

Tri-Council Shared Services Sub-Committee
Armour Township, Burk's Falls, Ryerson Township

Terms of Reference

1. Purpose

The purpose of the Tri-Council Shared Services Sub Committee (the "Committee") is to strengthen communication, and collaborative recommendations regarding the delivery, performance, and future planning of shared municipal services among the participating municipalities and enhance transparency.

The Committee will serve as a forum to:

- Discuss levels of service provided by each shared service;
- Support long-term planning and cost-sharing approaches; and
- Recommend actions to ensure efficient, equitable, and transparent management of shared services.

The Committee is established solely in an advisory capacity. It has no delegated authority to make decisions, bind any municipality, or direct staff in any way.

2. Mandate

The Committee is established to fulfill the following functions:

1. Capital and Asset Planning Coordination

- Support long-term capital planning for shared services in alignment with each municipality's individual capital needs and Asset Management Plans.
- Facilitate joint prioritization of capital investments to optimize shared resources.

2. Operational Issue Review

- Provide a structured venue for presenting and discussing operational challenges identified by any member Council or department head.
- Develop and propose collaborative solutions and recommendations for consideration by the participating Councils.

Tri-Council Shared Services Sub-Committee
Armour Township, Burk's Falls, Ryerson Township

3. Agreement and Cost-Sharing Recommendations

- Review incoming council inquiries and recommend fair, transparent solutions and budget allocations to the member municipalities.
- Support the development of shared services agreements and or changes as directed by council.

4. Reporting and Recommendations

- Prepare and present findings, reports, and recommendations to the participating municipal Councils for approval.
- Ensure that decisions are made collaboratively and in the best interest of all member municipalities.

3. Membership

The Committee shall be composed of representatives from each participating municipality, including:

- One (1) elected official from each participating Council; and
- The Chief Administrative Officer (CAO) or designate from each municipality.

Additional staff or subject matter experts may attend meetings as required to provide technical input or advice.

4. Chair

- The host municipality will chair each meeting.
- The Chair shall preside over meetings, ensure orderly discussion.
- The Council representative of the host municipality shall assume the duties of Chair. In their absence, the CAO of the host municipality shall assume this role.

Tri-Council Shared Services Sub-Committee
Armour Township, Burk's Falls, Ryerson Township

5. Meetings

- The Committee shall meet on a quarterly basis at minimum; however, may meet as required to address shared service matters.
 - Meetings may be held in person or electronically, in accordance with municipal procedures.
 - Agendas and minutes shall be prepared and circulated to all members prior to each meeting.
-

6. Recommendation Making

- The Committee shall strive for consensus in all deliberations.
 - Where consensus cannot be achieved, recommendations will be made based on majority agreement, with any dissenting opinions noted in the record.
-

7. Reporting Structure

- The Committee shall report to the individual Council (the collective Councils of the participating municipalities).
 - All recommendations and reports of the Committee shall require formal approval by each participating Council prior to implementation.
-

8. Review of Terms of Reference

This Terms of Reference shall be reviewed every four years or sooner if requested by any participating Council, to ensure its ongoing relevance and effectiveness.

Approved by:

Township of Armour	Date: February 24, 2026
Burk's Falls	Date: February 17, 2026
Township of Ryerson	Date: March 10, 2026