REQUEST FOR EXPRESSIONS OF INTEREST

Regarding

Almaguin Health & Innovation Hub

Pegg's Mountain Road Development Lands

REOI# 2026-01

ISSUE DATE: March 11, 2026

SUBMISSION DEADLINE:

April 27, 2026 at 12:00 p.m.

TOWNSHIP OF ARMOUR
56 ONTARIO STREET, P.O. BOX 533
BURK'S FALLS, ON P0A1C0

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1. Purpose of Request for Expressions of Interest (EOI)

The Township of Armour is seeking interested developers, healthcare service providers and other suitable parties (Respondents) who would have an interest in leading and/or supporting the creation of an Almaguin Health and Innovation Hub (AHI Hub). The AHI Hub will expand and complement the existing mix of healthcare services available to the Almaguin Highlands Region. The Township, along with regional partners recognizes that access to healthcare and extended services in the region is a key concern for residents as well as a key priority for local and regional decision makers.

The purpose of this Request for Expressions of Interest (REOI) is to identify potential project partners that have an interest in bringing the AHI Hub to life.

2. Background Information

The Township of Armour is a single tier municipality in the District of Parry Sound. It is a small, rural community located along Highway 11, between Huntsville and North Bay. The current population is approximately 1,414 with total households numbering 1,080. The Township is an active member of the Almaguin Highlands Health Council (AHHC) along with nine other municipalities. The AHHC is a not-for-profit organization focused on retaining and expanding quality healthcare services in the Almaguin Highlands region.

In 2024, the Township of Armour acquired a ~24-acre parcel of land at the corner of Pegg's Mountain Road and Ferguson Road with a vision of creating development opportunities that benefit both township and regional (Almaguin) residents. Since the acquisition of the property, Armour Council has invested in various property studies and reports to support the 'shovel-readiness' of the property. These studies will be made available to respondents to this EOI pending an initial review or intake consultation.

The concept for the AHI Hub has been developed in partnership with private sector developers and key healthcare contacts from various organizations. The Township recognizes that the creation of the Hub is an ambitious undertaking that will likely involve the support of multiple partners across various sectors.

Please see Appendices A & B for supporting documentation which includes information regarding the property, draft design concept, planning, and servicing considerations.

3. General Conditions

3.1 Eligibility

Before preparing an expression of interest, Respondents are advised to ensure that they can meet the following mandatory eligibility criteria. Expressions must:

- Provide an overview of the Respondent's history of either:
  - Successful commercial or public sector developments/investments
  - Continuous operation of a health, or extended health, related service (public or private sector services are welcome).
- Demonstrate a clear intent to either:
  - Create a new construction project geared to house healthcare or extended healthcare services; or
  - Establish a healthcare or extended healthcare service which is either currently unavailable locally or that fills a known gap in the local healthcare mix.

3.2 Closing Date and Time

Sealed expressions clearly marked **"Expression of Interest – Almaguin Health and Innovation Hub"** must be received by The Municipal Corporation of the Township of Armour, Attention: Dave Gray, CAO; 56 Ontario Street, P.O. Box 533, Burk's Falls, ON P0A1C0 on or before April 27, 2026 at 12:00 p.m.

3.3 Clarification

All inquiries regarding this Request for Expressions of Interest (REOI) shall be submitted in writing to the Chief Administrative Officer (CAO) of the Township of Armour. Questions must be received no later than seven (7) calendar days prior to the submission deadline.

Responses to substantive inquiries shall be shared publicly on the Armour Township website at the discretion of the Township in order to ensure fairness and transparency in the REOI process. The Township will not be responsible for any verbal instructions, interpretations, or information provided outside of this written clarification process.

Respondents are solely responsible for seeking clarification on any matter they consider to be unclear or ambiguous within this REOI prior to submission.

3.4 Development Structure & Land Disposition

The Township of Armour anticipates that the Almaguin Health & Innovation Hub may proceed under one of two potential land transaction models:

Fee Simple Sale of all or a portion of the Pegg's Mountain Road development lands, subject to a negotiated Development Agreement; or

Long-Term Municipal Ground Lease, whereby the Township retains ownership of the lands and enters into a long-term lease arrangement with the Lead Developer.

The Township recognizes that a long-term land lease model may provide enhanced opportunities for senior government funding participation and strategic partnership alignment, particularly where continued municipal involvement strengthens eligibility under applicable public funding programs.

The final land transaction structure will be determined through discussions with the selected proponent(s) and shall be subject to Council approval.

3.5 Scope of Desired Services

The Township of Armour, through consultation with Muskoka-Algonquin Healthcare, private sector developers, and the AHHC, has identified the need for the following partners to be included in the creation of the AHI Hub.

3.5.1 Lead Developer

The Lead Developer (LD) shall work with the Township of Armour and committed project partners to undertake a new construction project that will house the services listed below. The Township of Armour will work with the LD to identify and apply to appropriate government funding sources (grants), proceed through the planning and permitting stages, and liaise with project partners as appropriate to facilitate the occupancy of the facility. The LD shall:

- Manage and fund the new construction project;
- Establish a facilities business plan that illustrates revenue targets to support the project.
- Establish and manage leasehold agreements for service-provider tenants.

3.5.2 Healthcare & Extended Healthcare Service Providers

Healthcare & extended healthcare service providers (SPs) shall indicate their intention to enter into a lease agreement with the Lead Developer to provide new

or expanded services based on the needs of the Almaguin Region. Desired services include but are not limited to:

Wellness-Related Offices	**Fitness Centre**	**Diagnostic Imaging**
Reactivation Centre	**Pharmacy**	**Private Virtual Tele-conferencing rooms**
Clinical Offices	**Physiotherapy**	**Chiropractic Offices**
Resident/Locum Accommodations	**Optometrist Offices**	**Medical Transport Service Offices**
Dialysis	**Other services as appropriate**	**Community Kitchen**

3.6 Summary of Key Dates

Action	Date
Response to Request for EOIs Due	April 27th, 2026
Recommendations to Council	Regular Council Meeting of Tuesday, May 12th, 2026
Establishment of MOUs & Partnership Agreements	June 2026
Project Planning & Grant Applications	July 2026 - December 2026
Formal Agreements	January 2027
Construction Phase	Spring 2027

3.7 Term of EOI

All expressions of interest must maintain their validity for a minimum of 12 months past the date of submission.

4. Expression Content

Respondents are asked to submit an EOI which contains all of the information detailed below.

4.1 Eligibility

A statement confirming that the Respondent meets the eligibility criteria as detailed in section 3.1 above is required.

4.2 Company / Organization Profile

- Brief history of the firm including the location of head offices.
- An overview of the firm's existing projects, services, and/or operations.
- Any other information relevant to their interest in this project.

4.3 Executive Overview of Proposed Service (for SPs)

- A summary of services projected to be established.
- An overview of factors that illustrate the sustainability of the service.
- A summary of required facilities such as size of space, area, utilities requirements, etc.
- An overview of timeline projections, estimated employment levels and any other information project partners should be aware of.

4.4 Budgetary Consideration

Respondents are requested to provide an overview of service, construction, or leasehold related investments related to their interest.

4.5 Commitment

Once all expressions have been received and reviewed, selected respondents will be invited to participate in a Memorandum of Understanding (MOU) to confirm their commitment. All parties entering the MOU will form a Stakeholder Group which will assist with the development of final development consideration, project timelines, and other factors as required.

5. Evaluation Criteria

The expressions received shall be evaluated with consideration to the following:

- Suitability of the company, corporation, and their expression.
  - Developer: Experience with commercial/institutional projects.
  - Developer: Project management & advisory background.
  - Services: Preference given where a proven need/gap exists.
  - Services: Provider background and service description.
  - Services: Job creation.
- Overall quality of the expression.
- Investment breakdown.

The Township reserves the right to request respondents to address specific requirements or considerations covered in their initial expression and/or to provide additional information.

The Township will not be responsible for any cost incurred by respondents in the preparation or submission of the EOI.

The Township reserves the right to cancel this REOI at any time without penalty or cost to the Township. The Township further reserves the right to reject any, or all, expressions and to determine in its own judgment the organization/firm best qualified to participate in this EOI. The Township is not obligated to accept any expression.

6. Additional Terms and Conditions

The following additional terms and conditions shall apply to the successful respondent over the term of the engagement:

6.1 Indemnification

In the event of the creation of formal agreements resulting from accepted EOIs, the successful respondent(s) shall indemnify and hold harmless the Township, its officers, council members, agents and employees from and against all actions, claims, demands, losses, costs, damages, suits or proceedings whatsoever which may be brought against or made upon the Township and against all loss, liability, judgments, claims, suits, demands or expenses which the Township may sustain, suffer or be put to resulting from or arising out of the successful respondent's failure to exercise reasonable care, skill or diligence or omissions in the performance or rendering of any work or service required hereunder to be performed or rendered by the successful respondent, its agents, officers and employees

6.2 Insurance

Without restricting the generality of the section on Indemnification, the successful respondent(s), upon the creation of a formal contract resulting from an expression of interest, shall obtain, maintain, pay for and provide evidence of insurance coverage, taken out with insurance companies licensed to transact business in the Province of Ontario.

6.2.1 Professional Liability Insurance

The successful respondent(s) must furnish the Township at his/her cost, a Certificate of Insurance for Professional Liability Insurance coverage with a limit of not less than two million dollars ($2,000,000) for the company or contractors who perform work on the project prior to commencement of work and at the beginning of each calendar year of the appointment period.

6.3 Laws and Regulations

The successful respondent(s) shall comply with the relevant federal, provincial and municipal statutes, regulations and by-laws pertaining to the work and its performance. The respondent/firm shall be responsible for ensuring similar compliance by its suppliers and subcontractors. The contract shall be governed by and interpreted in accordance with the laws of the Province of Ontario.

6.4 Conflicts of Interest

The successful respondent(s) will be required to indicate whether the respondent's firm or any member of the engagement team is currently employed or retained by a private or public sector client whose interests could be deemed to conflict with those of the Township with respect to this engagement. Prior to accepting the engagement, all firms are required to disclose any potential conflict of interest to Council. If a conflict does exist, as referred to above, Council may, at its discretion withhold the engagement from the firm until the matter is resolved to the satisfaction of Council.

6.5 Confidentiality

The successful respondent(s) shall not at any time before, during or after the completion of the engagement, divulge any confidential information communicated to or acquired by the successful respondent(s) or disclosed by the Township in the course of carrying out the engagement. No such information shall be used by the respondent(s) on any other engagement without prior written approval.

6.6 Procurement Disclaimer

This REOI is not a tender or call for binding offers and no contractual obligations shall arise solely by submitting an EOI. The Township shall not be responsible for compensating any respondent for preparing or submitting an EOI. Further, the Township is not obligated to accept or proceed with any or all EOIs and shall do so at their own discretion.

6.7 Freedom of Information and Protection

Submissions received in response to this Request for Expressions of Interest are subject to the provisions of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), R.S.O. 1990, c. M.56, as amended. Respondents are advised that information provided to the Township of Armour may be subject to disclosure in accordance with MFIPPA.

Respondents who believe that any portion of their submission contains confidential, proprietary, or commercially sensitive information must clearly identify and mark such information at the time of submission. The Township will make reasonable efforts to protect such information in accordance with MFIPPA; however, the Township does not guarantee that any information supplied will be held in confidence and shall not be liable for disclosure where required by law.

7. Errors and Omissions

The information contained in this REOI is supplied solely as a guideline for respondents and is not necessarily comprehensive or exhaustive. Nothing contained in this REOI is intended to relieve the respondents from forming their own opinions and conclusions with respect to matters herein addressed. The Township shall not be held liable for any errors or omissions in any part of this REOI.