

Preparing for the Future in the Almaguin Highlands...

January 2026

Armour's Progress Update
Mayor's Review - November 2022 to Today

Township of Armour Perspective

- *Short-Term Realities*
- *Medium-Term Preparation*
- *Long-Term Vision*

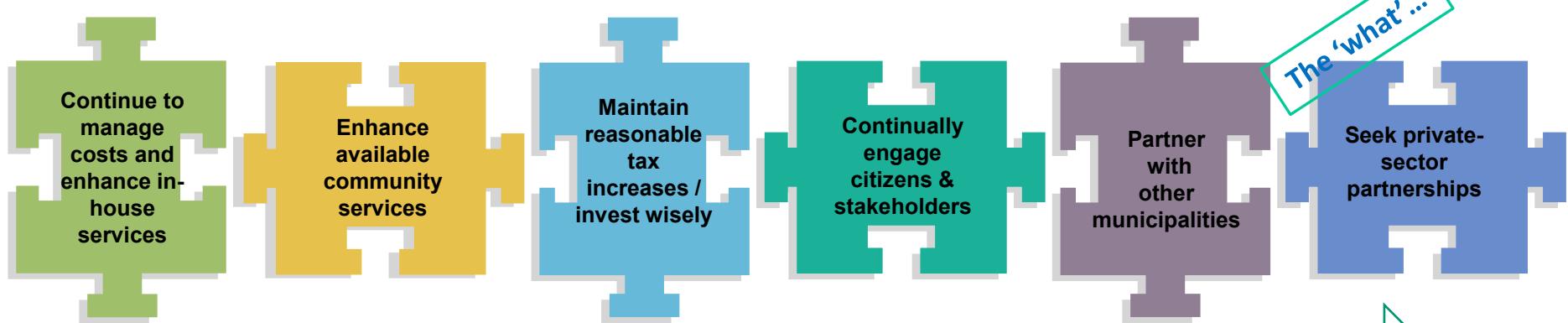


Areas of Focus...

Where we as municipality can make a difference and prepare for future...



Focus Area 1 – Value for Constituents



Current Status

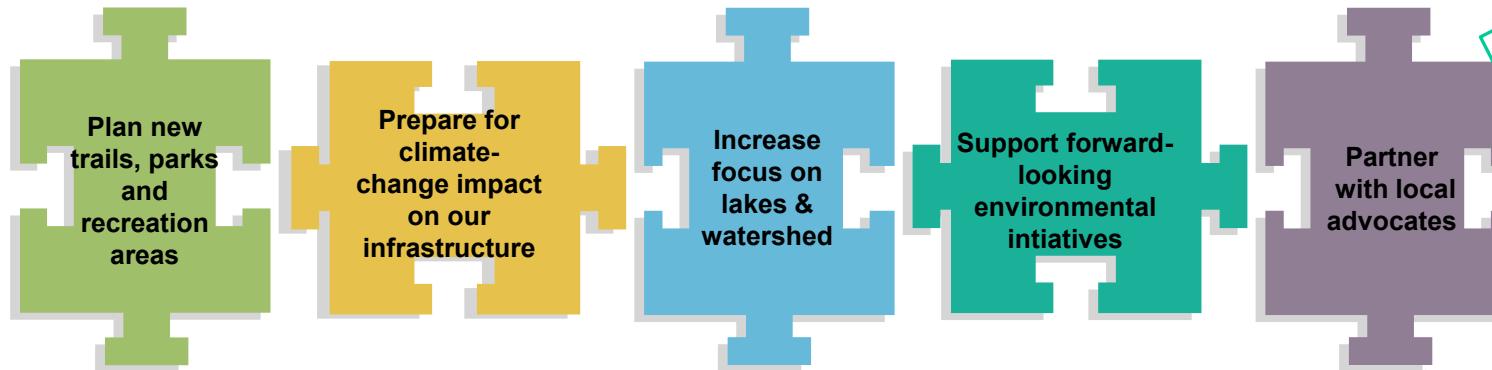
Managed
Progressing
Blocked

Enhance on-line municipal service availability (tracking service levels, etc)	Continue to set high standard for municipal Services (Roads, Planning, etc)	Expand municipal cooperation – Tri-Council-plus	Seek private sector and Municipal partnerships
Create long-term vision and strategy for Armour / Almaguin Highlands	Expand KCC Committee to “Community & Recreation”	Combine projects into multi-purpose builds	Implement programs and activities focused on young children / families

Progress Highlights – November 2022 to Today

- By-law services expanded Almaguin-wide, serving 7 municipalities
- Major contributor to new tri-council Firehall build (underway)
- Major renovations to Katrine Community Centre and Watt Heritage Farm
- New Recreation Department built, serving all ages
- Building Services expanded, serving multiple municipalities
- Emergency Management services expanded, serving 4 municipalities
- Community engagement and long-term strategy in-progress
- Activated on-line services for Building and Recreation
- Major upgrades and community safety enhancements implemented by Roads
- Shovel-ready investments in commercial properties completed

Focus Area 2 – Protection of Natural Assets



Not Started

Underway

Making Progress

Great Progress

Substantially Complete

Current Status

Managed

Progressing

Blocked

Overall Progress

Implement Environmental Advisory Committee – lake associations, public, MNRF; take 'entire-Almaguin' view

Review Roads' assets through lens of climate change

Include trail systems & recreational opportunities in planning / growth

Establish Leadership role in 'green' initiatives / Waste management

Review potential for Short Term Rental by-law; public consultations

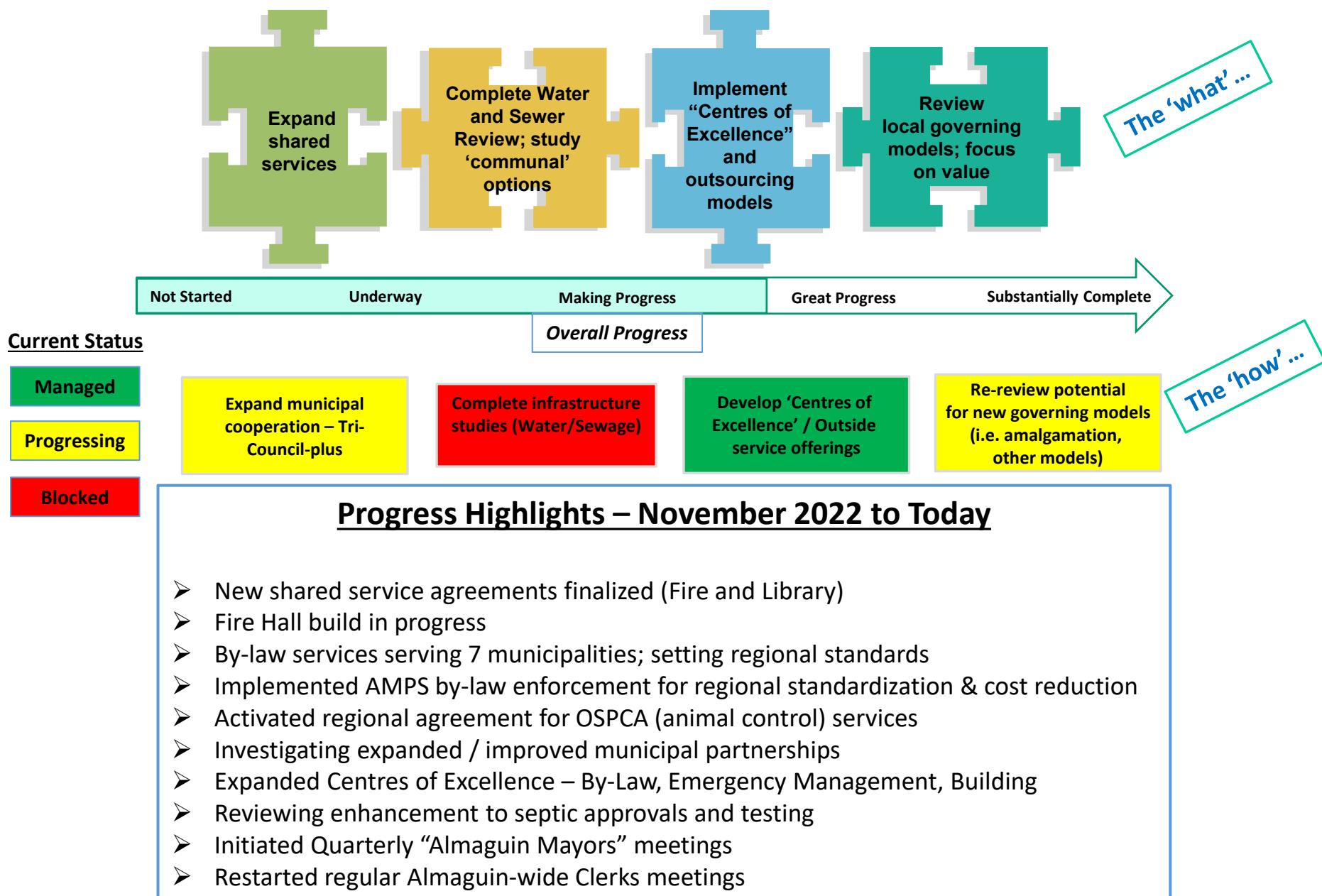
Review OP / Zoning with respect to environmental protection

The 'how' ...

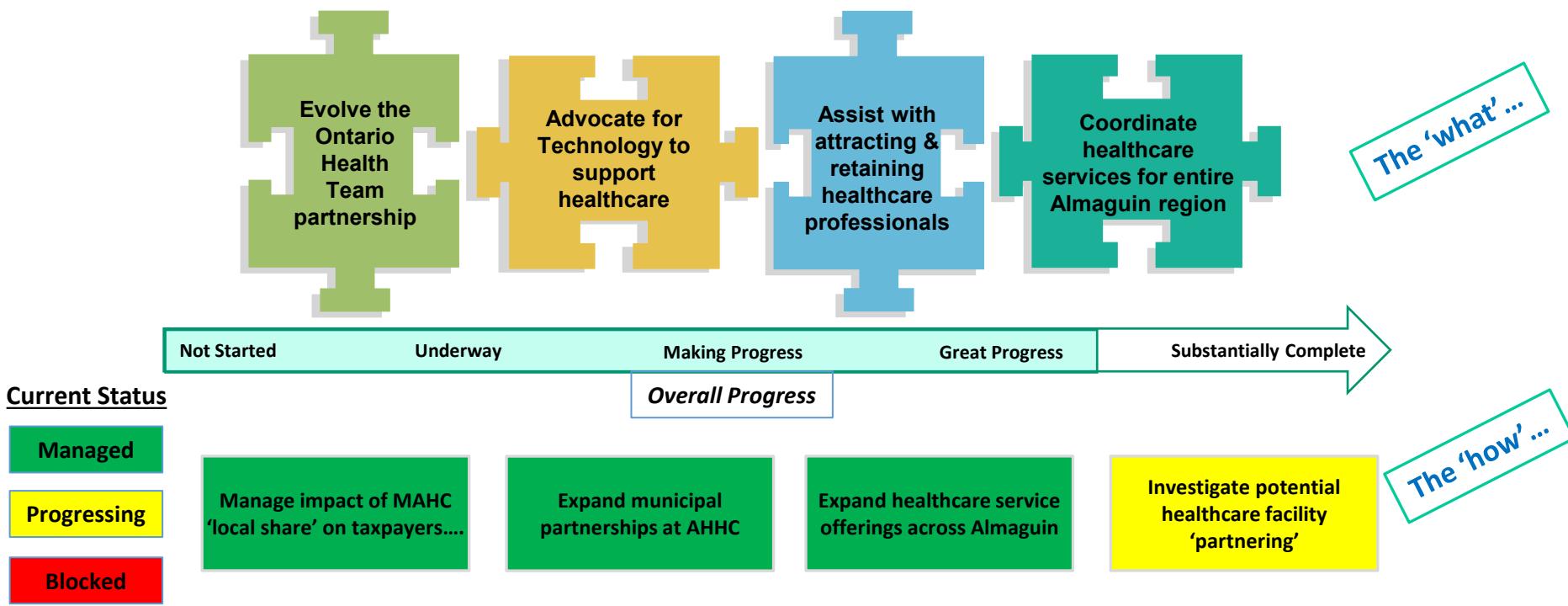
Progress Highlights – November 2022 to Today

- Purchased / expanded Three Mile Lake park
- Expanded Water Quality Grant Program for all municipal lake associations
- On-going participation with Muskoka - Integrated Watershed
- Reviewing enhancements to septic approvals and testing
- Completed transition to recycling / waste-diversion 'producer-responsibility' model

Focus Area 3 – Cooperation & Shared Services



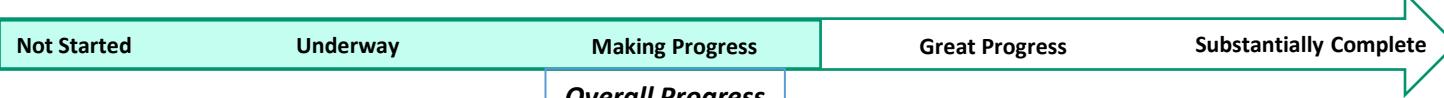
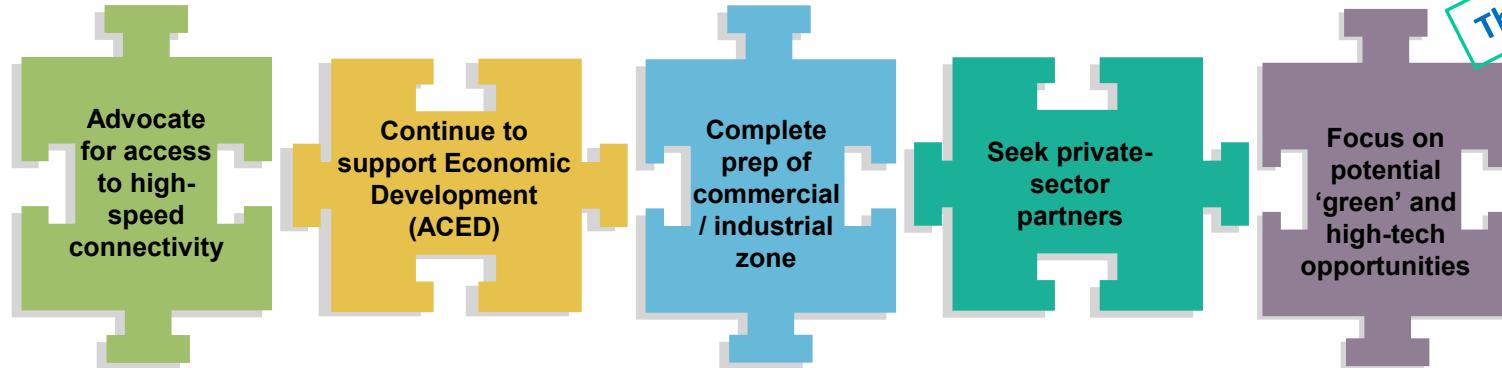
Focus Area 4 – Health & Wellness



Progress Highlights – November 2022 to Today

- Armour committed \$1.4-m toward healthcare in Almaguin – 2023 through 2035
- Aligned Almaguin as full partner in Ontario Health Team through Almaguin Highlands Health Council (AHHC)
- Regional Ontario Health Team renamed 'Muskoka Almaguin Ontario Health Team'
- Initial planning/design for new Health & Wellness building for Almaguin Highlands
- Established partnerships for Health & Wellness Centre
- Ongoing discussions with Ministry of Health re: investment in Almaguin (healthcare providers received substantial funding increase in 2024)

Focus Area 5 – Economic Development



Current Status

Managed

Fully-leverage ACED Almaguin brand strategy

Establish region-wide Housing & Development Task Force

Continue lobbying efforts to expand high-speed connectivity

Establish leadership role in 'green' and tech-based industries

Progressing

Blocked

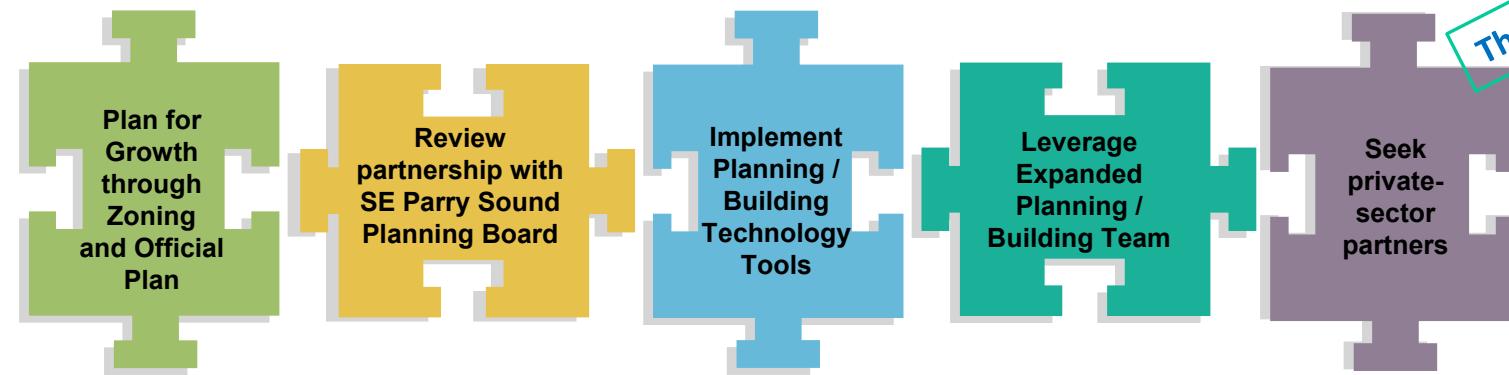
Expand region's use of technology infrastructure

The 'how' ...

Progress Highlights – November 2022 to Today

- Implementing recommendations from Housing Task Force
- Adjusting ACED funding model and regional approach
- Investing to make industrial/commercial lands shovel-ready (services, studies)
- Planning readiness and marketing of industrial/commercial on Highway 520 and Pegg's Mountain
- Supported Community / Regional Transportation initiative
- Finalized region-wide branding and signage initiative
- New high-speed internet services roll-out in progress with private-sector partner

Focus Area 6 – Housing & Growth



Current Status

Managed	Streamline approvals through resourcing / tools – Planning Board
Progressing	Assess requirements to meet provincial targets for housing
Blocked	Review Planning and Building resourcing
	Complete thorough review of Official Plan / Zoning By-Laws
	Offer services to other municipalities – cost-sharing

Progress Highlights – November 2022 to Today

- Implemented smaller minimum house sizes / updated zoning by-law toward Housing Task Force recommendations
- Reviewing next steps for Official Plan / Zoning By-Law updates
- Supporting enhanced community service offerings to support growth

Looking ahead.

*Almaguin Highlands
regional approach...*

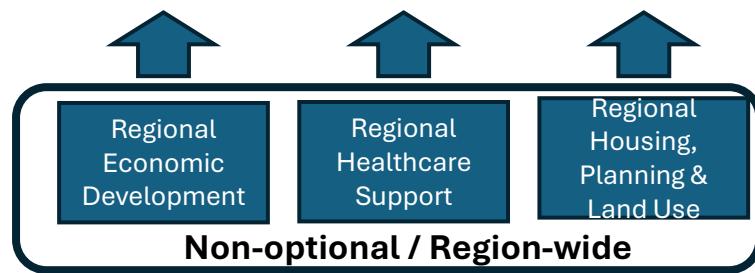
Expand Armour ideas and approach to
a more region-wide view...



Almaguin-wide Agreements / Cooperation



Existing provincial structures / funding



Building on Existing Capabilities

Service Offering	Current Sharing	Potential Further Sharing	Almaguin-wide Approaches
Fire	5 Fire Stations / Managed by Fire Chiefs	On-going	Shared equipment and facilities
Building & Planning	2 Planning Boards (south and central) 2 municipalities in Building Service Agreement / Managed by Armour	Common Official Plan & Zoning By-Laws / Region-wide Centre of Excellence	Standardized technology Standardized OP / ZBL Standard Reporting
Recreation, Parks & Trails	Ad hoc sharing of staff	Region-wide Centre of Excellence	Resource sharing Program sharing
By-Law Services	7 Municipalities in Service Agreement / Managed by Armour	Region-wide Centre of Excellence / Common By-laws	Standardized By-laws Resource sharing
Health and Wellness	10 municipal partners in Almaguin Highlands Health Council	Full integration with healthcare partners in Muskoka Almaguin OHT	Agreed cost-sharing and long-term strategy
Environmental	2 Tri-Councils / Remainder individual (Landfill)	Region-wide Centre of Excellence	Resource sharing
Emergency Planning	4 municipalities in shared agreement / Managed by Armour	Region-wide Centre of Excellence	Resource sharing
Libraries	Separate Library agreements (some tri-council, some individual)	Review of new builds/renos/existing facilities	Region-wide approach to gain efficiencies
Roads	Ad hoc / tactical agreements	Expansion to Shared Services / “Mutual Aid”	Standardized technology Resource sharing
Water & Wastewater	None	Expansion to neighbouring municipalities	Strategy via Housing Task Force
Arenas	2 Tri-Councils	Policies and procedures	Resource sharing
Purchasing	None	Region-wide Centre of Excellence	Cross-region purchasing power