East, Plan of Subdivision Application, Town of Grimsby

Heritage Impact Report, 705 Nashville Road, Proposed Demolition, (Kleinburg-Nashville Heritage Conservation District) City of Vaughan

Heritage Impact Assessment, 6320 Pine Grove Avenue, Severance Application, City of Niagara Falls

Built Heritage Assessment and Recommendations, 133 Main Street East (Nelles House), Town of Grimsby

Heritage Impact Assessment, 133 Main Street East, Application for Official Plan and Zoning By-law Amendments and Heritage Permit Application, Town of Grimsby

Ontario Land Tribunal Hearing, 133 Main Street East (Nelles House)

Heritage Impact Assessment, 95 Cline Mountain Road, Niagara Escarpment Commission Development Permit Application and Heritage Permit Application, Town of Grimsby

Heritage Impact Assessment, 4918 King Street, Beamsville, Town of Lincoln

Heritage Impact Assessment, Heritage Permit Application for Garage, 4918 King Street, Beamsville, Town of Lincoln

Cultural Heritage Assessment Report, 177 Byron Street, Town of Niagara-on-the-Lake

Heritage Impact Assessment Report, 3627 Campden Road, Plan of Subdivision, Town of Lincoln

Heritage Attribute Assessment, 1389 Progreston Road, Carlisle (Former Town of Flamborough), Application for Demolition, City of Hamilton

Heritage Impact Report, 17 Peel Street, City of St. Catharines (Port Dalhousie Heritage Conservation District), Application for Demolition

Heritage Impact Assessment, 30 McLaughlin Road South, ), Official Plan & Zoning Amendments, Site Plan Agreement, Brampton, Ontario

Heritage Impact Assessment, 262 Main Street West (Nixon Hall), Plan of Subdivision, Town of Grimsby, Ontario

Heritage Impact Assessment, 31 Queen Street South, Demolition and Construction of New Building, City of Mississauga (Streetsville)

Heritage Assessment Report for Owner, 491 Pearl Street, Possible Redevelopment, Burlington, Ontario

---

55-65 Park Street Heritage Report, Application for Zoning By-law, New Apartment Building, City of Brampton

Heritage Impact Assessment, 14 & 18a Lakeport Road, Restoration & Alterations, City of St. Catharines (Port Dalhousie)

Heritage Impact Assessment, 292 Main Street West, Application for Consent to Sever, Town of Grimsby

Cultural Heritage Impact Assessment, 12879 The Gore Road, Caledon Ontario, Demolition Application

Cultural Heritage Impact Assessment and Commemoration Plan, 14785 Niagara River Parkway, Town of Niagara-on-the-Lake.

Cultural Heritage Impact Assessment, 3821 Main Street, Jordan, Town of Lincoln, Demolition Application, Zoning Amendment and Site Plan Application

Cultural Heritage Impact Assessment, 245 Main Street East, Application to Sever, Town of Grimsby

Cultural Heritage Impact Assessment, 241 Johnson Street, Application to Sever, Town of Niagara-on-the-Lake

Cultural Heritage Impact Assessment, 228 Queen Street, Hotel Development, Town of Niagara-on-the-Lake

Cultural Heritage Impact Assessment, 1495 Mississauga Road, Minor Variance Application, City of the Mississauga

### **Peer Reviews**

Peer Review of Cultural Heritage Impact Assessment, Proposed Development, Guelph Avenue, City of Cambridge



Peer Review of Heritage Impact Assessment, 13 Mountain Street & 19 Elm Street, Proposed Condominium Development, Town of Grimsby

Peer Review of Heritage Impact Assessment, 140 Old Mill Road, Development Application for a Transportation Hub, Blair Heritage Conservation District, City of Cambridge

Peer Review of Cultural Heritage Impact Assessment, Preston Springs Hotel, Fountain Street, City of Cambridge

**Cultural Heritage Evaluation Reports, Designation Assessments and Conservation Plans**

Cultural Heritage Evaluation Report, Randwood, Town of Niagara-on-the-Lake, Conservation Review Board Hearing

Heritage Designation Evaluation and Regulation 9/06 Review, 4105 Fly Road, Campden, Town of Lincoln

---

Cultural Heritage Evaluation Report, Statement of Significance, and Notice of Intention to Designate, 546 Ridge Road, Town of Fort Erie and Ontario Land Tribunal

Cultural Heritage Evaluation Report & Ontario Land Tribunal, 1 Burns Place, Town of Fort Erie

Conservation and Temporary Protection Plan, 9-11 Queen Street, Town of Niagara-on-the-Lake, Ontario

Ontario  
Provincial  
Police

Police  
provinciale  
de l'Ontario



Crime Prevention and Community  
Support Bureau  
Bureau de la prévention du crime et du  
soutien communautaire

RECEIVED

DEC 08 2025

TOWNSHIP OF ARMOUR

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  
Télééc. : 705 329-7593

File Reference:

612-20

November 27, 2025

Dear Mayor/Reeve/CAO/Treasurer,

Please find attached your Ontario Provincial Police (OPP) Annual Billing Statement package including 2026 estimated costs and a statement for the 2024 year-end reconciliation. The final cost adjustment from the 2024 reconciliation process has been applied as an adjustment to the calculated billing amount for the 2026 calendar year.

As noted in the letter sent to you by the Solicitor General dated September 26, 2025, any increase in total policing costs for calendar year 2026—including the 2024 year-end adjustment—has been capped at 11% over the final amount billed in 2025 (after 2023 year-end adjustment and all applicable discounts).

To provide clarity and transparency, your statement includes:

- The actual calculated billing amount for 2026.
- A capped amount, based on the final 2025 payable amount plus 11%.

The municipality will be billed the lower of these two amounts during the 2026 calendar year.

The final reconciliation of your 2026 annual costs will appear in your 2028 Annual Billing Statement. The reconciled 2026 costs will reflect the 11% cap applied for that year.

For more detailed information on the 2026 Annual Billing Statement package, please refer to the resource material available on the internet, [www.opp.ca/billingmodel](http://www.opp.ca/billingmodel). Further, OPP Municipal Policing will host webinar information sessions in the new year. An e-mail invitation will be forwarded to the municipality advising of the session dates.

If you have questions about the Annual Billing Statement, please e-mail [OPP.MunicipalPolicing@opp.ca](mailto:OPP.MunicipalPolicing@opp.ca).

Yours truly,

B. (Bradley) McCallum  
Chief Superintendent  
Commander  
Crime Prevention and Community Support Bureau

## OPP 2026 Annual Billing Statement

### Armour Tp

Estimated costs for the period January 1 to December 31, 2026

Please refer to [www.opp.ca](http://www.opp.ca) for 2026 Municipal Policing Billing General Information summary for further details.

			Cost per Property \$	Total Cost \$
<b>Base Service</b>	<b>Property Counts</b>			
	Household	1,337		
	Commercial and Industrial	66		
	Total Properties	<u>1,403</u>	203.05	284,875
<b>Calls for Service</b>	(see summaries)			
	Total all municipalities	217,602,138		
	Municipal portion	0.0922%	142.96	200,577
<b>Overtime</b>	(see notes)		12.46	17,481
<b>Prisoner Transportation</b>	(per property cost)		2.08	2,918
<b>Accommodation/Cleaning Services</b>	(per property cost)		6.32	8,867
<b>Total 2026 Estimated Cost</b>			<b>366.87</b>	<b>514,718</b>
<b>2024 Year-End Adjustment</b>	(see summary)			<b>37,881</b>
<b>Calculated Billing for 2026</b>				<b>552,599</b>
<b>Capped Payable for 2026</b>				<b>480,514</b>
<b>Total Billing for 2026 (Lesser of Calculated Billing or Capped payable)</b>				<b>480,514</b>
<b>2026 Monthly Billing Amount</b>				<b>40,043</b>

### Notes

Cost increases for the Total 2026 Billing amount have been capped at 11% over the Total 2025 Billing amount.

2025 Grand Total Billing Amount	432,895
11% of 2025 Grand Total Billing	47,618
Capped Payable for 2026	480,514

The capped payable for 2026 is lower than the calculated billing amount by \$72,085



## OPP 2026 Annual Billing Statement

### Armour Tp

Estimated costs for the period January 1 to December 31, 2026

#### 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 2026 billing purposes the allocation of the municipal workload in detachments has been calculated to be 51.9 % Base Services and 48.1 % Calls for Service. The total 2026 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 \$203.05 estimated for 2026. 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 2021, 2022, 2023 and 2024 has been analyzed and averaged to estimate the 2026 costs. The costs incorporate the 2026 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 2026 hours and salary rates and included in the 2028 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 2026 costs have been estimated based on the 2024 activity levels. These costs will be reconciled to the actual cost of service required in 2026.  
  
There was no information available about the status of 2026 Court Security Prisoner Transportation Grant Program at the time of the Annual Billing Statement preparation.
- 6) **Year-end Adjustment** - The 2024 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 most significant year-end adjustments are resulting from the cost of actual versus estimated municipal requirements for overtime, contract enhancements and court security.

**OPP 2026 Estimated Base Services and Calls for Service Cost Summary**  
**Estimated Costs for the period January 1 to December 31, 2026**

Salaries and Benefits	Positions	Base		Total Base Services and Calls for Service	Base Services	Calls for Service
	FTE	%	\$/FTE	\$	\$	\$
<b>Uniform Members</b>	<b>Note 1</b>					
Inspector .....	27.66	100.0	192,976	5,337,714	5,337,714	-
Staff Sergeant-Detachment Commander. ....	8.57	100.0	175,024	1,499,952	1,499,952	-
Staff Sergeant .....	41.04	100.0	160,995	6,607,217	6,607,217	-
Sergeant .....	237.81	51.9	147,894	35,170,721	18,256,061	16,914,660
Constable .....	1,663.92	51.9	123,513	205,515,029	106,674,098	98,840,931
Part-Time Constable .....	17.53	51.9	98,559	1,727,739	896,887	830,852
<b>Total Uniform Salaries</b>	<b>1,996.53</b>			<b>255,858,373</b>	<b>139,271,930</b>	<b>116,586,444</b>
Statutory Holiday Payout .....			6,387	12,640,216	6,798,379	5,841,836
Shift Premiums .....			1,129	2,165,924.16	1,124,243	1,041,681
Uniform Benefits - Inspector. ....			28.64%	1,528,567	1,528,567	-
Uniform Benefits - Full-Time Salaries. ....			36.39%	90,535,000	48,411,886	42,123,114
Uniform Benefits - Part-Time Salaries. ....			20.76%	358,624	186,165	172,459
<b>Total Uniform Salaries &amp; Benefits</b>				<b>363,086,704</b>	<b>197,321,170</b>	<b>165,765,534</b>
<b>Detachment Civilian Members</b>	<b>Note 1</b>					
Detachment Administrative Clerk .....	162.57	51.9	77,377	12,579,207	6,529,086	6,050,121
Detachment Operations Clerk .....	6.41	51.9	70,662	452,941	235,303	217,638
Detachment Clerk - Typist .....	2.61	51.9	64,030	167,117	86,440	80,677
Court Officer - Administration. ....	38.91	51.9	94,216	3,665,926	1,903,154	1,762,772
Crimestoppers Co-ordinator .....	0.99	51.9	75,542	74,786	38,526	36,260
Cadet. ....	6.72	51.9	52,627	353,653	183,668	169,985
<b>Total Detachment Civilian Salaries</b>	<b>218.21</b>			<b>17,293,630</b>	<b>8,976,177</b>	<b>8,317,453</b>
Civilian Benefits - Full-Time Salaries .....			35.46%	6,131,636	3,182,596	2,949,039
<b>Total Detachment Civilian Salaries &amp; Benefits</b>				<b>23,425,266</b>	<b>12,158,773</b>	<b>11,266,493</b>
<b>Support Costs - Salaries and Benefits</b>	<b>Note 2</b>					
Communication Operators .....			7,294	14,562,690	7,829,963	6,732,727
Prisoner Guards .....			2,425	4,841,585	2,603,189	2,238,396
Operational Support .....			7,250	14,474,843	7,782,730	6,692,113
RHQ Municipal Support .....			3,103	6,195,233	3,331,008	2,864,224
Telephone Support .....			162	323,438	173,904	149,534
Office Automation Support .....			937	1,870,749	1,005,851	864,898
Mobile and Portable Radio Support .....			325	654,569.50	351,839	302,731
<b>Total Support Staff Salaries and Benefits Costs</b>				<b>42,923,106</b>	<b>23,078,484</b>	<b>19,844,623</b>
<b>Total Salaries &amp; Benefits</b>				<b>429,435,076</b>	<b>232,558,427</b>	<b>196,876,649</b>
<b>Other Direct Operating Expenses</b>	<b>Note 2</b>					
Communication Centre .....			152	303,473	163,169	140,304
Operational Support .....			1,292	2,579,517	1,386,936	1,192,581
RHQ Municipal Support .....			340	678,820	364,983	313,837
Telephone .....			1,203	2,401,826	1,291,396	1,110,429
Mobile Radio Equipment Repairs & Maintenance			197	396,770	213,268	183,502
Office Automation - Uniform .....			4,688	9,359,733	5,032,474	4,327,258
Office Automation - Civilian .....			1,199	261,634	135,799	125,835
Vehicle Usage .....			10,641	21,245,076	11,422,901	9,822,175
Detachment Supplies & Equipment .....			824	1,645,141	884,548	760,593
Uniform & Equipment .....			2,930	5,901,196	3,171,959	2,729,236
Uniform & Equipment - Court Officer .....			1,055	41,050	21,311	19,739
<b>Total Other Direct Operating Expenses</b>				<b>44,814,234</b>	<b>24,088,745</b>	<b>20,725,489</b>
<b>Total 2026 Municipal Base Services and Calls for Service Cost</b>				<b>\$ 474,249,309</b>	<b>\$ 256,647,172</b>	<b>\$ 217,602,138</b>
<b>Total OPP-Policed Municipal Properties</b>					<b>1,263,977</b>	
<b>Base Services Cost per Property</b>					<b>\$ 203.05</b>	

## **OPP 2026 Estimated Base Services and Calls for Service Cost Summary**

**Estimated Costs for the period January 1 to December 31, 2026**

### **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 2021 through 2024. Additional service, court security, prisoner transportation and cleaning staff are excluded.

The equivalent of 84.1 FTEs with a cost of \$17,823,159 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 2026 salaries incorporate the 2026 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, 2.75% in 2025 and 2.75% in 2026.) The 2026 salaries also incorporate a 3% Frontline Patrol Premium and a 3% Second-In-Command 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, 51.9% Base Services : 48.1% 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 2025 Municipal Policing Cost-Recovery Formula.



## OPP 2026 Calls for Service Billing Summary

Armour Tp

Estimated costs for the period January 1 to December 31, 2026

Calls for Service Billing Workgroups	Calls for Service Count					2026 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2026 Estimated Calls for Service Cost
	2021	2022	2023	2024	Four Year Average				
					A	B	C = A * B		
	Note 1							Note 2	Note 3
Drug Possession	3	1	2	1	2	4.9	9	0.0005%	992
Drugs	0	2	0	0	1	103.7	52	0.0028%	5,996
Operational	136	148	211	200	174	4.0	695	0.0369%	80,374
Operational 2	33	27	45	36	35	1.8	63	0.0034%	7,338
Other Criminal Code Violations	19	9	16	25	17	6.7	116	0.0061%	13,366
Property Crime Violations	47	37	44	46	44	5.8	252	0.0134%	29,178
Statutes & Acts	31	16	39	35	30	3.6	109	0.0058%	12,594
Traffic	27	31	30	30	30	3.8	112	0.0060%	12,964
Violent Criminal Code	23	21	26	24	24	13.9	327	0.0174%	37,776
<b>Municipal Totals</b>	<b>319</b>	<b>292</b>	<b>413</b>	<b>397</b>	<b>355</b>		<b>1,734</b>	<b>0.0922%</b>	<b>\$200,577</b>

### Provincial Totals (Note 4)

Calls for Service Billing Workgroups	Calls for Service Count					2026 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2026 Estimated Calls for Service Cost
	2021	2022	2023	2024	Four Year Average				
					A	B	C = A * B		
	Note 1							Note 2	Note 3
Drug Possession	3,017	2,530	2,404	2,570	2,630	4.9	12,888	0.6849%	1,490,434
Drugs	1,071	818	940	944	943	103.7	97,806	5.1980%	11,310,991
Operational	182,938	178,694	182,556	198,566	185,688	4.0	742,754	39.4744%	85,897,052
Operational 2	48,875	46,769	47,507	47,198	47,587	1.8	85,657	4.5523%	9,905,960
Other Criminal Code Violations	12,312	12,464	13,135	14,777	13,172	6.7	88,252	4.6902%	10,206,039
Property Crime Violations	47,768	49,230	49,802	48,800	48,900	5.8	283,620	15.0733%	32,799,789
Statutes & Acts	33,390	33,258	34,566	37,180	34,599	3.6	124,555	6.6196%	14,404,335
Traffic	34,936	38,989	32,888	34,394	35,302	3.8	134,146	7.1293%	15,513,588
Violent Criminal Code	20,343	21,807	22,925	24,690	22,441	13.9	311,932	16.5779%	36,073,949
<b>Provincial Totals</b>	<b>384,648</b>	<b>384,559</b>	<b>386,723</b>	<b>409,119</b>	<b>391,262</b>		<b>1,881,610</b>	<b>100%</b>	<b>\$217,602,138</b>

### 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-2022 municipal police force amalgamations.

---

**This page intentionally left blank**

# **OPP 2026 Calls for Service Details**

**Armour Tp**

**For the calendar years 2021 to 2024**

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2021	2022	2023	2024	
<b>Grand Total</b>	<b>319</b>	<b>292</b>	<b>413</b>	<b>397</b>	<b>355.25</b>
Drug Possession	3	1	2	1	1.75
DRUG related occurrence	0	0	0	1	0.25
Possession - Cocaine	1	0	0	0	0.25
Possession - Methamphetamine (Crystal Meth)	1	1	1	0	0.75
Possession-Opioid (other than heroin)	1	0	1	0	0.50
Drugs	0	2	0	0	0.50
Trafficking - Opioid (other than heroin)	0	2	0	0	0.50
Operational	136	148	211	200	173.75
Animal - Bear Complaint	0	0	0	1	0.25
Animal - Dog Owners Liability Act	0	1	1	0	0.50
Animal - Left in Vehicle	2	0	1	0	0.75
Animal - Master Code	0	1	1	0	0.50
Animal - Other	1	0	1	1	0.75
Animal Bite	0	0	1	0	0.25
Animal Injured	0	4	2	2	2.00
Animal Stray	5	3	7	5	5.00
Assist Fire Department	1	2	0	1	1.00
Assist Public	20	32	46	76	43.50
Distressed / Overdue Motorist	0	2	0	0	0.50
Dogs By-Law	0	1	0	0	0.25
Domestic Disturbance	21	18	31	26	24.00
False Fire Alarm - Vehicle	0	0	0	1	0.25
FAMILY DISPUTE	9	21	26	21	19.25
Fire - Building	1	2	3	2	2.00
Fire - Other	0	0	1	0	0.25
Fire - Vehicle	1	0	0	0	0.25
Found - Computer, parts & accessories	0	0	1	0	0.25
Found - Household Property	0	0	0	2	0.50
Found - License Plate	0	0	1	0	0.25
Found - Machinery & Tools	0	0	1	0	0.25
Found - Others	1	1	1	1	1.00
Found - Personal Accessories	1	1	1	0	0.75
Found - Radio, TV, Sound-Reprod. Equip.	0	0	0	1	0.25
Found Property - Master Code	14	8	14	14	12.50
Insecure Condition - Master Code	0	0	2	1	0.75
Lost - Household Property	0	0	1	1	0.50
Lost - Others	0	3	0	0	0.75
Lost Property - Master Code	3	2	4	3	3.00
Medical Assistance - Master Code	0	1	0	0	0.25
Medical Assistance - Other	1	0	0	0	0.25
Missing Person 12 & older	0	2	2	1	1.25
Missing Person Located 12 & older	2	5	2	0	2.25
Neighbour Dispute	19	4	8	13	11.00
Noise Complaint - Master Code	6	3	5	2	4.00



# **OPP 2026 Calls for Service Details**

## **Armour Tp**

**For the calendar years 2021 to 2024**

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2021	2022	2023	2024	
Noise Complaint - Others	1	0	3	0	1.00
Noise Complaint - Residence	0	0	1	0	0.25
Phone - Master Code	0	0	1	0	0.25
Phone - Nuisance - No Charges Laid	1	1	2	1	1.25
Phone - Threatening - No Charges Laid	1	0	0	0	0.25
Protest/Demonstration	0	0	2	0	0.50
Sudden Death - Drowning	1	1	0	0	0.50
Sudden Death - Natural Causes	0	4	4	0	2.00
Sudden Death - Others	1	0	1	0	0.50
Suspicious Person	7	13	13	12	11.25
Suspicious vehicle	9	6	2	5	5.50
Traffic By-Law	0	1	0	0	0.25
Trouble with Youth	0	0	8	1	2.25
Unwanted Persons	6	4	7	5	5.50
Vehicle Recovered - Automobile	1	1	1	1	1.00
Vehicle Recovered - Other	0	0	1	0	0.25
Vehicle Recovered - Trucks	0	0	1	0	0.25
Operational 2	33	27	45	36	35.25
911 call - Dropped Cell	6	5	6	1	4.50
911 call / 911 hang up	10	3	3	6	5.50
False Alarm - Accidental Trip	0	0	0	0	-
False Alarm - Others	6	6	18	14	11.00
False Holdup Alarm - Accidental Trip	0	0	1	1	0.50
Keep the Peace	11	13	17	14	13.75
Other Criminal Code Violations	19	9	16	25	17.25
Bail Violations - Fail To Comply	9	4	10	14	9.25
Bail Violations - Master Code	0	0	0	3	0.75
Bail Violations - Others	0	0	0	1	0.25
Breach of Firearms regulation - Unsafe Storage	0	0	2	0	0.50
Breach of Probation	1	3	0	2	1.50
Breach of Recognizance (811)	0	0	0	1	0.25
Contraband Tobacco	0	0	0	1	0.25
Counterfeit Money-Master code	1	0	0	0	0.25
Disobey court order/Misconduct executing process	0	0	1	1	0.50
Disturb the Peace	1	1	0	0	0.50
Indecent acts - Other	1	0	0	0	0.25
Obstruct Justice/Fabricate Evidance	0	0	1	0	0.25
Obstruct Public Peace Officer	1	0	1	0	0.50
Offensive Weapons - Careless use of firearms	1	0	0	0	0.25
Offensive Weapons - Possession of Weapons	1	0	1	0	0.50
Offensive Weapons-Other Offensive Weapons	1	1	0	0	0.50
Possess Firearm while prohibited	2	0	0	0	0.50
Public Mischief - mislead peace officer	0	0	0	2	0.50
Property Crime Violations	47	37	44	46	43.50
Break & Enter	5	1	6	5	4.25

## OPP 2026 Calls for Service Details

### Armour Tp

For the calendar years 2021 to 2024

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2021	2022	2023	2024	
Break & Enter - Firearms	1	0	0	0	0.25
Fraud - False Pretence Over \$5,000	0	0	0	1	0.25
Fraud - False Pretence Under \$5,000	0	0	1	0	0.25
Fraud - Forgery & Uttering	0	0	0	1	0.25
Fraud - Master Code	2	3	3	4	3.00
Fraud - Money/property/security Over \$5,000	0	3	1	1	1.25
Fraud - Money/property/security Under \$5,000	3	3	4	2	3.00
Fraud - Other	4	3	4	4	3.75
Fraud - Transportation	0	0	0	1	0.25
Fraud - Welfare benefits	0	0	1	0	0.25
Mischief	6	5	6	4	5.25
Mischief - Interfere with lawful use, enjoyment of property	2	1	1	1	1.25
Possession of Stolen Goods over \$5,000	1	0	1	2	1.00
Property Damage	1	1	2	1	1.25
Theft Over - Master Code	0	2	0	0	0.50
Theft FROM Motor Vehicles Under \$5,000	0	0	0	2	0.50
Theft of - All Terrain Vehicles	0	1	1	1	0.75
Theft of - Automobile	1	0	0	0	0.25
Theft of - Snow Vehicles	0	0	0	1	0.25
Theft of Motor Vehicle	4	2	1	1	2.00
Theft Over \$5,000 - Other Theft	0	1	0	1	0.50
Theft Under \$5,000 - Bicycles	0	0	0	2	0.50
Theft Under \$5,000 - Construction Site	1	0	0	0	0.25
Theft Under \$5,000 - Gasoline Drive-off	4	1	0	0	1.25
Theft Under \$5,000 - Master Code	1	5	4	7	4.25
Theft Under \$5,000 - Other Theft	7	4	6	2	4.75
Theft Under \$5,000 - Trailers	1	1	0	0	0.50
Theft Under \$5,000 SHOPLIFTING	3	0	0	2	1.25
Unlawful in a dwelling house	0	0	2	0	0.50
<b>Statutes &amp; Acts</b>	<b>31</b>	<b>16</b>	<b>39</b>	<b>35</b>	<b>30.25</b>
FAMILY LAW ACT - OTHER	0	0	0	1	0.25
Landlord / Tenant	7	4	8	4	5.75
Mental Health Act	2	4	6	8	5.00
Mental Health Act - Apprehension	0	1	4	1	1.50
Mental Health Act - Attempt Suicide	0	2	0	1	0.75
Mental Health Act - No Contact with Police	0	0	1	2	0.75
Mental Health Act - Placed on Form	0	0	1	0	0.25
Mental Health Act - Threat of Suicide	0	2	4	4	2.50
Mental Health Act - Voluntary Transport	1	1	2	2	1.50
Trespass To Property Act	21	2	13	12	12.00
<b>Traffic</b>	<b>27</b>	<b>31</b>	<b>30</b>	<b>30</b>	<b>29.50</b>
MVC - FATAL (MOTOR VEHICLE COLLISION)	0	1	0	0	0.25
MVC - OTHERS (MOTOR VEHICLE COLLISION)	1	0	1	0	0.50
MVC - PERSONAL INJURY (MOTOR VEHICLE COLLISION)	1	3	1	2	1.75



## OPP 2026 Calls for Service Details

Armour Tp

For the calendar years 2021 to 2024

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2021	2022	2023	2024	
MVC - PROP. DAM. FAILED TO REM (MOTOR VEHICLE COLLISION)	1	1	2	4	2.00
MVC - PROP. DAM. NON REPORTABLE (MOTOR VEHICLE COLLISION]	6	10	12	11	9.75
MVC - PROP. DAM. REPORTABLE (MOTOR VEHICLE COLLISION]	18	16	14	13	15.25
MVC (MOTOR VEHICLE COLLISION) - Master Code	0	0	0	0	-
Violent Criminal Code	23	21	26	24	23.50
Assault - Level 1	6	7	8	5	6.50
Assault Peace Officer	1	0	0	1	0.50
Assault With Weapon or Causing Bodily Harm - Level 2	4	0	3	4	2.75
Attempted Murder	1	0	0	0	0.25
Criminal Harassment	2	2	3	7	3.50
Criminal Harassment - Offender Unknown	0	1	0	0	0.25
Extortion	1	0	0	0	0.25
Indecent/Harassing Communications	2	2	4	0	2.00
MISCHIEF - CAUSE DANGER TO LIFE	0	1	0	0	0.25
Non-Consensual Distribution of Intimate Images	1	1	0	0	0.50
Sexual Assault	2	3	3	1	2.25
Sexual Interference	0	0	1	0	0.25
Using firearm (or imitation) in commission of offence	0	0	0	1	0.25
Utter Threats to Person	3	4	2	3	3.00
Voyeurism	0	0	2	2	1.00



**OPP 2024 Reconciled Year-End Summary****Armour Tp****Reconciled cost for the period January 1 to December 31, 2024**

			<b>Cost per Property \$</b>	<b>Reconciled Cost \$</b>	<b>Estimated Cost \$</b>	<b>Reconciliation Variance \$</b>
<b>Base Service</b>	<b>Property Counts</b>					
	Household	1,301				
	Commercial and Industrial	<u>67</u>				
	Total Properties	<u>1,368</u>	179.78	245,933	226,522	19,410
<b>Calls for Service</b>						
	Total all municipalities	198,679,051				
	Municipal portion	0.0855%	124.13	169,804	156,407	13,397
<b>Overtime</b>			13.19	18,047	14,352	3,695
<b>Prisoner Transportation</b>	(per property cost)		1.87	2,558	1,532	1,026
<b>Accommodation/Cleaning Services</b>	(per property cost)		<u>5.16</u>	<u>7,059</u>	<u>6,703</u>	<u>356</u>
<b>Total 2024 Costs</b>			<b>324.12</b>	<b>443,401</b>	<b>405,517</b>	
<b>2024 Billed Amount</b>				<b>405,520</b>		
<b>2024 Year-End-Adjustment</b>				<b>37,881</b>		

**Notes**

The Year-End Adjustment above is included as an adjustment on the 2026 Billing Statement.

This amount is incorporated into the monthly invoice amount for 2026.

The difference between the estimated and billed amount is due to rounding the bills to the nearest dollar throughout the year.

**OPP 2024 Reconciled Base Services and Calls for Service Cost Summary**  
**For the period January 1 to December 31, 2024**

Salaries and Benefits				Total Base Services and Calls for Service	Base Services	Calls for Service
	Positions	Base				
	FTE	%	\$/FTE	\$	\$	\$
<b>Uniform Members</b>	<b>Note 1</b>					
Inspector .....	26.21	100.0	182,588	4,785,639	4,785,639	-
Staff Sergeant-Detachment Commander .....	9.14	100.0	163,618	1,495,473	1,495,473	-
Staff Sergeant .....	36.76	100.0	152,805	5,617,096	5,617,096	-
Sergeant .....	222.37	50.4	136,574	30,369,854	15,318,086	15,051,768
Constable .....	1,613.61	50.4	116,074	187,298,667	94,469,399	92,829,269
Part-Time Constable .....	15.08	50.4	93,354	1,407,778	710,424	697,354
<b>Total Uniform Salaries</b>	<b>1,923.17</b>			<b>230,974,507</b>	<b>122,396,117</b>	<b>108,578,391</b>
Statutory Holiday Payout .....			6,050	11,543,670	6,038,603	5,505,066
Shift Premiums .....			1,129	2,088,959.07	1,053,632	1,035,327
Uniform Benefits - Inspector .....			28.64%	1,370,468	1,370,468	-
Uniform Benefits - Full-Time Salaries .....			36.39%	81,797,167	42,539,580	39,257,587
Uniform Benefits - Part-Time Salaries .....			20.76%	292,210	147,462	144,749
<b>Total Uniform Salaries &amp; Benefits</b>				<b>328,066,981</b>	<b>173,545,862</b>	<b>154,521,120</b>
<b>Detachment Civilian Members</b>	<b>Note 1</b>					
Detachment Administrative Clerk .....	168.12	50.4	73,426	12,344,361	6,226,515	6,117,845
Detachment Operations Clerk .....	2.08	50.4	69,128	143,787	72,585	71,202
Detachment Clerk - Typist .....	1.06	50.4	60,677	64,318	32,159	32,159
Court Officer - Administration .....	25.63	50.4	74,937	1,920,625	968,930	951,695
Crimestoppers Co-ordinator .....	0.83	50.4	70,809	58,771	29,740	29,032
Cadet .....	0.68	50.4	49,848	33,897	16,948	16,948
<b>Total Detachment Civilian Salaries</b>	<b>198.40</b>			<b>14,565,758</b>	<b>7,346,877</b>	<b>7,218,881</b>
Civilian Benefits - Full-Time Salaries .....			35.46%	5,164,440	2,604,911	2,559,529
<b>Total Detachment Civilian Salaries &amp; Benefits</b>				<b>19,730,198</b>	<b>9,951,788</b>	<b>9,778,410</b>
<b>Support Costs - Salaries and Benefits</b>	<b>Note 2</b>					
Communication Operators .....			6,228	11,977,503	6,263,811	5,713,692
Prisoner Guards .....			1,996	3,838,647	2,007,477	1,831,170
Operational Support .....			6,080	11,692,874	6,114,960	5,577,914
RHQ Municipal Support .....			2,751	5,290,641	2,766,818	2,523,822
Telephone Support .....			141	271,167	141,811	129,356
Office Automation Support .....			875	1,682,774	880,031	802,743
Mobile and Portable Radio Support .....			282	546,586.50	285,768	260,819
<b>Total Support Staff Salaries and Benefits Costs</b>				<b>35,300,192</b>	<b>18,460,676</b>	<b>16,839,516</b>
<b>Total Salaries &amp; Benefits</b>				<b>383,097,371</b>	<b>201,958,326</b>	<b>181,139,045</b>
<b>Other Direct Operating Expenses</b>	<b>Note 2</b>					
Communication Centre .....			155	298,091	155,891	142,200
Operational Support .....			1,018	1,957,787	1,023,854	933,934
RHQ Municipal Support .....			212	407,712	213,219	194,493
Telephone .....			1,582	3,042,455	1,591,097	1,451,358
Mobile Radio Equipment Repairs & Maintenance ...			147	284,923	148,964	135,959
Office Automation - Uniform .....			3,019	5,806,050	3,036,359	2,769,691
Office Automation - Civilian .....			1,154	228,954	115,088	113,865
Vehicle Usage .....			9,975	19,183,621	10,032,356	9,151,265
Detachment Supplies & Equipment .....			548	1,053,897	551,151	502,746
Uniform & Equipment .....			2,305	4,467,666	2,335,795	2,131,871
Uniform & Equipment - Court Officer .....			994	25,476	12,852	12,624
<b>Total Other Direct Operating Expenses</b>				<b>36,756,632</b>	<b>19,216,626</b>	<b>17,540,006</b>
<b>Total 2024 Municipal Base Services and Calls for Service Cost</b>				<b>\$ 419,854,003</b>	<b>\$ 221,174,952</b>	<b>\$ 198,679,051</b>
<b>Total OPP-Policed Municipal Properties</b>					<b>1,230,286</b>	
<b>Base Services Cost per Property</b>					<b>\$ 179.78</b>	

**OPP 2024 Reconciled Base Services and Calls for Service Cost Summary**  
**For the period January 1 to December 31, 2024**

**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 2019 through 2022. Contract enhancements, court security, prisoner transportation and cleaning staff are excluded.

The equivalent of 88.28 FTEs with a cost of \$17,343,993 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 2024 salaries incorporate the 2024 general salary rate increases set in the 2023 to 2026 OPPA Uniform and Civilian Collective Agreements, (uniform and civilian staff - 4.50%). The benefit rates are based on the most recent rates set by the Treasury Board Secretariat, (2024-25). 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, 50.44% Base Services : 49.56% 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 2023 Municipal Policing Cost-Recovery Formula.



**DISTRICT OF PARRY SOUND**

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

Office: (705) 382-3332  
Garage: (705) 382-2954  
Fax: (705) 382-2068

Email: [clerk@armourtownship.ca](mailto:clerk@armourtownship.ca)  
Website: [www.armourtownship.ca](http://www.armourtownship.ca)

# **NOTICE**

The Municipal Office will be **CLOSED:**  
**December 24, 2025 - January 1, 2026**



To contact the Roads Department, please call **(705) 382-5982**

*Council and Staff wish you a Safe & Happy  
Holiday Season!*

**The Municipal Office will reopen on Friday, January 2, 2026 at 9:00 am.**