

Regular Meeting of the Village of Sundridge Council

Wednesday, September, 23, 2026 at 6:00 p.m.

Village of Sundridge Council Chambers

Council Meetings will be audio recorded and recordings will be posted on the municipal website. If connection is lost during the meeting, it will proceed and if possible, a recording of the meeting will be made available. The minutes will remain the official record of the meeting.

Join Zoom Meeting

<https://us02web.zoom.us/j/86072894679?pwd=INUzIXgxMpxGnRpbqtvd3rw1bS0j5.1>

COUNCIL AGENDA

1) CALL TO ORDER

The Chair, Mayor Shawn Jackson called the meeting to order at

LAND ACKNOWLEDGEMENT

The Village of Sundridge would like to acknowledge that we are meeting on Williams Treaty Lands and they are the traditional home of the Anishinabek First Nations. We wish to honour the original inhabitants, thanking them for their land stewardship and recognizing our responsibilities to promote the healing of our communities through earnest and sincere application of the Truth and Reconciliation Commission recommendations. Miigwech."

2) APPROVAL OF AGENDA

Moved By: Choose an item.

Seconded By:

THAT the agenda for the September 23, 2026 regular meeting be approved as circulated.

Recorded Vote

For

Against

Abstain

Preston, Luke

Smith, Sharon

Whitmell, Vicki

Williamson, Fraser

Jackson, Shawn

3) DECLARATION OF PECUNIARY INTEREST

4) **PLANNING MATTERS** - None

5) **DELEGATIONS** - None

6) **PRESENTATIONS** - None

7) **CONSENT ITEMS**

[Items from the Consent List may be moved by members to be discussed under Section 9 – New Business/Action Items]

7 (E.1) Follow Up List – September 23, 2026

7 (E.2) Village of South River Resolution: 275-2026, support for Village of Sundridge Resolution calling on Province to review Highway 11 and Highway 17 Road Visibility and Reflective Safety Enhancements

7 (E.3) District of Parry Sound September CAO Report

7 (E.4) Labour Market Group August Report

7 (E.5) June Job Report

7 (E.6) July Job Report

7 (E.7) Joint Building Department – August Permit Summary

7 (E.8) Lakeland Holdings Shareholder Update

7 (E.9) Ministry of Municipal Affairs – Municipal Accountability Act, 2026

7 (E.10) Township of Strong R2026-269 – Landfill Gate

7 (E.11) District of Parry Sound Housing Needs Assessment

7 (E.12) District of Parry Sound Housing & Homelessness Plan 2026-2035

7 (E.13) Council Information Report – 2026 AMO Conference

7 (E.14) FONOM (Federation of Northern Ontario Municipalities) News Release – September 3, 2026 – Prime Minister's Commitment to work with Ontario on Northern Highways.

7 (E.15) Joint Building Committee Res.2026-018 – Hiring Policy

7 (E.16) Joint Building Committee Res.2026-019 – Statutory Holiday

7 (E.17) Joint Building Committee Res. 2026-020

7 (E.18) Council Update to September 9, 2026 meeting Item 7(E.3).

8) **APPROVAL OF CONSENT ITEMS**

Moved By: Choose an item.

Seconded By:

THAT Items listed as Consent Items for September 23, 2026 and the recommendations contained therein be received;

AND THAT any Items for which pecuniary interest has been declared are deemed not to have been voted on or discussed by the individual making the declaration.

Recorded Vote
Preston, Luke
Smith, Sharon
Whitmell, Vicki

For

Against

Abstain

Williamson, Fraser
Jackson, Shawn

9) NEW BUSINESS/ACTION ITEMS

- 9.1. Addition of Heritage / Historical Section to village website
[motion introduced by Fraser Williamson September 9, 2026]

Moved By: Choose an item.

Seconded By:

WHEREAS The Village of Sundridge has a rich history and several historians have documented this history.

AND THAT The Village of Sundridge website has a small History and Heritage section.

BE IT RESOLVED THAT the Village of Sundridge set up an ad-hoc committee made up of two members of council and a member of the administration staff to add material to this section of the web page. This committee will then submit materials to be posted to a meeting of council for approval

AND THAT Councillor Fraser Williamson and _____ be members of this committee for the remainder of the 2022-2026 term.

AND FURTHER THAT at the beginning of a new term of council members of this ad-hoc committee be selected.

Recorded Vote	For	Against	Abstain
Preston, Luke			
Smith, Sharon			
Whitmell, Vicki			
Williamson, Fraser			
Jackson, Shawn			

- 9.2. Ombudsman Office – Information on Best Practices

Moved By: Choose an item.

Seconded By:

THAT the Council for the Corporation of The Village of Sundridge receives the correspondence from the Office of the Ombudsman on Best Practices,

AND THAT Council directs staff to prepare a draft policy utilizing the recommendations noted,

AND FURTHER THAT the draft policy be brought back to a future meeting for further consideration.

Recorded Vote	For	Against	Abstain
Preston, Luke			
Smith, Sharon			
Whitmell, Vicki			
Williamson, Fraser			
Jackson, Shawn			

- 9.3. Joint Building Department
[refer to Item 10 (A.4)]

Moved By: Choose an item.

Seconded By: Choose an item.

THAT the Council for the Corporation of The Village of Sundridge receives the Joint Building Committee's resolutions pertaining to JBC Staff Benefits, JBC Hiring Policy and JBC Statutory Holidays,

AND THAT Council accepts the recommendations of the committee and approves of the following entitlements:

1. Staff Benefits – annual boot purchase allowance of \$300.00, and annual uniform allowance of \$200.00.
2. Hiring Policy – all the revisions recommended and committee approved under JBC Resolution #2026-018, dated September 17, 2026.
3. Statutory Holiday – the inclusion of the National Day for Truth and Reconciliation (September 30).

Recorded Vote	For	Against	Abstain
Preston, Luke			
Smith, Sharon			
Whitmell, Vicki			
Williamson, Fraser			
Jackson, Shawn			

- 9.4. Waste Collection Services
[refer to item 7 (E.10)]

Moved By: Choose an item.

Seconded By: Choose an item.

THAT the Council for the Corporation of The Village of Sundridge discuss the village's waste collection service,

AND THAT _____

Recorded Vote	For	Against	Abstain
Preston, Luke			
Smith, Sharon			
Whitmell, Vicki			
Williamson, Fraser			
Jackson, Shawn			

9.5. Municipal Office Closure – October 6, 2026

Moved By: Choose an item.

Seconded By: Choose an item.

THAT the Council for the Corporation of The Village of Sundridge authorize the municipal office to be closed to the public on Tuesday October 6, 2026 to facilitate staff health and safety training.

Recorded Vote	For	Against	Abstain
Preston, Luke			
Smith, Sharon			
Whitmell, Vicki			
Williamson, Fraser			
Jackson, Shawn			

10) COMMITTEE REPORTS/MINUTES

Moved By: Choose an item.

Seconded By:

THAT Items 10 (A.1) to 10 (B.2) be received and discussed.

10 (A.1) Central Almaguin Planning Board – July 8, 2026

10 (A.2) Sundridge Strong Fire Committee – July 30, 2026

10 (A.3) Sundridge Strong Joly Recreation Committee – Sept.3, 2026

10 (A.4) Joint Building Committee – September 17, 2026

10 (A.5) SSJ Restructuring Committee – August 10, 2026

10 (B.1) Regular Council – September 9, 2026

10 (B.2) Closed Session – September 9, 2026

Recorded Vote	For	Against	Abstain
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Preston, Luke
Smith, Sharon
Whitmell, Vicki
Williamson, Fraser
Jackson, Shawn

11) **STAFF REPORTS** - None

12) **BY-LAWS** - None

13) **ANNOUCEMENTS**

- **Shawn Jackson**
- **Sharon Smith**
- **Luke Preston**
- **Fraser Williamson**
- **Vicki Whitmell**
- **Nancy Millar, Clerk Administrator**

14) **INTRODUCTION OF FUTURE MOTIONS**

15) **CONFIRMING BY-LAW**

Moved By: Choose an item.

Seconded By:

THAT By-Law No. 2026-039, being a by-law to confirm the proceedings of Council of the Corporation of the Village of Sundridge at its regular meeting of **September, 23, 2026**, be adopted.

Recorded Vote

For

Against

Abstain

Preston, Luke
Smith, Sharon
Whitmell, Vicki
Williamson, Fraser
Jackson, Shawn

16) CONSIDERATION OF A CLOSED SESSION

Moved By: Choose an item.

Seconded By:

THAT Council hold a Closed Session meeting as provided for by Section 239 (2)(j) of the Municipal Act, 2001, as amended, and the Village of Sundridge Procedural By-law No. 2021-051, immediately following this council meeting to deal with: a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value.

Recorded Vote	For	Against	Abstain
Preston, Luke			
Smith, Sharon			
Whitmell, Vicki			
Williamson, Fraser			
Jackson, Shawn			

17) ADJOURNMENT

Moved By: Choose an item.

Seconded By:

THAT we do now adjourn at p.m. until the Regular Council Meeting on October, 14, 2026, or at the call of the Mayor.

Recorded Vote	For	Against	Abstain
Preston, Luke			
Smith, Sharon			
Whitmell, Vicki			
Williamson, Fraser			
Jackson, Shawn			

**Staff Follow Up
And Report to Council Master List**

Council Date

April 23, 2025

Item

Employee Recognition Policy WHEREAS the Village of Sundridge values the dedication and long-term commitment of its staff;

AND WHEREAS it is important to formally recognize years of service and show appreciation through milestone awards and annual staff events;

AND WHEREAS the proposed Employee Recognition Policy outlines recognition at 5, 10, 15, and 20-year milestones, with formal in-person presentations and gifts at key intervals, and includes an annual Christmas luncheon to be organized at the Clerk's discretion and paid for by the Village as part of the staff recognition program;

NOW THEREFORE BE IT RESOLVED THAT Council directs staff to develop an Employee Recognition Policy for review and consideration by council at a future regular meeting.

Resolution Number

2025-112

Assigned to

Deputy Clerk

Status *Assigned *In Progress *Complete

In progress

Ad Hoc Committee (1 Rep Sundridge, 2 Strong) to be meeting to discuss Staff bonuses including employee recognition for all municipal and shared services employees

Date Expected to Return to Council

May 13, 2026

Council Date

Jan 28, 2026

Item

WHEREAS the Village of Sundridge is undertaking a broader effort to modernize outdated by-laws and regulatory framework to ensure they reflect current community needs, housing trends, and long-term sustainability goals: and

WHEREAS housing affordability, demographic change, and shifting market conditions require municipalities to periodically review zoning, development standards, and regulatory barriers that may unintentionally limit new housing supply or innovative housing forms;

NOW THEREFORE BE IT RESOLVED THAT:

- 1.) Council direct staff to undertake a targeted review of existing housing-related by-laws and regulations, including relevant provisions within the Zoning By-law, to identify potential constraints, gaps, or opportunities for modernization as part of the Village's broader regulatory update exercise;
- 2.) That staff prepare a summary report outlining key housing-related regulatory provisions currently in effect, with high-level observations on where updates or refinements may be warranted to better align with evolving community needs specifically as it relates to more affordable and attainable housing opportunities;
- 3.) That staff also prepare a Municipal Lands Inventory Report identifying municipally owned parcels, including (where available): a.) property size and location b.) current zoning and permitted uses c.) current use of status (active, surplus, reserve), and d.) estimated or approximate market value.
- 4.) And that the findings from both the housing by-law review and municipal lands inventory be presented to Council in a future meeting for consideration as part of the Village's exercise of phased Housing and Development Modernization and Innovation Framework.

Resolution Number

2026-017

Assigned to

Clerk Administrator

Status *Assigned *In Progress *Complete

Assigned

Date Expected to Return to Council

May 13, 2026

Council Date

Apr 08, 2026

Item

Resolution Number

2026-092

Assigned to

Clerk Administrator

Status *Assigned *In Progress *Complete

Assigned

Date Expected to Return to Council

May 13, 2026

Council Date

Apr 22, 2026

Item**Investigation of Full Services**

Whereas the Village of Sundridge has a wastewater collection and treatment system which protects Lake Bernard from contamination. The village is not a full-service municipality as it does not have a municipal water service. And that having water service provides safe reliable drinking water eliminates the need for bottled water, and that having municipal water along with wastewater systems enables growth to a municipality which would attract potential builds of businesses, senior's apartment buildings and more homes. And that having a municipal water system would also include the installation of fire hydrants, which would increase safety and reduce owner and tenant insurance rates. And that studies show municipal water systems help protect local groundwater that flows into Lake Bernard, keeping Lake Bernard safe from contamination. And further that the initial costs of setting up a water service is costly the benefits outweigh the cost. Be it resolved that the Council of the Village of Sundridge instruct staff to research the costs for the installation of a municipal water service. And that the Village of Sundridge direct staff to research grants from the provincial and federal government for full or partial coverage of the set-up costs and present it to a future meeting of council.

Resolution Number

Res.2026-100

the original motion is postponed until a public survey is conducted to obtain resident input on the need for municipal water and their interest in knowing more about municipal water services.

Assigned to

Clerk Administrator

Status *Assigned *In Progress *Complete

Assigned

Date Expected to Return to Council

To Be Determined

Council Date

September 9, 2026

Item**Housing-Enabling Infrastructure and Federal Funding Opportunity**

WHEREAS the Government of Canada has announced a new \$1 billion funding stream intended to support municipalities that do not levy development charges, recognizing the infrastructure costs municipalities face in enabling new housing development;

AND WHEREAS the Village of Sundridge does not currently levy development charges and, as a small rural municipality, has limited financial capacity to undertake significant infrastructure investments required to support future residential growth;

AND WHEREAS the Village has undertaken work to review and modernize its municipal planning and regulatory framework, including proceeding with the development of a new Comprehensive Zoning By-law, with the objective of ensuring that municipal policies and regulations appropriately support responsible community growth and development;

AND WHEREAS identifying infrastructure constraints and opportunities in advance of future residential development would further support the Village's efforts to become housing-ready and better position the municipality to respond to future development and funding opportunities;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Village of Sundridge direct staff to review the recently announced federal funding opportunity for municipalities that do not levy development charges, including its eligibility requirements and application timelines;

AND FURTHER THAT staff be directed to identify and report back to Council on potential housing-enabling infrastructure needs, constraints or opportunities within the Village that could support or unlock future residential development, including any projects that may be eligible for funding through this program;

AND FURTHER THAT this work be considered alongside the Village's ongoing planning and regulatory modernization efforts and provide information that may assist future Council in considering housing, infrastructure and community development priorities;

AND FURTHER THAT Council encourage the Government of Canada to ensure that the program recognizes the unique infrastructure needs, financial capacity and circumstances of small, rural and Northern Ontario municipalities.

Resolution Number: Resolution #2026-207

Assigned to: Clerk Administrator

Status *Assigned *In Progress *Complete: Assigned

Date Expected to Return to Council: To Be Determined



Village of South River
Support Village of Sundridge - Highway 11 and Highway 17 Road Visibility

Date: August 11, 2026

Motion: 275-2026

Moved By: Ben Mahan

Seconded By: Ben Scott

BE IT RESOLVED THAT the Council of the Village of South River does hereby support the Village of Sundridge Resolution #2026-162 calling on the Province to review Highway 11 and Highway 17 Road Visibility and Reflective Safety Enhancements; and that this resolution be sent to MPP Graydon Smith, Federation of Northern Ontario Municipalities (FONOM), the Rural Ontario Municipal Association (ROMA), the Association of Municipalities of Ontario (AMO), and the Ontario Ministry of Transportation,

Carried By: Jim O'Hallarn

Lost By: _____

Name of Council Member	Yeas	Nays	Abstention	Pecuniary Interest	Recorded Vote
Mayor Coleman					
Councillor Brandt					
Councillor Brooks					
Councillor O'Hallarn					
Councillor Scott					



Chief Administrative Officer's Report

September 2026

Mission Statement

To foster healthier communities by economically providing caring human services that empower and enable the people we serve to improve their quality of life.

A decorative horizontal bar at the bottom of the page, consisting of a solid blue bar with a light blue curved shape on the right side.

Association of Municipalities of Ontario Conference (Ottawa, Aug 16-19, 2026)

At the recent Association of Municipalities of Ontario (AMO) Conference, the Northern Ontario Service Deliverers Association (NOSDA) held several key meetings with provincial ministries to advocate for priorities affecting Northern communities, with our CAO Tammy MacKenzie joining the delegation to ensure a strong voice for the North.

NOSDA's delegation met with the Honourable Raymond Cho, Minister for Seniors and Accessibility to highlight the importance of creating a Northern Ontario Aging in Place Strategy, bringing together affordable housing, accessibility, transportation, health care, and community supports. NOSDA also shared how its proposed Housing Portfolio Project, which includes approximately 1,200 affordable housing units across Northern Ontario, presents an opportunity to incorporate accessibility and age-friendly design from the outset and support seniors in remaining connected to their communities.



Pictured: Charene Gilles (CAO, Rainy River DSB), Fern Dominelli (NOSDA Executive Director), Lynn Watson (NOSDA Vice-Chair), the Honourable Raymond Cho (Minister for Seniors and Accessibility), Michelle Boileau (NOSDA Chair), Tammy MacKenzie (CAO, Parry Sound DSSAB), Ken Ranta (CEO, Thunder Bay DSSAB).

NOSDA had the opportunity to meet with representatives from Ontario's Ministry of Children, Community and Social Services (MCCSS) to discuss the important connection between income stability, housing stability, and workforce participation. The discussion reinforced the importance of ensuring people have the stability and supports they need to secure housing, and build stronger futures. We appreciate the opportunity to share Northern Ontario's priorities and look forward to continued collaboration.



'Everyday Impact' – August 2026

Jessica Cargill

Jessica is a valuable member of our Esprit Team. She brings a background of working knowledge and applies it to her new role as a Residential Program Worker. She provides expectational support to the residents through her compassion and kindness.

If a resident is struggling or just wants to chat, Jessica will take the time to make a cup of tea for them and sit down in a warm and caring atmosphere and just listen and provide sound supportive guidance.

When not in the shelter working, residents will always ask when her next shift is. She takes the time to make a meaningful difference in the lives of each resident. She is not only supportive to the residents but also to her coworkers and is an all-around team player!



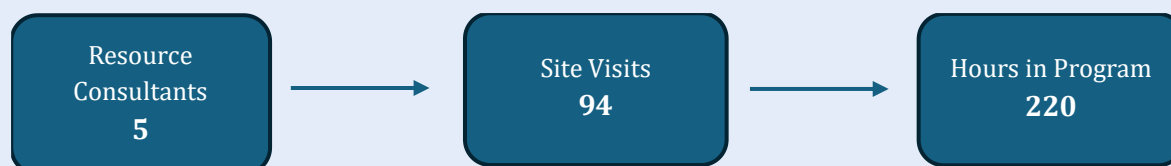
Inclusion Support Services – July 2026

Age Group	EarlyON	Licensed ELCC	Monthly Total	Discharges	Referrals	Waitlist
Infant (0–18 months)	0	1	1	0	1	0
Toddler (18–30 months)	2	5	7	0	1	0
Preschool (30–47 months)	8	43	51	0	0	0
JK/SK (48 months–6 years)		21	21	2	0	0
School Age (6 years+)	1	1	2	0	0	0
Monthly Total	11	71	82	2	2	0
Year to Date	15	77	94	8	31	0

Active Caseload: 82 Children

Referrals: 2 (*children may be referred for more than one reason*)

- 2 Speech and Language Delays,



EarlyON Child and Family Centre **Reporting Month: July 2026**

Activity	Monthly Total	Year to Date
Number of Child Visits	769	5983
Number of Unique Children - monthly	259	878
Number of Adult Visits	537	4339
Number of Unique Adults - monthly	187	742
Number of Professionals	19	202
Number of Virtual Programming Events	9	15
Number of engagements - social media	888	2829
Number of views - social media	29771	157376

EarlyON Literacy Program, July 2026

The goal for promoting literacy in the early stages/years of life is to support continued communication, and language development. This includes encouraging talking, listening, singing, storytelling, reading, and building vocabulary through play. Early literacy skills and experiences help prepare/set children up for success with writing and reading as they enter school.

The ways that we help to build these skills are through a multitude of hands-on activities, learning through environment and play, and interactions among peers and trusted adults. By making literacy/learning fun and engaging it helps young children remember experiences and connect new information to what they already know.

When children learn through play, stories, songs, movement, hands-on activities, and positive interactions, they are more likely to stay interested, participate, and recall what they learned. These types of learning experiences not only support language, but they encourage confidence, creativity, and overall development

July Summary	
Total Visits	14
Total Programs/Centres	14
Total Hours	33.50
Total Children	111
Total Professionals	38
Total Adults	85
Total Families	71

Funding Sources for District Wide Childcare Spaces

Child Care Service Management

Total Children by Funding Source – July 2026

ACTIVE		
Funding Source	# of Children	# of Families
CWELCC	46	45
CWELCC Full Fee	233	229
Extended Day Fee Subsidy	4	4
Fee Subsidy	59	49
Full Fee	1	1
Ontario Works	1	1
Total Active:	344	329

NEW		
Funding Source	# of Children	# of Families
CWELCC	2	2
CWELCC Full Fee	6	6
Extended Day Fee Subsidy	1	1
Fee Subsidy	33	27
Full Fee	0	0
Ontario Works	0	0
Total New:	42	36

EXITS		
Funding Source	# of Children	# of Families
CWELCC	0	0
CWELCC Full Fee	0	0
Extended Day Fee Subsidy	0	0
Fee Subsidy	5	5
Full Fee	0	0
Ontario Works	0	0
Total Exits:	5	5

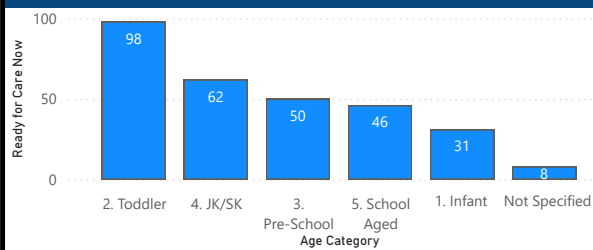
The District of Parry Sound Child Care Application Portal was launched on July 24, 2024. Since implementation, operators and child care service management staff have been working to "clean" the Application Portal by removing duplicates, training staff and assisting families with updating their profiles.

Registry and Waitlist Data for July 2026

Children Waiting for Primary Care

295

Children Waiting for Primary Care by Age Category



Unique Children Waiting for Care

518

Children who Identify as Indigenous

74

Children Identifying Francophone Relatives

49

Waiting for Care - This number represents the unique children who are currently applied for care. This includes children who may already be placed in a program and have applied to another. This also includes the number of children pre-registered for future care.

Additions to Application Portal

34

Children Placed

10

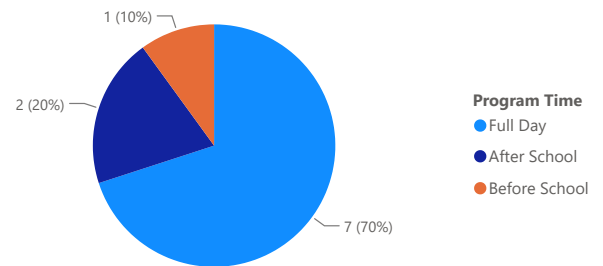
Spaces Filled

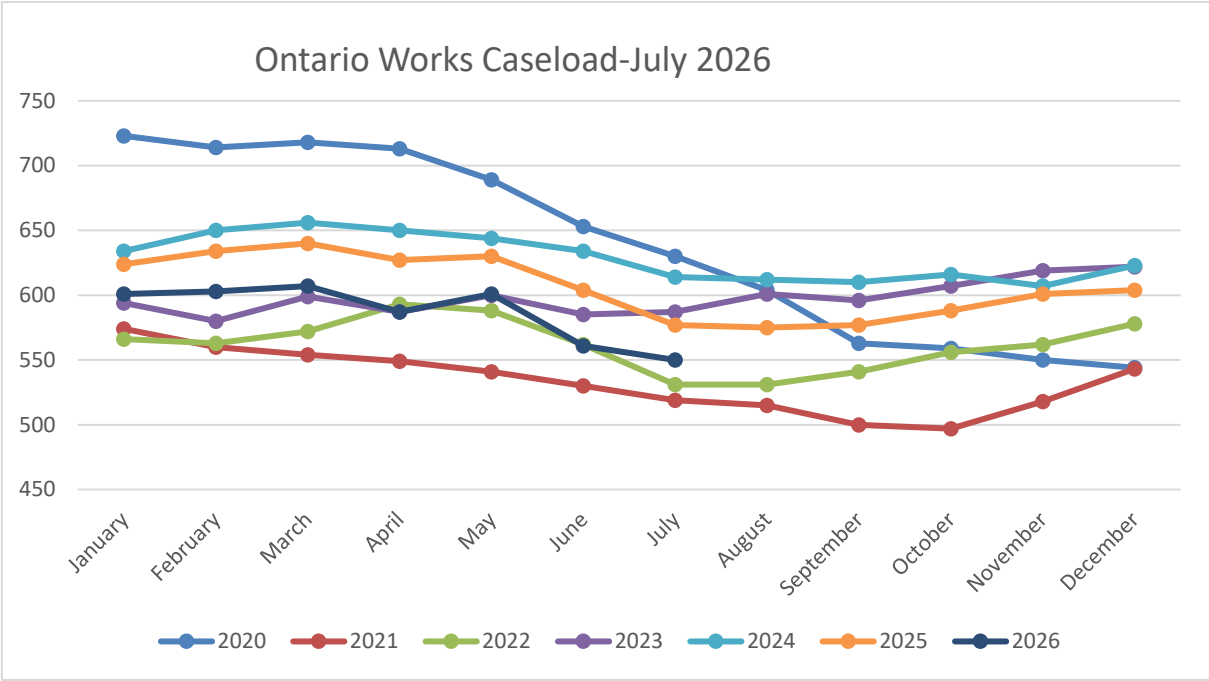
10

Children Placed - The number of unique children placed in a program.

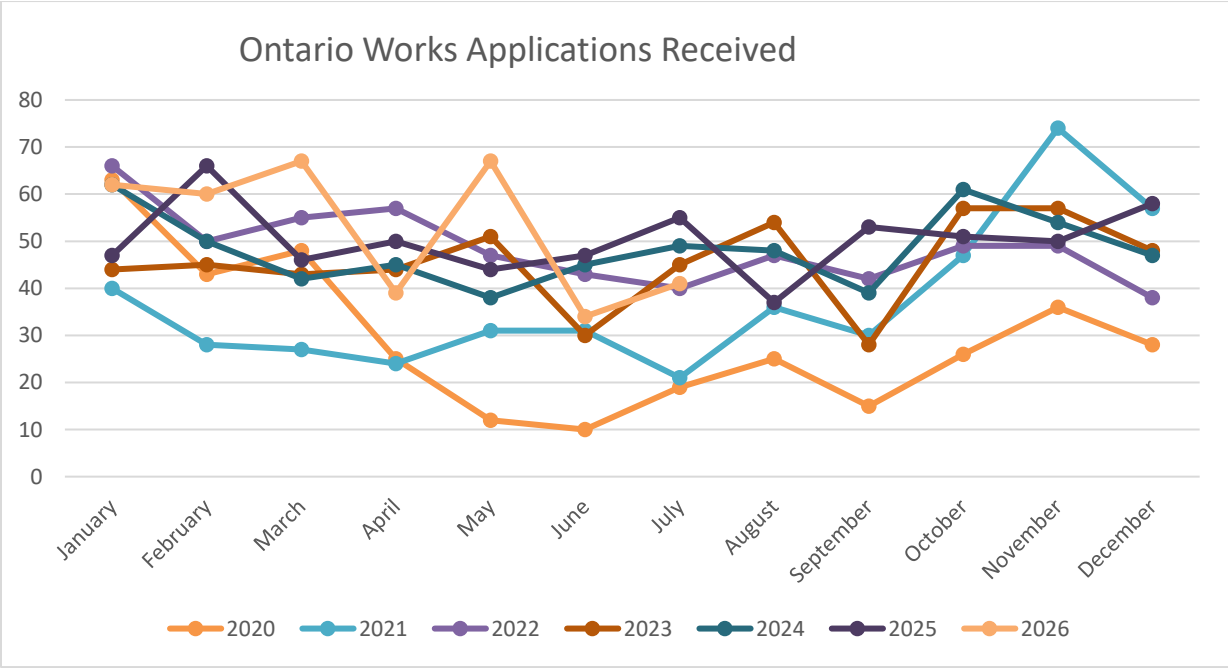
Spaces Filled - The number of spaces filled by a child. A child may be placed in more than one space, ie: before school space and after school space.

Spaces Filled by Program Time

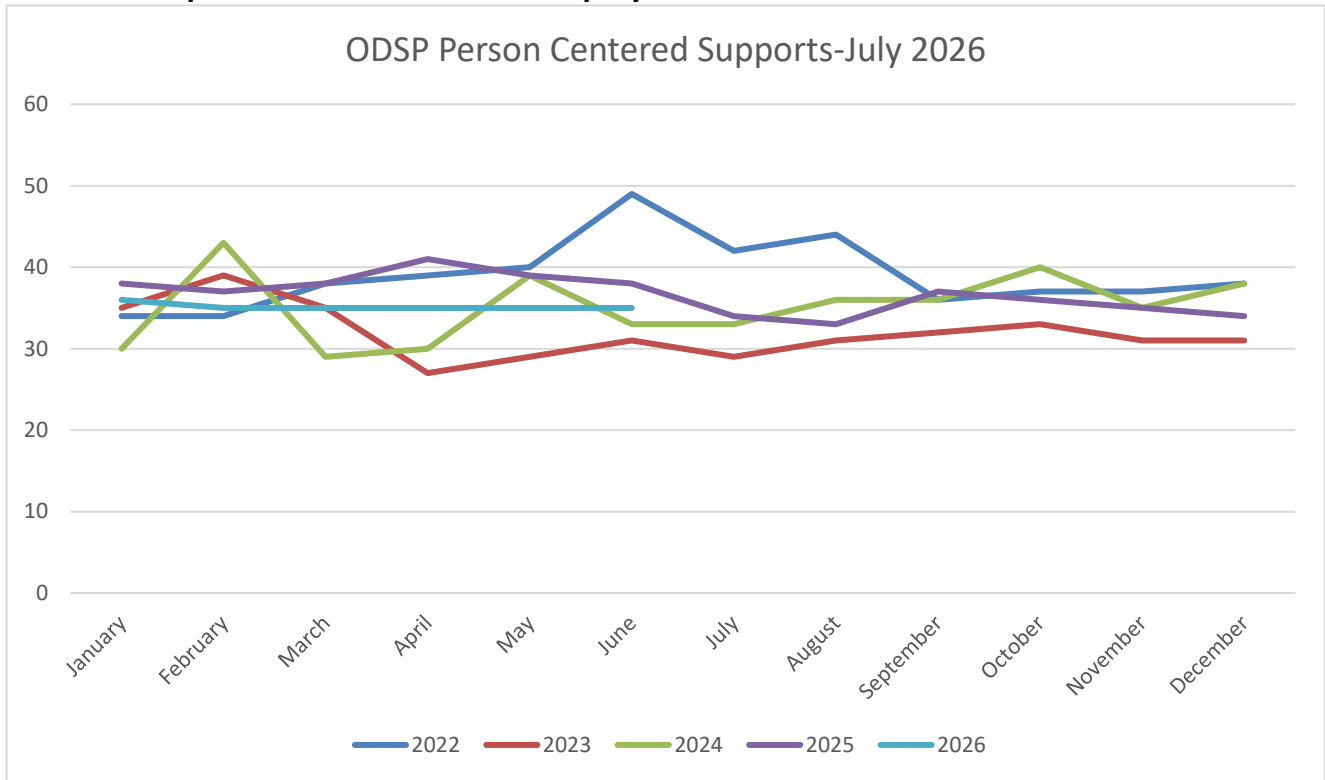




Ontario Works Intake - Social Assistance Digital Application (SADA) & Local Office Ontario Works Applications Received



ODSP Participants in Ontario Works Employment Assistance



The OW Caseload continue to hold steady at **550** cases. We are providing **35** ODSP participants Person-Centred Supports. We also have **56** Temporary Care Assistance cases. **41** applications were received through the province's Ontario Works Intake Unit (OWIU).

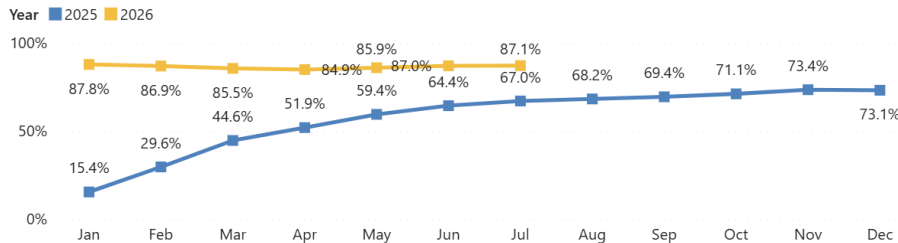
Ontario Works (OW) Performance Measures

On March 1st, 2025, as part of the province's Employment Services Transformation, we officially entered Integrated Employment Services model (IES) along with our Northeast DSSAB partners with our new Service System Manager College Boreal. This means that employment assistance for Social Assistance recipients now moves under the Employment Ontario umbrella. We are responsible for providing Person Centered Supports to SA Recipients in 4 Support Pillars.

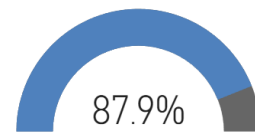
- Crisis & Safety-homelessness, personal safety
- Health-medical, mental health counselling, addiction treatment
- Life Skills-Literacy and Basic Skills such as budgeting, time management
- Community Supports-Housing, transportation and legal support

*NDA-Non-Disabled Adult

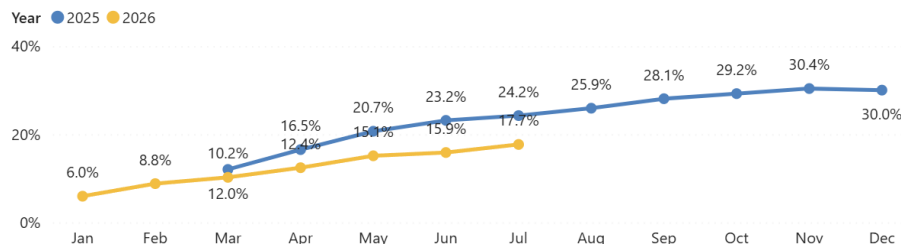
Percentage of OW + NDA Members with mandatory participation requirements that have created a Social Assistance Action Plan (Cumulative Year-to-Date)*



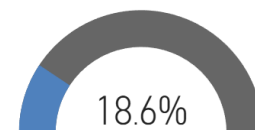
Provincial Value for Latest Month in Selected Range



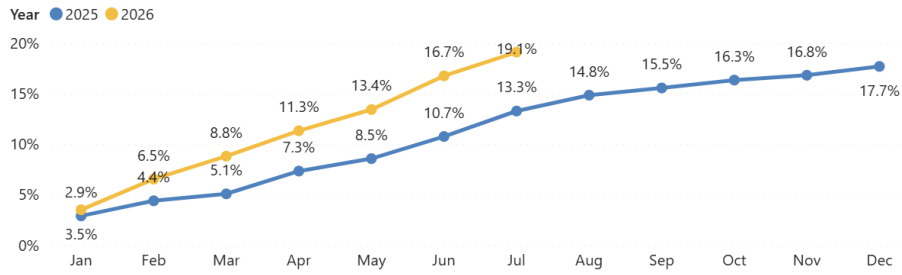
Percentage of OW + NDA Members with mandatory participation requirements that are referred to EO (Cumulative Year-to-Date)



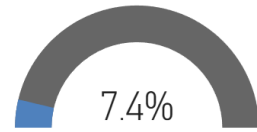
Provincial Value for Latest Month in Selected Range



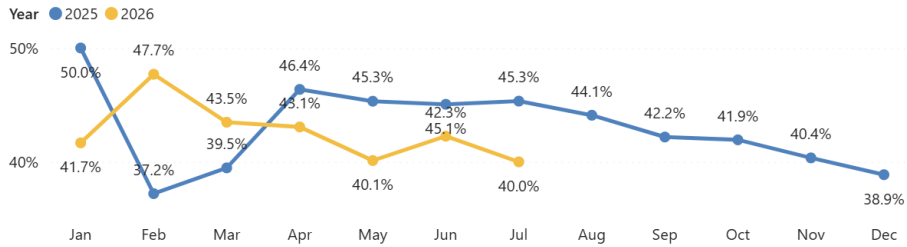
Percentage of Ontario Works cases exiting to employment (Cumulative Year-to-Date)



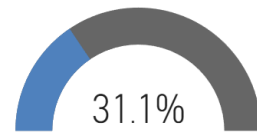
Provincial Value for Latest Month in Selected Range



Percentage of Ontario Works cases who exit the program and return within one year (Cumulative Year-to-Date)

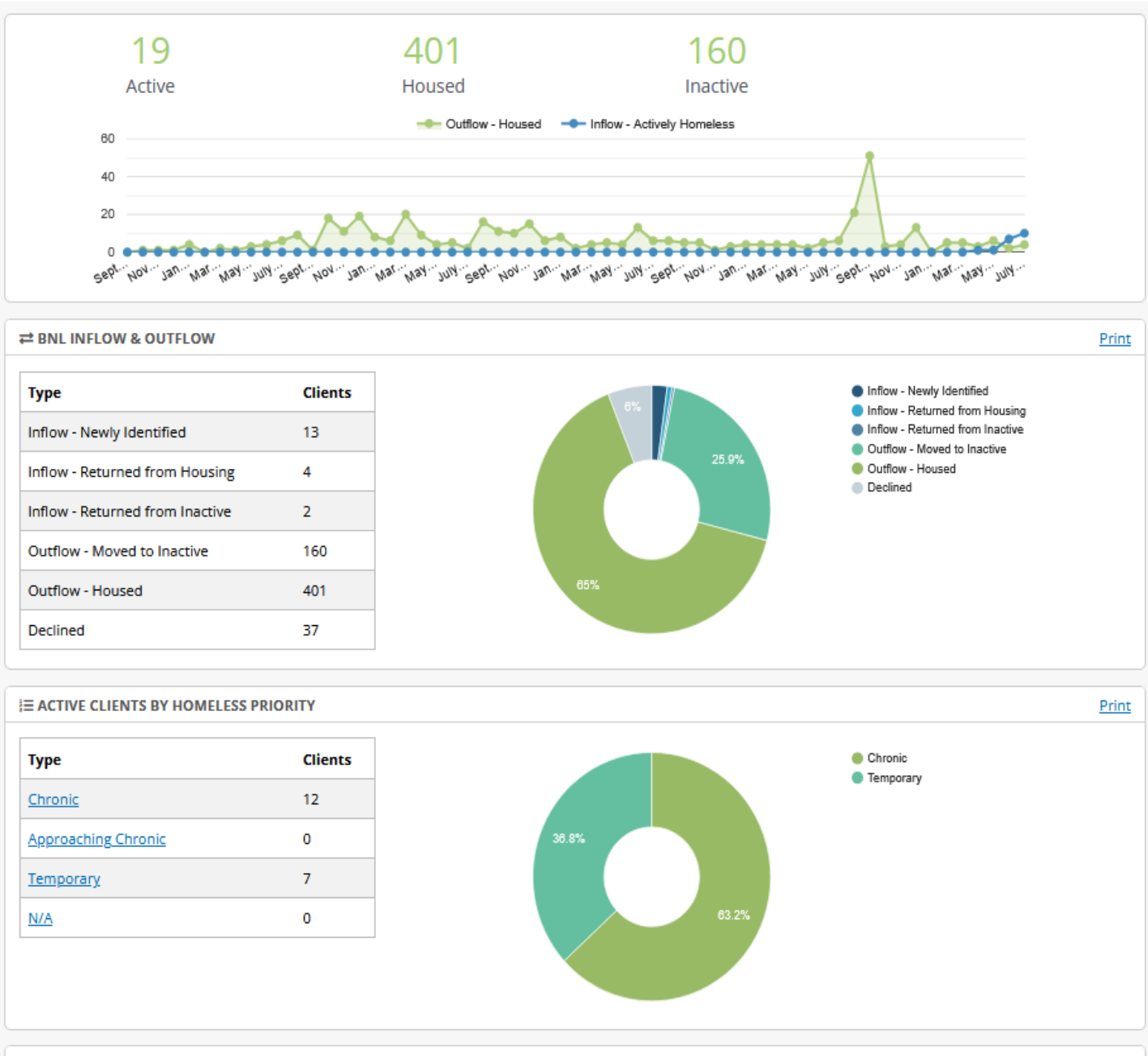


Provincial Value for Latest Month in Selected Range

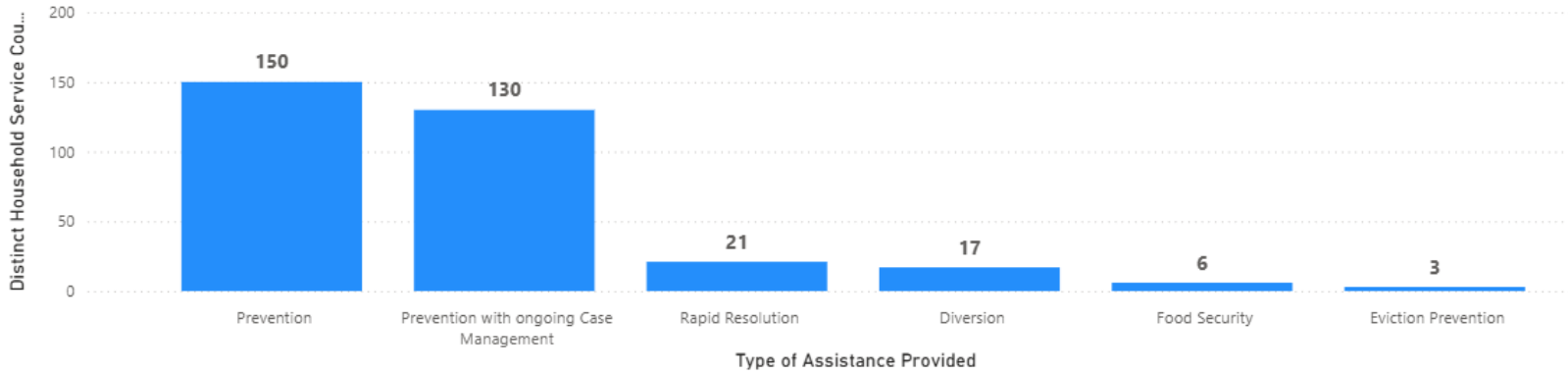


By Name List

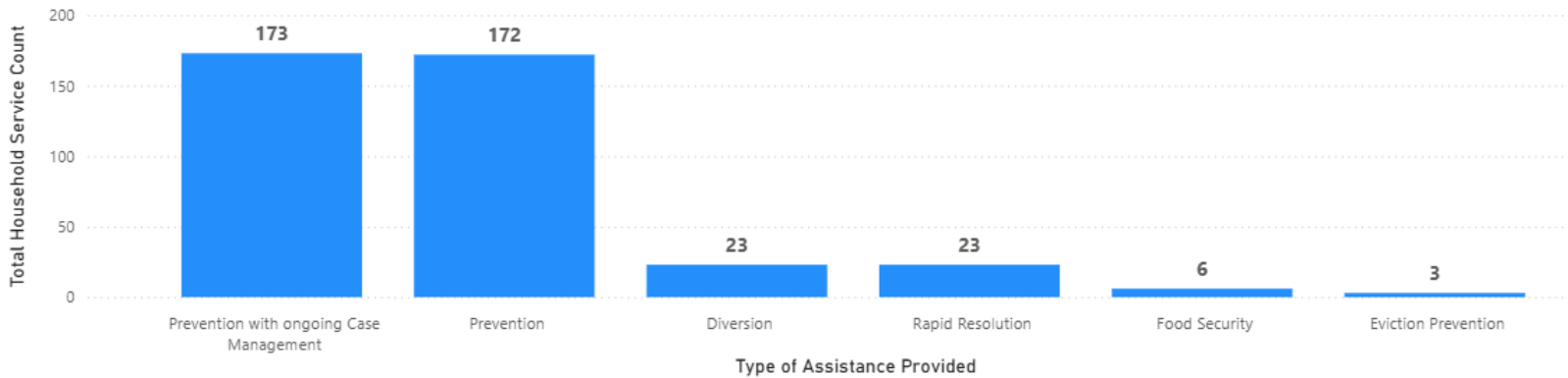
The By Name List is real-time list of all known people who are experiencing homelessness in our community that are willing to participate in being on the list and connecting with our agency for ongoing support to obtain affordable and sustainable housing. The individuals who are connected to this program are provided Intense Case Management supports with the foundations from Coordinated Access towards housing focused solutions.



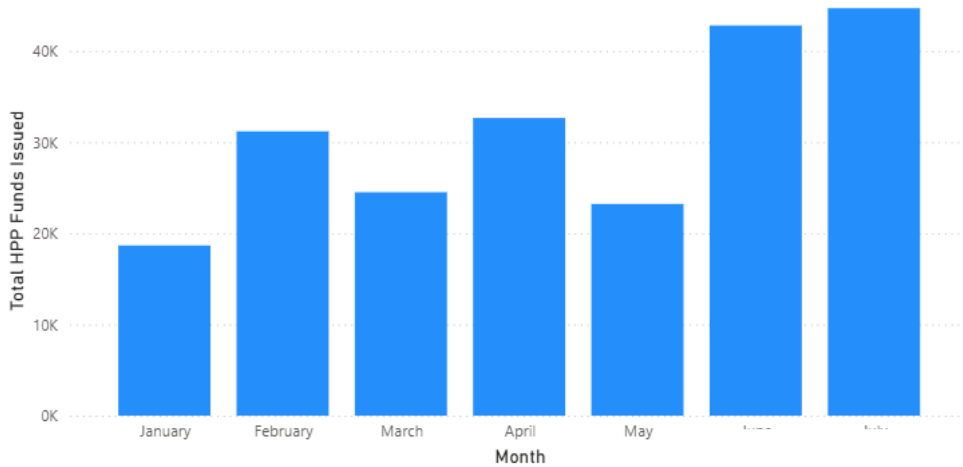
Distinct Household Service Count by Type of Assistance Provided



Total Household Service Count by Type of Assistance Provided



Total HPP Funds Issued by Month



Type of Assistance-HPP

All

Year, Month

Multiple selections

217,668.07

Total HPP Funds Issued

Provincial Priority Groups

Unique Households Served

Chronic Homelessness	13
Indigenous	13
Transitioning from Provincial Institution	4
Youth aged 16-25	18
Total	47

Households Served

Total HPP Funds Issued

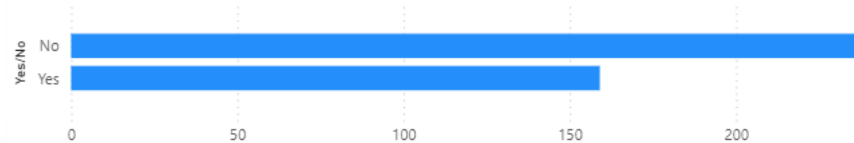
Chronic Homelessness	115	105,680.44
Indigenous	82	75,184.78
Low Income Non Senior	64	16,798.45
Low Income Senior	43	20,004.40
Total	294	217,668.07

Housing Status

Unique Households Served

At Risk of Homelessness	267
Experiencing Homelessness (and not currently on BNL)	24
On BNL	15
Total	294

Has the client been issued HPP in the past?



Type of Assistance Provided	Low Income Non Senior	Low Income Senior	ODSP	OW	Total
Diversion	3	4	5	5	17
Eviction Prevention			2	1	3
Food Security			2	4	6
Prevention	41	33	58	20	150
Prevention with ongoing Case Management	17	9	19	88	130
Rapid Resolution	7		8	6	21
Total	68	4			

Year, Month

Multiple selections

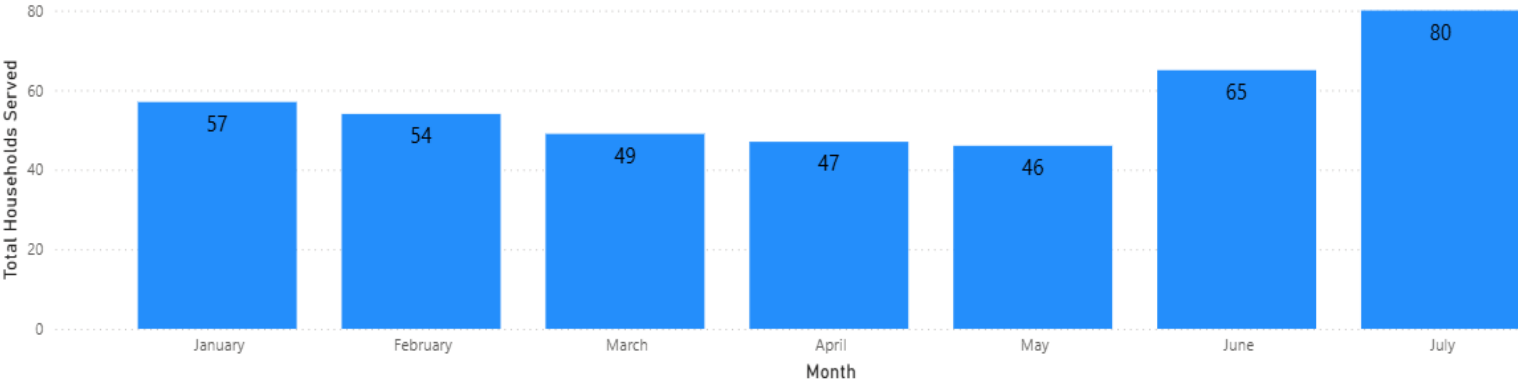
294

Unique Households Served

398

Total Households Served

Total Households Supported through HPP by Month-All



Housing Programs Update—July 2026

Social Housing Centralized Wait List Report			
	East	West	TOTAL
	Parry Sound	Parry Sound	
July 2026			
Seniors	58	155	213
Families	189	503	692
Individuals	699	190	889
TOTAL	946	848	1794
Total Wait List Unduplicated			489

Social Housing Centralized Wait List (CWL) 2025-2026 Comparison Applications and Households Housed from the CWL												
Month 2025	New APP	New SPP	Cancelled	Housed	SPP Housed	Month 2026	New App	New SPP	Cancelled	Housed	SPP Housed	
Jan	9			2		Jan	6	0	9			
Feb	8		2	3		Feb	11	2	5	1		
Mar	9	1	4	1		Mar	9		5	3	1	
Apr	6	1	10			Apr	4			1	1	
May	11		1	2		May	21	1				
June	12	2	1	2		June	14		8	3		
Jul	14			2	1	Jul	15			4	3	
Aug	9	1	1	2	1	Aug						
Sept	7	4	1	2	2	Sept						
Oct	8		1	1		Oct						
Nov	1	1	1			Nov						
Dec	7		5	2	1	Dec						
Total	101	10	27	19	5	Total	80	3	27	12	5	
						SPP = Special Priority Placement						

Summary:

- There were fifteen new approved applications to the centralized waitlist in the month of July. Two applications received were ineligible – one due to arrears with a social housing provider and another due to assets in excess.
- Four applicants were housed from the waitlist, with three of them holding special priority status.
- No applications were cancelled in July.
- Three Special Priority applications were in progress, with another two sent out at the request of the applicant and/or community partner.
- Two new rent supplements started July 1, with another four anticipated to start August 1

HOUSING OPERATIONS AND SERVICE MANAGEMENT

July 2026 Statistical Information

Activity for Tenant Services

	CURRENT MONTH	YEAR TO DATE
Move-Outs	3	20
Move In (Centralized Waitlist along with Internal transfers)	4	14
L1/L2 Hearings	1	5
N4 Delivered to tenant or filed with the LTB– Notice of eviction for non-payment of rent	1	5
N5 Filed with the LTB– notice of eviction disturbing the quiet enjoyment of the other occupants	3	15
N6 Filed with the LTB –notice of eviction for illegal acts or misrepresenting income for RGI housing	0	1
N7 Filed with the LTB – notice of eviction for willful damage to unit	0	0
Repayment Agreements (new) (Formal & informal)	1	6
No Trespass Order	0	0
Mediation/Negotiation/Referrals	46	246
Tenant Home Visits/Wellness checks	173	419
Tenant Engagements/Education	18	69

Activity for Property Maintenance

Pest Control		Monthly pest control inspections were completed at 8 buildings. 38 units were inspected. Of the 38 units, 2 units required treatment.
Vacant LHC units	12	Vacancy includes units requiring capital repairs
Vacant units: TMV	3	
After Hours Calls	9	monitoring station offline, Fridge repairs required
Work Orders	200	Work orders are created for our staff to complete routine maintenance repairs for all DSSAB/LHC Buildings
Purchase Orders	186	Purchase Orders are for services, and materials required outside of the Housing Operations Department scope of work for the LHC/DSSAB properties
Fire Inspections	3	Fire inspections completed on properties in July with Huronia Alarms/FPO's. Monthly inspections continue at every building.
Annual Inspections	127	Annual inspections completed in July.
Inspections (Other)	10	Housing keeping, Fire Prevention Officer follow up, pests, and preconstruction/postconstruction
Incident Reports	0	

Capital Projects Monthly Report - July 2026

Monthly Board Report

This monthly report provides an overview of capital project activities undertaken during July 2026. The month focused on continued advancement of the approved 2026 capital program through completion, deficiency review, quotation recommendations, scheduling, contractor coordination, and progression of building envelope and site infrastructure priorities. Key activity included completion of a generator repair item, continued final inspection tracking for generator-related work, completion of one siding phase and commencement of the next phase, deficiency review for a large driveway and concrete scope, preparation of quote recommendations for several asphalt and concrete locations, continued tracking of mechanical and backflow items, and further coordination of remediation, roofing, eavestrough, exterior door, fencing, lighting, and ceiling items requiring pricing, scheduling, or final direction.

Hazardous Material Remediation and Water Damage Repairs

Remediation and water-damage-related activity continued during July through budget review, quotation tracking, and coordination with associated repair work. One remediation scope involving interior ceiling and flooring removals remained active through budget review and further direction. An attic remediation scope remained quoted and continued to require roofing review before related decking, re-shingling, and abatement follow-up can be finalized. Additional remediation-related repair items, including interior restoration, exterior wall repair, and kitchen replacement priorities, remained pending further quotation, scope confirmation, or implementation direction. These items continued to require coordination between investigation, abatement, construction repair, maintenance turnover, and final close-out requirements.

Plumbing, HVAC, and Duct Maintenance

Plumbing and mechanical work progressed during July primarily through tracking of previously completed and awarded scopes. One domestic hot water heater replacement had been completed, while another domestic hot water heater scope had advanced through quotation and award coordination and remained subject to scheduling and close-out requirements. Backflow preventor work remained complete for the previously closed scope, with no major new backflow completion recorded during the reporting period. No major new district-wide HVAC project was otherwise mobilized in July. Mechanical priorities will continue to be tracked through quotation, award, scheduling, completion, inspection, and future building-performance review as required.

Doors, Siding, Painting, and Cosmetic Upgrades

Exterior finish-related scopes advanced during July through siding completion, next-phase start-up, quotation, and site review. One siding phase was completed late in the month and remained subject to deficiency verification before final payment. A subsequent siding phase commenced near the end of July, while another approved siding scope remained scheduled for future start-up. Exterior door quotation activity continued for another building-envelope item, and a fencing-related scope advanced through site review with quotation still required. Several additional exterior and cosmetic repair priorities, including sealants, beam refinishing, exterior wall repairs, and kitchen replacement work, remained pending quotation, re-pricing, or final direction before proceeding.

Generator and Electrical Work

Generator and electrical activity continued during July through completion, final inspection tracking, and close-out coordination. One generator repair scope was completed on July 7th following prior inspection and deficiency follow-up. A separate backup-generator connection remained operational and continued through final inspection and close-out tracking. Lighting and ceiling-related items remained active across the portfolio, with previously completed work in place, one ceiling-related phase still outstanding, and another lighting and ceiling scope remaining at the quotation review stage. No major new electrical panel replacement was completed during July. Electrical and generator scopes will continue to be tracked through inspection, deficiency correction, quotation, approval, and final close-out as required.

Roofing and Eavestrough Projects

Roofing and eavestrough activity remained active during July through quotation, re-quotation, and coordination with remediation requirements. An attic remediation scope continued to require roofing review before related decking and re-shingling requirements can be confirmed. Shed shingling work remained pending quotation. Eavestrough work also continued through re-quotation and emergency quote activity, with one scope requiring additional pricing review due to budget pressure and contractor capacity concerns, and another scope progressing through emergency quotation. Roofing and eavestrough priorities remain connected to broader building envelope planning where drainage, remediation, exterior renewal, budget availability, and contractor scheduling overlap.

Structural Repairs, Infrastructure and Foundation Assessments

Structural and site infrastructure work advanced during July through deficiency review, quote recommendation preparation, and continued assessment of remaining paving and concrete priorities. A large driveway and concrete scope remained active, with work having commenced earlier and a July site meeting held to review deficiencies and confirm follow-up requirements. Several asphalt and concrete quote recommendations were prepared for submission in July, while other locations remained pending quotation or further review. Additional family-unit driveway locations had not yet been fully assessed or quoted. Masonry work that had previously commenced continued to be tracked through implementation and completion coordination. Remaining infrastructure priorities, including driveways, concrete, exterior wall repairs, sealants, beams, and related site work, continued to require quotation, review, deficiency follow-up, or final direction.

Security Enhancements

No new security enhancement projects were undertaken during July. Existing measures remained in place and operational, with ongoing monitoring continuing to support building safety and access control across the portfolio. Any future security-related work will continue to be coordinated through the approved capital plan and reported as procurement, scheduling, or implementation milestones occur.

Consulting and Engineering Contracts

Consultant, contractor, and engineering coordination remained a significant component of the capital program during July. Quotation review and recommendation preparation continued to support asphalt, concrete, driveway, siding, eavestrough, roofing, remediation, exterior door, fencing, lighting, and ceiling-related work. Site review activity supported both deficiency follow-up and quotation preparation, while several items remained pending contractor pricing, revised pricing, scheduling confirmation, or supervisory direction. These activities continue to support procurement discipline, budget validation, and appropriate implementation sequencing before additional work proceeds.

Childcare Capital Acceleration

Childcare-related capital activity remained selective during July. A backup-generator connection serving a childcare-related facility remained operational and continued through final inspection and close-out tracking. No major new childcare-specific capital project was otherwise completed during the reporting period. Childcare-related priorities remained subject to the approved capital plan and will continue to be reported as procurement, inspection, scheduling, access, tenant communication, or implementation milestones occur.

Completion Highlights (July 2026)

July was defined by continued movement of the 2026 capital program through completion, deficiency review, quotation recommendation, site review, scheduling, and close-out tracking. Key accomplishments included completion of one generator repair scope, completion of one siding phase subject to final deficiency verification, commencement of the next siding phase, a deficiency review meeting for a large driveway and concrete scope, preparation of several asphalt and concrete quote recommendations for submission, continued tracking of a backup-generator final inspection, and advancement of a fencing-related item through site review. The month also clarified several items requiring continued quotation, re-quotation, repair coordination, or final direction, including remediation and roofing follow-up, shed shingling, eavestrough pricing, exterior door quotation, lighting and ceiling work, exterior wall repairs, sealants, beams, kitchen replacement work, and remaining asphalt, concrete, and driveway locations.

In summary, July demonstrated continued progress across the approved 2026 capital program, with several scopes advancing through completion, start-up, deficiency review, quote recommendation, and close-out coordination. The next reporting period will focus on siding deficiency verification and continued siding implementation, follow-up on driveway and concrete deficiencies, submission and review of asphalt and concrete quote recommendations, generator final inspection close-out, eavestrough re-pricing, remediation and roofing coordination, exterior door and fencing quotations, and continued implementation of mechanical, electrical, structural, building envelope, and infrastructure priorities.

Social Media Stats

Facebook –District of Parry Sound Social Services Administration	FEB 2026	MAR 2026	APR 2026	MAY 2026	JUN 2026	JULY 2026
Total Page Followers	837	841	849	865	884	893
Post Reach this Period (# of people who saw post)	56,115	16,807	9473	10,273	9353	10,827
Post Engagement this Period (# of reactions, comments, shares)	1,760	847	261	743	391	383

Facebook -Esprit Place Family Resource Centre	FEB 2026	MAR 2026	APR 2026	MAY 2026	JUN 2026	JUL 2026
Total Page Followers	251	251	251	252	252	253
Post Reach this Period (# of people who saw post)	308	1972	275	354	186	706
Post Engagement this Period (# of reactions, comments, shares)	3	15	2	8	11	6

DSSAB LinkedIN Stats https://bit.ly/2YyFHIE	FEB 2026	MAR 2026	APR 2026	MAY 2026	JUNE 2026	JULY 2026
Total Followers	598	601	604	609	612	612
Search Appearances (in last 7 days)	80	60	35	51	37	17
Total Page Views	50	33	9	32	31	5
Post Impressions	1735	1465	666	1282	1024	677
Total Unique Visitors	20	16	7	12	20	4

Instagram - Esprit Place Family Resource Centre https://www.instagram.com/espritplace/	FEB 2026	MAR 2026	APR 2026	MAY 2026	JUN 2026	JULY 2026
Total Followers	120	122	122	123	124	125
# of accumulated posts	81	82	82	83	84	85

August 2026

LABOURFOCUS

The Labour Market Group



JOBS REPORT JULY 2026

TOTAL NUMBER OF JOB POSTINGS

839

NIPISSING

201

PARRY SOUND

108

from June

6

from June

TOP INDUSTRY WITH VACANCIES

NIPISSING

Health Care & Social Assistance (31.8%)

PARRY SOUND

Health Care & Social Assistance (26.9%)

To view the full report, visit our website
www.thelabourmarketgroup.ca
readysethired.ca



Highlights from the Federation Of Northern Municipalities – Workforce Development and Job Vacancies Report

MUNICIPAL WORKFORCE RECRUITMENT CHALLENGES

The survey of Northern Municipalities points to a broad municipal hiring challenge: essential and specialized roles are difficult to fill. Municipalities are already using multiple recruitment channels, and **94%** of respondents report at least **some difficulty attracting qualified candidates**.

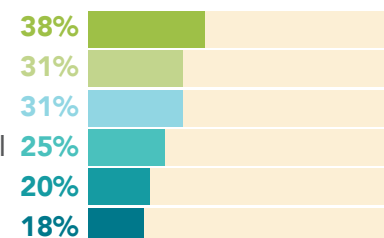
HARDEST-TO-FILL POSITIONS

Recruitment pressure is concentrated in core municipal functions. Senior management is the most frequently cited hard-to-fill area, followed by public works and finance. Respondents also identified specialized building, planning and IT roles, highlighting a thin candidate pool for technical and regulatory positions.

Hard-to-fill occupational area

Senior management
Public works
Finance
Administrative/clerical
By-law enforcement
Water/wastewater

All municipalities



Questions or concerns?
Feel free to contact us at
info@thelabourmarketgroup.ca



T. 705.478.9713

150 First Ave. West
Suite 103, North Bay, ON
P1B 3B9

The Labour Market Group is funded by:



Source: Federation of Northern Ontario Municipalities Workforce Development and Job Vacancies.

www.thelabourmarketgroup.ca

MORE FROM THE JULY JOBS REPORT:

TOP OCCUPATIONS

NIPISSING

Sales & Service (27.3%)

Health Occupations (18%)

Trades, Transportation, and Equipment Operators (18%)

PARRY SOUND

Sales & Service (39.3%)

Trades, Transportation, and Equipment Operators (17.9%)

Health Occupations (14.9%)

To view the full report, visit our website
www.thelabourmarketgroup.ca
readysethired.ca

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150 First Ave. West
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P1B 3B9

The Labour Market Group is funded by:



Recruitment Methods are Already Broad

One-third of respondents reported using **multiple or all available recruitment methods**. Social media, online job boards and municipal websites were the most common individual channels. When asked what works best, social media received

the most mentions, while professional and industry associations were important for specialized roles. The findings suggest that recruitment success depends on matching the channel to the occupation, rather than simply posting more widely.

QUALIFIED CANDIDATES REMAIN THE CENTRAL CONSTRAINT

51%

Difficulty attracting qualified candidates

43%

Difficulty for some positions

7%

No difficulty

Only 7% of respondents reported no difficulty attracting qualified candidates. Smaller municipalities appear to face the broadest challenge: among communities under 1,000 residents, 68% reported general difficulty, compared with 27% who said the issue applied only to some positions. Larger municipalities were more likely to experience recruitment difficulty in specific occupations.

BOTTOM LINE:

The evidence points to a limited supply of qualified talent, particularly for leadership, public works, finance and specialized technical roles. Coordinated workforce development, targeted recruitment and stronger regional candidate pipelines are likely to be more effective than relying on additional advertising alone.



Source: Federation of Northern Ontario Municipalities Workforce Development and Job Vacancies.

www.thelabourmarketgroup.ca

MONTHLY JOBS REPORT

June 2026

The Labour Market Group

Guiding partners to workforce solutions.

NIPISSING DISTRICT

There were 731 job postings recorded in June for the Nipissing District, representing a 26.7% increase (+154 postings) compared to May and the strongest month of 2026 so far. This volume sits 25.1% above the previous four-year June average (585) and 59.3% higher than June 2025 (+272), marking a significant expansion in summer hiring activity. Employer participation grew alongside volume, with 296 unique employers active in the market, a 16.1% increase (+41) from May, indicating broad-based hiring across the district.



OF THE 731 JOB POSTINGS



296

unique employers posted jobs.



15.3%

(112) Requiring a bilingual individual.

24.2%
(177) Criminal Record Check.



For postings that listed an annual salary.



\$77,579.79/year
AVERAGE



\$28.54
HOURLY WAGE

The average hourly wage in June for those postings which listed one.

Of the 389 postings which listed an hourly wage 0.3% (1) were listed at the **provincial minimum wage of \$17.20/hour.**

PARRY SOUND DISTRICT

There were 195 job postings recorded in June for the Parry Sound District, representing a 24.2% increase (+38 postings) compared to May and a 74.1% increase over June 2025 (+83). This volume sits well above the previous four-year June average, marking a strong start to the summer hiring season. Employer participation grew alongside volume, with 99 unique employers active in the market, a 12.5% increase (+11) from May.



OF THE 195 JOB POSTINGS



99

unique employers posted jobs.



2.1%

(4) Requiring a bilingual individual.

10.3%
(20) Criminal Record Check.



For postings that listed an annual salary.



\$81,331.24/year
AVERAGE

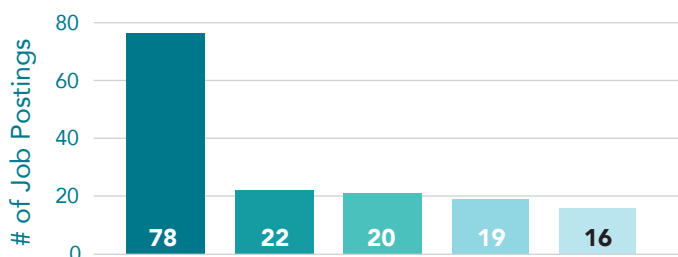


\$29.46
HOURLY WAGE

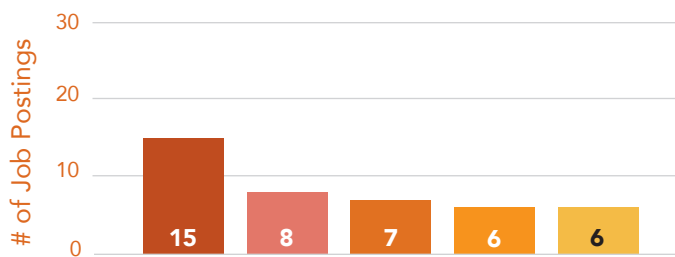
The average hourly wage in June for those postings which listed one.

Of the 122 postings which listed an hourly wage **none** were listed at the **provincial minimum wage of \$17.20/hour.**

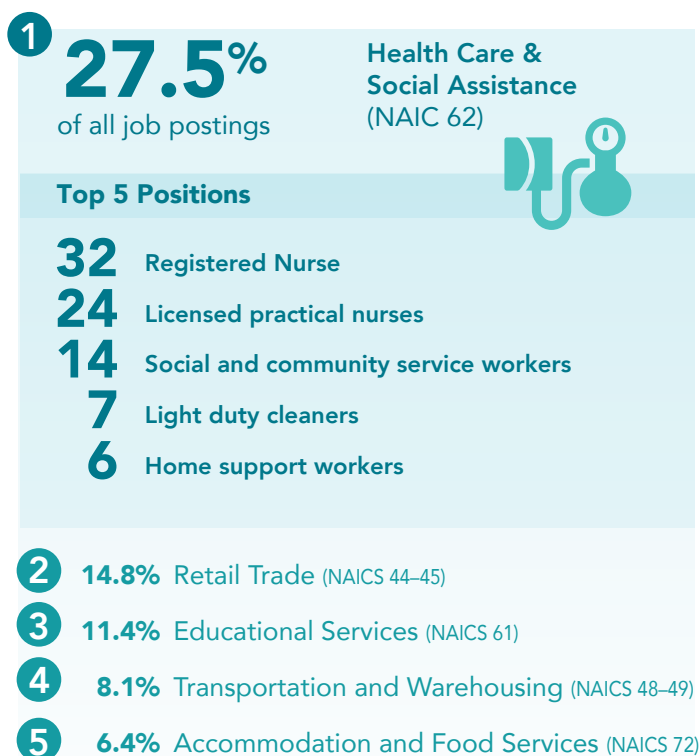
TOP 5 EMPLOYERS POSTING JOBS



TOP 5 EMPLOYERS POSTING JOBS



TOP 5 INDUSTRIES HIRING (NAICS)



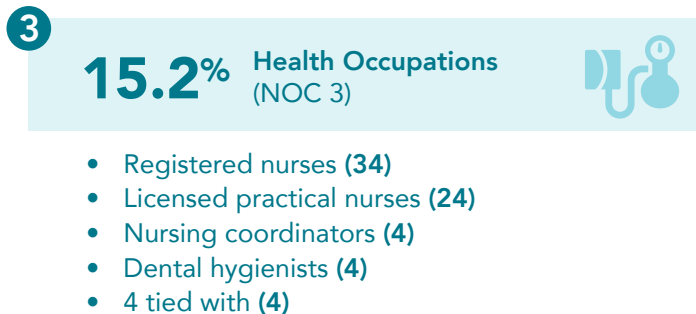
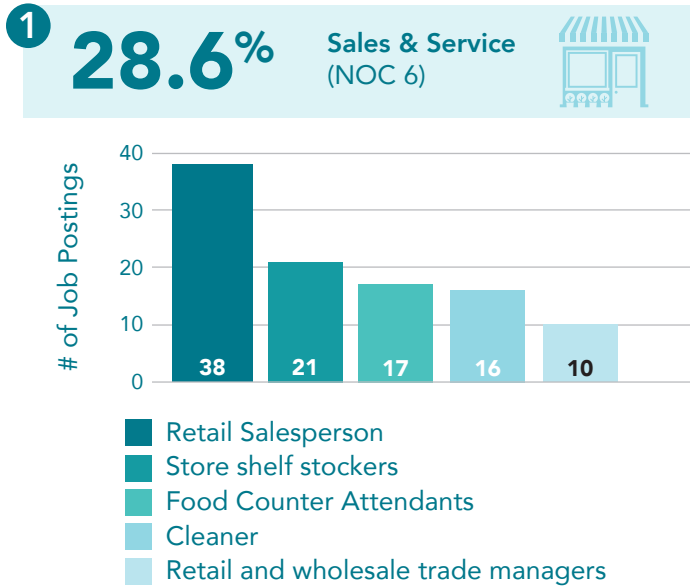
Health Care and Social Assistance (NAICS 62) remained the largest contributor in June, accounting for 27.5% (201) of all postings and posting the largest absolute gain (+51). The largest month-over-month increase in share occurred in Administrative and Support Services (56), up 1.6 points (+15 postings), followed by Accommodation and Food Services (72), up 1.4 points (+18) as seasonal tourism hiring ramped up. The largest decline in share was Manufacturing (31-33), which fell 3.0 points (-10 postings) after its May surge.

TOP 5 INDUSTRIES HIRING (NAICS)



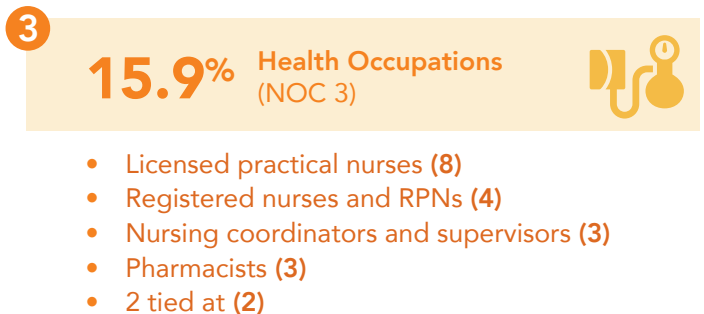
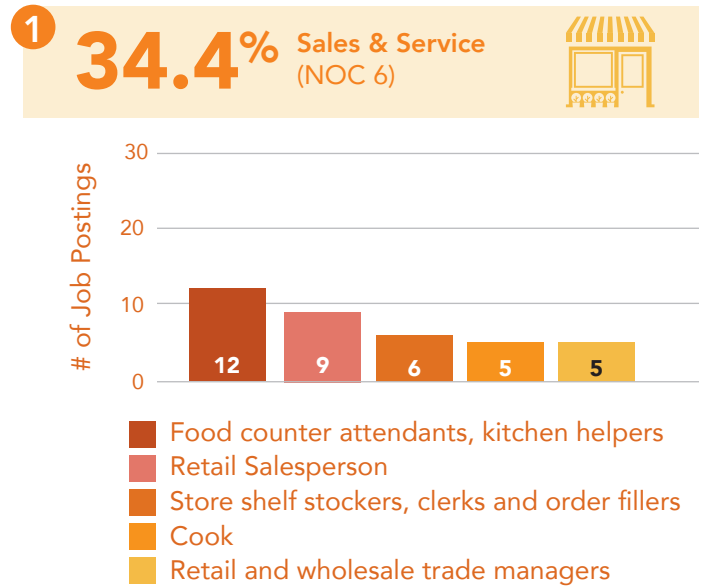
The Health Care and Social Assistance (NAICS 62) sector remained the largest contributor in June, accounting for 23.1% (45) of all postings, up 10 from May. The largest absolute gain occurred in Retail Trade (44-45), which added 12 postings, while the largest month-over-month increases in share occurred in Educational Services (61), up 3.8 points (+8 postings), and Administrative and Support Services (56), up 3.6 points (+8). The largest declines were Arts, Entertainment and Recreation (71), down 4.7 points (-7 postings), and Accommodation and Food Services (72), down 4.5 points.

TOP 3 OCCUPATIONAL CATEGORIES (NOC)



Sales and Service (NOC 6) remained the dominant occupational group, making up 28.6% (209) of postings. It also recorded the largest month-over-month growth in market share, climbing by 4.2% (+68 postings) as summer retail, food service, and hospitality hiring hit full stride across the district. Health Occupations (NOC 3) also expanded meaningfully, up 1.8% (+34 postings) on sustained demand for nursing and clinical staff. Conversely, the largest decline in market share occurred in Trades, Transportation and Equipment Operators (NOC 7), which fell by 2.9% despite adding 10 postings, a sign that trades hiring held steady while the broader market surged around it. 52 managerial positions were advertised in June, concentrated in retail and sales management (21) and business and finance management (18), alongside 2 senior manager roles, one each in Finance and Insurance and Health Care.

TOP 3 OCCUPATIONAL CATEGORIES (NOC)



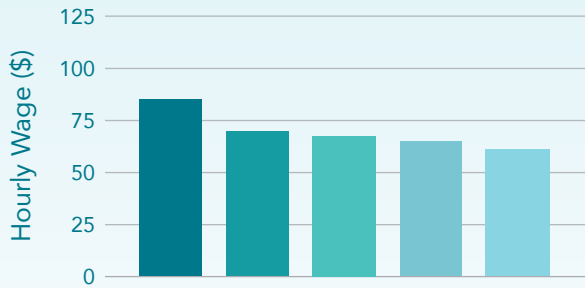
Sales and Service (NOC 6) remained the dominant occupational group, making up 34.4% (67) of postings, though its market share slipped 1.3% even as it added 11 postings, reflecting broad-based growth across the rest of the market. The largest gain in share belonged to Health Occupations (NOC 3), which climbed 3.8% (+12 postings) on practical nursing and hospital recruitment at West Parry Sound Health Centre. Conversely, the largest decline came in Art, Culture, Recreation and Sport (NOC 5), which surrendered 5.5% of market share (-8 postings). 17 managerial positions were advertised in June, 9 of which were in Sales and Service management, alongside 1 senior manager role in Health Care.

TOP 5 HOURLY WAGE VACANCIES



\$85.00

General Manager
@ Plan A Long Term Care Staffing
and Recruitment



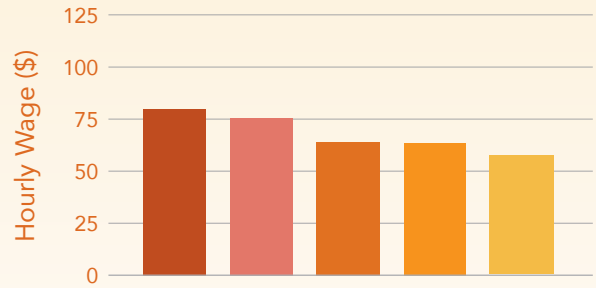
- \$69.81** **Programme D'été**
@ Conseil scolaire public du Nord-Est de l'Ontario
- \$67.89** **Physician Assistant**
@ North Bay Regional Health Centre
- \$65.09** **Nurse Practitioner**
@ West Nipissing General Hospital
- \$61.31** **Infection Control Practitioner**
@ North Bay Regional Health Centre

TOP 5 HOURLY WAGE VACANCIES



\$80.00

Ontario Land Surveyor
@ IBW Surveyors



- \$75.00** **Pharmacist**
@ Shoppers Drug Mart
- \$63.65** **Clinical Care Coordinator**
@ West Parry Sound Health Centre
- \$63.59** **Physician Assistant**
@ West Parry Sound Health Centre
- \$57.68** **RN**
@ West Parry Sound Health Centre

TOP 3 ANNUAL SALARY VACANCIES

\$150,000.00

Senior Manager, Assurance
@ Grant Thornton LLP

\$140,797.00

Research Centre - Director
@ Canadore College

\$127,288.00

Senior Project Manager
@ Ontario Ministry of Transportation



TOP 3 ANNUAL SALARY VACANCIES

\$178,058.00

Director of Integrated Primary Care
@ West Parry Sound Health Centre

\$150,000.00

Financial Services Manager
@ Bourgeois Ford North

\$145,258.00

Clinical Manager, Lab & Imaging
@ West Parry Sound Health Centre



Lowest Annual Salary \$34,904.23

Kitchen Assistant
@ AIDS Committee of North Bay and Area

Lowest Annual Salary \$34,800.00

Sales Manager
@ Mark's

53.2% (389 postings) listed an hourly wage in June, with an average of \$28.55/hour — \$0.98/hour higher (+3.6%) than May's \$27.57. Only 1 posting (0.3%) was listed at the provincial minimum wage. For postings listing an annual salary, the average was \$77,579.79.

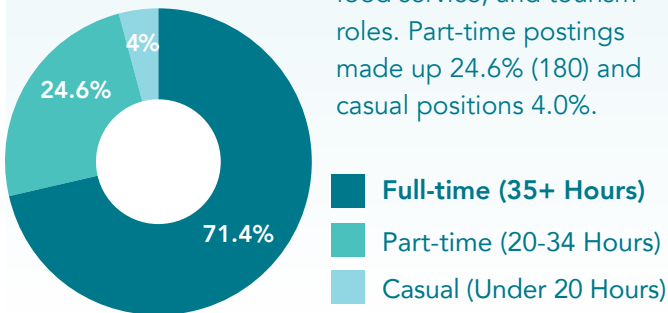
62.6% (122 postings) listed an hourly wage in June, with an average of \$29.46/hour. This is \$2.01/hour higher (+7.3%) than the 12-month average of \$27.45/hour. No postings were listed at the provincial minimum wage. For postings listing an annual salary, the average was \$81,331.24, which sits \$5,057.29 above (+6.6%) the 12-month average of \$76,273.95.

FULL-TIME / PART-TIME BREAKDOWN

71.4% of listings in June

↓ **5.2%** from May

71.4% of job postings (522) in June were for full-time positions, representing a decrease of 5.2 points from May's 76.6%, as seasonal part-time and casual hiring expanded across retail, food service, and tourism roles. Part-time postings made up 24.6% (180) and casual positions 4.0%.



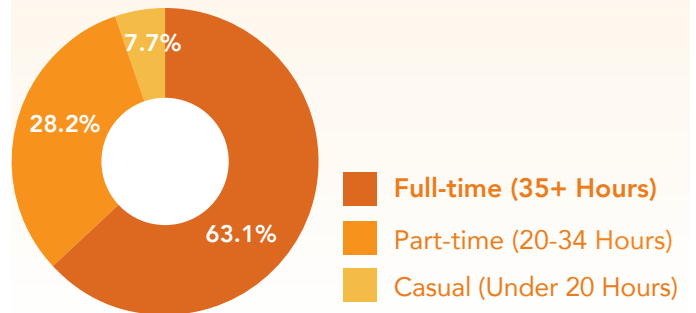
731 Postings listed hours offered (100%)

FULL-TIME / PART-TIME BREAKDOWN

64.1% of listings in June

↑ **1%** from May

64.1% of job postings (125) in June were for full-time positions, with part-time at 28.2% (55) and casual at 7.7% (15).



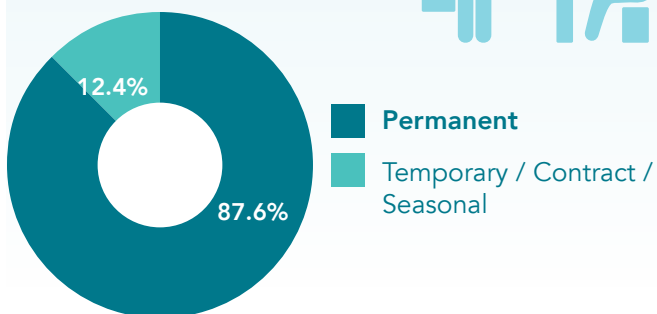
195 Postings listed hours offered (100%)

TERM OF EMPLOYMENT

87.6% of listings in June

↑ **1.6%** from May

87.6% (640) of postings in June were for permanent positions, up slightly from 86.0% in May, with the remaining 12.4% (91) split between temporary and contract roles (34 temporary, 57 contract)



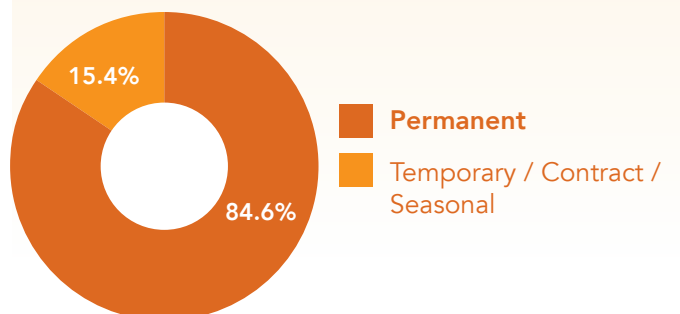
731 Postings listed hours offered (100%)

TERM OF EMPLOYMENT

84.6% of listings in June

↑ **4.3%** from May

84.6% (165) of postings were for permanent positions, with the remaining 15.4% (30) split between temporary (20) and contract (10) roles.



195 Postings listed hours offered (100%)

ALL EMPLOYERS WITH POSTINGS IN MONTH



NIPISSING DISTRICT

401 Auto - North Bay Chrysler
50 Taxi
A&W Restaurant
AIDS Committee of North Bay and Area
AIM Kenny U-Pull
AWOL BARBER SHOP
Ableton Electrical Services
Algonquin Nursing Home of Mattawa
Alzheimer Society Sudbury-Manitoulin
North Bay and Districts
Apollo Transport
Aramark Canada Ltd.
Ardene
Arugula
Au Château
AutoNorth
BMO Financial Group
Bakke's Trucking Limited
Bath & Body Works
Battano Construction Limited
Bay Truck Stop Family Restaurant
Bayland Property Management
Bayshore Health Care
Bayside Grounds
Baywood Enterprises
Bdo
Belanger Custom Landscapes
Best Buy
Best Western North Bay Hotel & Conference Centre
Beyond Sushi
Binx Professional Cleaning
Black & McDonald Limited
Blanchfield Roofing Co. Ltd.
Boart Longyear Inc.
Body Back in Motion
Bradwick Property Management
Brand Momentum Inc.
Brandt Industries
Breathe Easy Cleaning Co.
BrokerLink - Parry Sound
Browns Moving
Bulk Barn Foods Limited
Bumper to Bumper - H.E. Brown
Burger King
CIBC
CJ Limited - Charm Diamond Centres
Caisse Alliance
Callon Dietz Inc Ontario Land Surveyors
Campus Living Centres
Canadian Addiction Treatment Pharmacy
Canadian Adventure Camp
Canadian Bearings Ltd.
Canadian Forces Morale and Welfare Services
Canadian Mental Health Association
Canadian Red Cross
Canadian Shield Health Care Services Inc.
Canadore College
CannAmm
Canor Construction
CarePartners
Carter's/OshKosh
Cascades Casino
Cassellholme Home for the Aged
Cementation Canada

Chatters
Chucks Roadhouse Bar and Grill
Colas Canada Inc.
Community Living North Bay
Conseil scolaire catholique Franco-Nord
Conseil scolaire public du Nord-Est de l'Ontario
Contrans Flatbed Group
Corus Orthodontists
Corus Orthodontists Inc.
Cosmoprof Canada
Cushman & Wakefield ULC
DECO Windshield Repair
Dana Pani Indian Cuisine Restaurant Ltd
Davis & Washburn Law LLP
Degagne Carpentry
Descon Construction Ltd
Designed Roofing Inc
Di-Corp
Diggers Landscaping
District School Board Ontario
North East
District of Nipissing Social Services Administration Board
Dominos Pizza
Dr M S Ma DPC
Draper's Catering
Dyncare Inc.
Dyno Nobel
EMCO Corporation
East Ferris Public Library
East Penn Canada
Ed Seguin & Sons Trucking and Paving
Elizabeth Fry Society of Northeastern Ontario
Empire Living Centre
Enbridge Inc.
Enterprise Rent-A-Car
Evergreen Landscaping
Everguard
Executive Aviation
Express Parcel
Eye Associates of North Bay
Eye Specialist of Northern Ontario
FDM4
Fairfield Inn & Suites by Marriott
North Bay
FedEx Express
First North Enterprise Inc.
First Onsite
First Student / First Transit
Foundation Health Canada
Freightliner North Bay
Fur Harvesters Auction
Fuze HR Solutions Inc.
GATEWAY ELECTRIC MOTORS
Gangnam Korea - North Bay
Gateway North Heating Ltd.
GeoVerra Inc.
Gervais Restaurant and Tavern,
Country Style Donuts
Giant Tiger
GoFor Delivers
Grant Thornton LLP
Guy's Tire Sales Inc
H.E. Brown / Muskoka Auto Parts
HOSE TECH
Hamelins Outdoor Power Equipment
Hands, TheFamilyHelpNetwork.ca
Hart Stores

Haskins Industrial Inc.
Heads Up Tutoring
Home Depot
Homewood Suites by Hilton North Bay
Hume Paint Contracting
IDA - Mattawa Pharmacy
IPC
Intelcom | Dragonfly
International Test Pilots School
(Canada) Ltd. / ITPS Ltd.
Kal Tire
Karis Disability Services (formerly Christian Horizons)
Kennedy Insurance Brokers Inc.
Kia North Bay
Kognitive Marketing
Kognitive Sales Solutions
Kohltech Windows & Entrance Systems
Krown Rust Control
L Brands
LHD Equipment
LKQ Canada
Larry Lennon Electrical
Legal Aid Ontario
Levante Living - Barclay House
Level Up North Bay
LifeLabs
Lifemark Health Group
Loblaws
Long & McQuade
Lou Dawg's Southern BBQ
MacLean Engineering & Marketing
Co Limited
Manitoulin Group of Companies
Maple Leaf Home Healthcare Inc
Marigold Unique Flavour
Marina Point Village
Mark's/L'equipeur
Mattawa Hospital
McDougall Energy Inc.
MedMatch Recruitment
Metal Fab Ltd.
Metis Nation of Ontario
MetricAid
Miller Paving
Ministry of the Solicitor General
Money Mart Financial Services
Montessori Childrens House
Municipality of West Nipissing
Muskoka Auto Parts / H.E Brown
My Thai Palace
National Bank
National Diabetes Trust
Near North District School Board
Next Round Social
Nipissing Transition House
Nipissing University
Nipissing-Parry Sound Catholic District School Board
No Frills - Stacie and Troy's
Nordic Minesteel Technologies Inc.
North Bay BVD Travel Centre
North Bay Cycle and Sports
North Bay Heating and Cooling
North Bay Indigenous Hub
North Bay Parry Sound District Health Unit
North Bay Police Service
North Bay Regional Health Centre
Northbound Contracting

Northern Dental Specialty Group
Northern Gate Construction
Northern Heights Community
Northern Lakes Dental
Northern Podology
Northern Shores Pharmacy
Northern Tree Service
Nutrition Club Canada
OCP Construction Supplies
One Kids Place Children's Medical
Treatment Center of North East Ontario
Ontario Ministry of Transportation
Ontario Northland
Orbit Garant Drilling
Orchards Fresh Food Market
Oxford Learning Centres, Inc.
PHARA
ParaMed Home Health Care
Paterson Group Inc.
Pellerin painting
Peoples Choice Warranty
PetSmart
Pilot Diamond Tools Ltd.
Plan A Long Term Care Staffing and Recruitment
Plan A Senior Care Staffing and Recruitment
Premier Mining Products
Purolator Inc.
QE Home /Quilts Etc
Redpath Mining Contractors
and Engineers
Regal Overhead Doors / Maintenance
Reitmans Lte/ltid
Rexall
Royal Bank of Canada
Royal LePage Real Estate
Rx Drug Mart/IDA
SPEEDY GLASS
SVR Restaurant Group Inc.
Sally Beauty Canada
Sandvik
Sangster Law
Scotiabank
Seaboard Transport Group
ServiceMaster Restore North Bay
Shoppers Drug Mart
Sienna Senior Living
Sobey's Inc.
SoftMoc
Spirit Halloween
Stacked Pancake and Breakfast House
Staples Canada
Stockfish Automotive Group
Structure Spine and Sport
Sturgeon Falls Brush and Contracting Ltd
Sturgeon Falls IDA
Sturgeon Shell
Subway
Subway - Lakeshore Drive
Subway - Pinewood Park Drive
Subway - Sturgeon Falls
Sunset Country Dental
Superior Propane
Suppa Engineering
Swiss Chalet
Sword Management

Continued on next page

Syl's Neighbourhood Kitchen
 TJ's Snack Shack
 TJX Companies - Homesense
 Talize
 Taylormaid
 Testmark Laboratories Ltd.
 The Children's Aid Society of the District
 of Nipissing and Parry Sound
 The Cloud Lounge
 The Corporation of the City of North Bay
 The Engraving Shoppe
 The Erb Group of Companies
 The Miller Group
 The Sisters of St. Joseph of
 Sault Ste. Marie
 The Staffing Exchange
 The Urban Cafe
 Thermo Coustics Limited
 Thomas Davis Law
 Torba Restaurants Inc
 Trans Canada Safety
 Travelling Toes Skincare and
 Esthetics Boutique
 Triple M Metal
 True North Chevrolet Cadillac Ltd /
 Fix Auto North Bay
 Tulloch Engineering
 Twiggs Coffee Company Inc
 United Rentals of Canada Inc.
 Urban Planet
 VetCare Canada Inc.
 Victorian Order of Nurses / VON
 Vista Radio Ltd
 Volkswagen North Bay
 Voyageur Aviation Corp
 Voyago
 Walmart
 Warkus Four Inc. O/A A&W # 4336
 Welcome Inn Mattawa

West Nipissing General Hospital
 Wine Rack
 YM Inc. - Suzy Shier
 YMCA of Northeastern Ontario
 ZEDD Customer Solutions
 exp Global Inc.



PARRY SOUND DISTRICT

Adams Bros. Construction
 Algonquin Woods Cottage Resort
 Aqua-cage Fisheries Ltd.
 Aramark Canada Ltd.
 Bayshore Health Care
 Ben's Pharmacy
 Bourgeois Ford North
 Bowman Landscaping and Excavation
 Bray Motors
 Burger King
 Callander Animal Wellness Centre
 Callander Lakeside Medical Clinic
 Callander Public Library
 Camp Kodiak
 Camp Manitou
 Canada Post
 Canadian Mental Health Association
 Cedarland Homes Ltd.
 Coca-Cola
 Community Living Parry Sound
 Connor Industries
 Conseil scolaire public du Nord-Est
 de l'Ontario
 Crofters Food Ltd
 DBL Air Conditioning and Heating
 Dairy Queen
 DayCon Limited

District of Parry Sound Social Services
 Administration Board
 Dollarama L.P.
 EDC Custom Contracting Inc.
 Eastholme Home for the Aged
 Esso
 GRTTruss
 Gardens of Parry Sound Retirement Home
 Glen Bernard Camp
 Grand Tappattoo Resort
 Great North Homes
 Guardian Sundridge Pharmacy
 Hands, TheFamilyHelpNetwork.ca
 Home Depot
 Home Instead
 IBW Surveyors
 IDA pharmacy
 Iron Design Welding
 J & J Equipment Repair Inc.
 Lakeland Long Term Care Services
 Corporation
 Lakeside Cottage Care
 Lakeside Mechanical
 Lee's Cleaning Services
 Legend Spirits
 Loblaws
 Lofthouse Manufacturing (a Division
 of Brawo Brassworking Limited)
 Magnetawan Grill and Grocery
 Maid to Perfection
 Mark's/L'quipeur
 Marquee Farm
 MedMatch Recruitment
 Miller Paving
 Muskoka Gutters Ltd
 National Defence
 Near North District School Board
 Near North Environment Education
 Centre

No Frills - Stacie and Troy's
 ParaMed Home Health Care
 Parry Sound Eyecare
 Parry Sound Family Health Team
 Parry Sound Friendship Centre
 Parry Sound Fuels
 PatternStone Inc.
 Petro Canada
 Pizza Hut - Parry Sound
 Red Apple Stores Inc.
 Rosseau Road Powersports and
 Marine Ltd.
 SMRT Computer Solutions
 Salo Sauna Inc
 Scotiabank
 Shear Perfection
 Shoppers Drug Mart
 Sobeys - Parry Sound
 South River Scoops 'N' More
 Subway
 Szamra Group Facility Services
 The Grumpy Veteran Bar and Grill
 The Kart
 The Miller Group
 The Township of Armour
 The Wagon Wheel
 Tim Hortons
 Town of Parry Sound
 Township of Perry
 Township of Strong
 Township of The Archipelago
 Trout Creek Tire & Auto
 WOSSCO DIESEL POWER
 Walmart
 Wasauksing First Nation
 West Parry Sound District Museum
 West Parry Sound Health Centre
 YMCA of Simcoe/Muskoka
 Your Friendly Neighbourhood Chef

WHAT IS THE LMG MONTHLY JOBS REPORT?

This Jobs Report is a monthly publication produced by the Labour Market Group.

Each month we compile this report based on our job portal **readysethired.ca**.

Readysethired.ca is an online job portal that provides and collects real time job postings within the districts of Nipissing and Parry Sound. These postings are updated daily and provide job seekers with a one stop shop for local current employment opportunities.

FOR MORE INFORMATION & FURTHER DETAILS ABOUT LOCAL JOBS, PLEASE CONTACT :

The Labour Market Group
 readysethired.ca
 info@thelabourmarketgroup.ca



The Labour Market Group
 Guiding partners to workforce solutions.

MONTHLY JOBS REPORT

July 2026

The Labour Market Group

Guiding partners to workforce solutions.

NIPISSING DISTRICT

There were 839 job postings recorded in July for the Nipissing District, representing a 14.8% increase (+108 postings) compared to June and an 80.4% increase over July 2025 (+374). This sits 43.1% above the historical July average (586). Employer participation grew alongside volume, with 348 unique employers active in the market, a 17.6% increase (+52) from June and 20.9% above the July average.



OF THE 839 JOB POSTINGS



For postings that listed an annual salary. **\$75,841.37/year** AVERAGE

\$29.79 HOURLY WAGE
The average hourly wage in June for those postings which listed one.

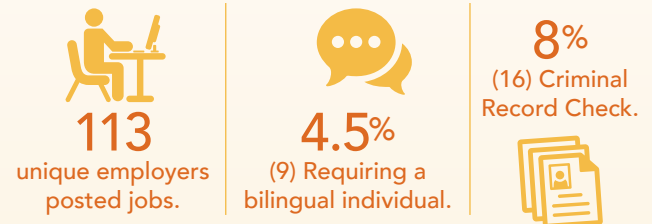
Of the 466 postings which listed an hourly wage **1.3%** (6) were listed at the **provincial minimum wage of \$17.20/hour**.

PARRY SOUND DISTRICT

There were 201 job postings recorded in July for the Parry Sound District, representing a 3.1% increase (+6 postings) compared to June and a 79.5% increase over July 2025 (+89). This is the highest July total recorded in the study. Employer participation grew alongside volume, with 113 unique employers active in the market, a 14.1% increase (+14) from June.



OF THE 201 JOB POSTINGS

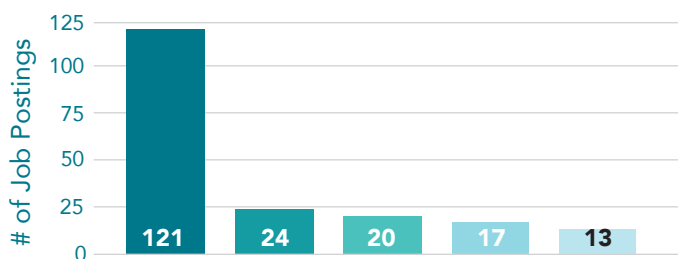


For postings that listed an annual salary. **\$65,680.42/year** AVERAGE

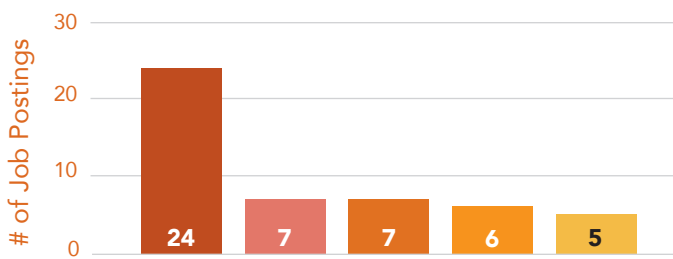
\$27.18 HOURLY WAGE
The average hourly wage in June for those postings which listed one.

Of the 143 postings which listed an hourly wage **0.7%** (1) were listed at the **provincial minimum wage of \$17.20/hour**.

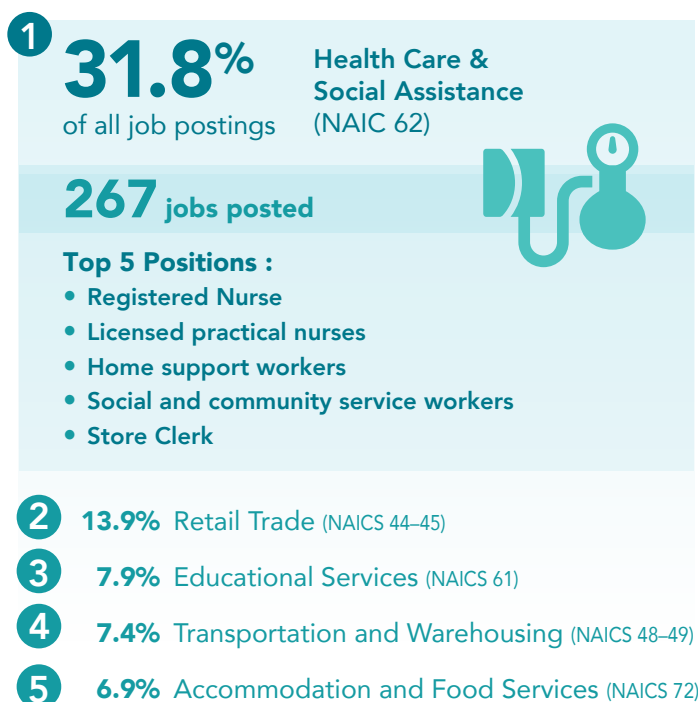
TOP 5 EMPLOYERS POSTING JOBS



TOP 5 EMPLOYERS POSTING JOBS



TOP 5 INDUSTRIES HIRING (NAICS)



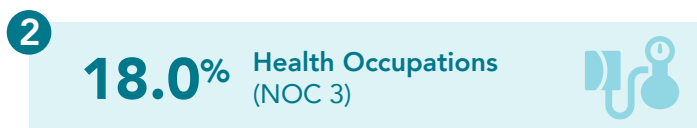
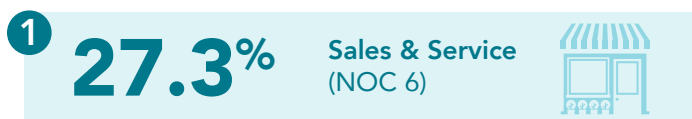
The Health Care and Social Assistance (NAICS 62) sector remained the largest contributor in July, accounting for 31.8% (267) of all postings. It also recorded the largest month-over-month increase in market share, up 4.3 points (+66 postings). Professional, Scientific and Technical Services (NAICS 54) rose 2.0 points (+23 postings), and Arts, Entertainment and Recreation (NAICS 71) rose 1.2 points (+11 postings). The largest decrease in market share occurred in Educational Services (NAICS 61), down 4.4 points (-25 postings), followed by Manufacturing (NAICS 31-33), down 1.0 points (-3 postings).

TOP 5 INDUSTRIES HIRING (NAICS)



The Health Care and Social Assistance (NAICS 62) sector remained the largest contributor in July, accounting for 26.9% (54) of all postings. It also recorded the largest month-over-month increase in market share, up 3.8 points (+9 postings). Transportation and Warehousing (NAICS 48-49) and Other Services (NAICS 81) each rose 2.9 points (+6 postings). The largest decrease in market share occurred in Educational Services (NAICS 61), down 3.6 points (-7 postings), followed by Public Administration (NAICS 91), down 3.2 points (-6 postings).

TOP 3 OCCUPATIONAL CATEGORIES (NOC)



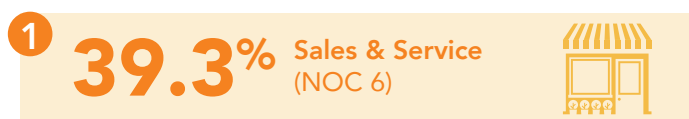
- Registered nurses (53)
- Licensed practical nurses (41)
- Medical laboratory technologists (6)
- Physiotherapists (4)
- 4 tied with (4)



- Transport truck drivers (19)
- Automotive service technicians (13)
- Construction trades helpers and labourers (9)
- Delivery service drivers (8)
- Residential and commercial installers (7)

Sales and Service (NOC 6) remained the dominant occupational group, making up 27.3% (229) of postings. Health Occupations (NOC 3) and Trades, Transport and Equipment Operators (NOC 7) each followed at 18.0% (151). 69 managerial positions were advertised in July, with the highest concentrations in sales and service management (23) and business and finance management (14). Two senior manager roles were posted, one in Finance and Insurance and one in Health Care and Social Assistance.

TOP 3 OCCUPATIONAL CATEGORIES (NOC)



- Carpenters (4)
- Automotive Service Technician (4)
- Construction trades helpers and labourers (4)
- Welders and related machine operators (3)
- Delivery service drivers (2)



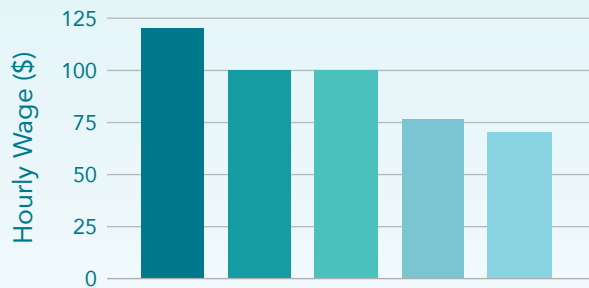
- Licensed practical nurses (12)
- Registered nurses and RPNs (7)
- Medical sonographers (2)
- Dental assistants (2)
- 6 tied at (1)

Sales and Service (NOC 6) remained the dominant occupational group, making up 39.3% (79) of postings. Trades, Transport and Equipment Operators (NOC 7) followed at 17.9% (36), and Health Occupations (NOC 3) at 14.9% (30). Three managerial positions were advertised in July, two in business and finance management and one in sales and service management. There were no senior manager roles posted this month.

TOP 5 HOURLY WAGE VACANCIES



\$120.00 Veterinarian
@ VetCare Canada Inc.



\$100.00 North Bay Heat Pump Installer
@ClimaCore

\$100.00 Registered Psychotherapist
@The Morgan Centre

\$76.14 Nurse Practitioner - Community Mental Health and Addictions
@North Bay Regional Health Centre

\$70.00 Certified Athletic Therapist
@Structure Spine and Sport

TOP 3 ANNUAL SALARY VACANCIES

\$205,000.00
Construction Project Manager
@ Aecom

\$180,000.00
Superintendent, Health, Safety, Environment And Training
@ Cementation Canada

\$175,829.18
Finance And Insurance Manager
@ Volkswagen



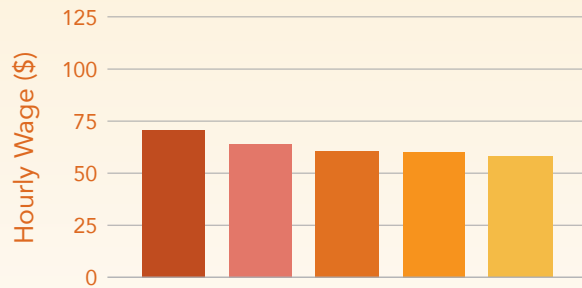
Lowest Annual Salary \$31,000.00

Legal Assistant/law Clerk
@ Lucenti Orlando Professional Corporation

TOP 5 HOURLY WAGE VACANCIES



\$70.00 Pharmacist
@ Ben's Pharmacy



\$63.59 Physician Assistant
@ West Parry Sound Health Centre

\$60.00 Landscape Construction Foreman
@ Thornton Hardscape Inc.

\$60.00 Registered Massage Therapist
@ Georgian Medical Aesthetics

\$58.98 Registered Nurse
@ Judahcare Inc.

TOP 3 ANNUAL SALARY VACANCIES

\$100,000.00
HR Manager
@ Cedarland Homes Ltd.

\$100,000.00
Automotive Service Manager
@ Bray Motors

\$96,817.24
Probation And Parole Officer
@ Ministry of the Solicitor General



Lowest Annual Salary \$40,800.00

Receptionist
@ McDougall Insurance and Financial

55.5% (466 postings) listed an hourly wage in July, with an average of \$29.79/hour. This is \$0.19/hour higher (+0.6%) than the 12-month average of \$29.60/hour. Six postings (1.3%) were listed at the provincial minimum wage. For postings listing an annual salary, the average was \$75,841.37, which sits \$4,341.12 lower (-5.4%) than the 12-month average of \$80,182.49.

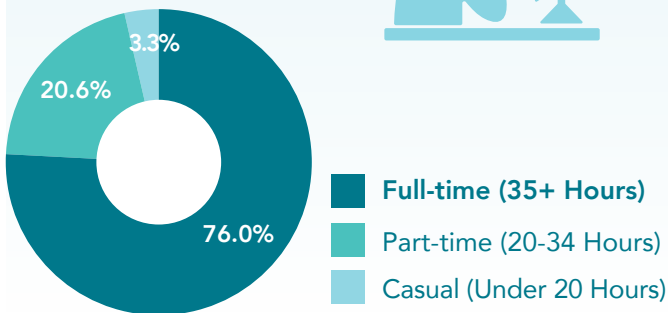
71.1% (143 postings) listed an hourly wage in July, with an average of \$27.18/hour. This is \$0.34/hour lower (-1.2%) than the 12-month average of \$27.52/hour. One posting (0.7%) was listed at the provincial minimum wage. For postings listing an annual salary, the average was \$65,680.42, which sits \$10,911.69 lower (-14.2%) than the 12-month average of \$76,592.11.

FULL-TIME / PART-TIME BREAKDOWN

76.0% of listings in July

↑ **4.6%** from June

76.0% of job postings (638) in July were for full-time positions, with part-time at 20.6% (173) and casual at 3.3% (28).



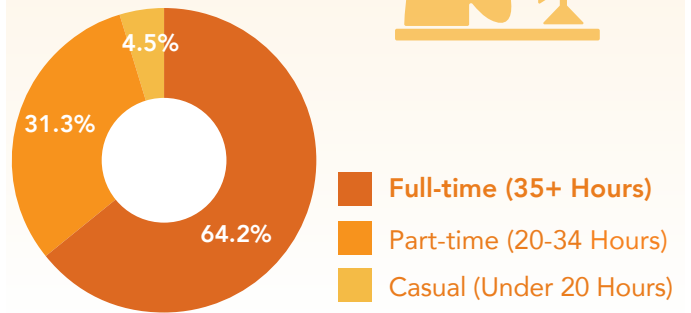
839 Postings listed hours offered (100%)

FULL-TIME / PART-TIME BREAKDOWN

64.2% of listings in July

↑ **0.1%** from June

64.2% of job postings (129) in July were for full-time positions, an increase of 0.1 points from June, with part-time at 31.3% (63) and casual at 4.5% (9).



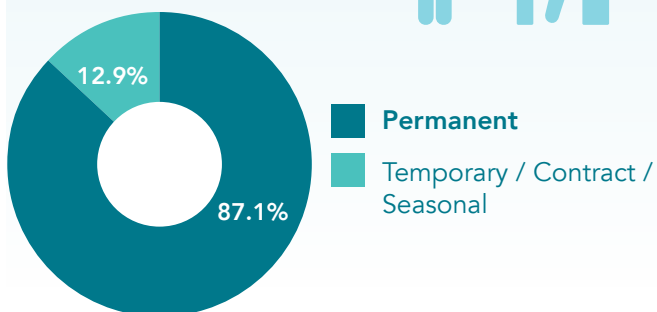
201 Postings listed hours offered (100%)

TERM OF EMPLOYMENT

87.1% of listings in July

↓ **0.5%** from June

87.1% (731) of postings in July were for permanent positions, with the remaining 12.9% (108) split between temporary, contract and seasonal roles.



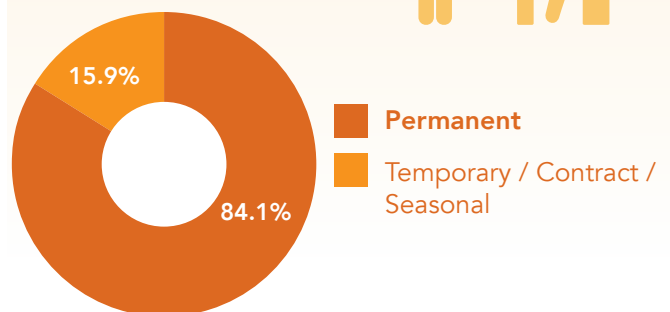
839 Postings listed hours offered (100%)

TERM OF EMPLOYMENT

84.1% of listings in July

↓ **0.5%** from June

84.1% (169) of postings in July were for permanent positions, a decrease of 0.5 points from June, with the remaining 15.9% split between temporary (27) and contract (5) roles.



201 Postings listed hours offered (100%)

ALL EMPLOYERS WITH POSTINGS IN MONTH



NIPISSING DISTRICT

1001336028 ONTARIO INC.
401 Auto - North Bay Chrysler
A&W (McKeown)
A&W Restaurant
A. G. Electric LTD
Acosta Group
Actlabs
Aecom
AIM Kenny U-Pull
Airport Animal Hospital
Algonquin Nursing Home of Mattawa
All About Gardens
Alouette Bus Lines
American Eagle Outfitters
AMRITSARI BITES
Amrize
AR Mechanical
Aramark Canada Ltd.
Ardene
Au Château
Avison Electrical
Bath & Body Works
Battano Construction Limited
Bay Builders
Bay City Animal Hospital
Bayland Property Management
Bayshore Health Care
Bdo
Bee-Clean Building Maintenance
Beef N Brand Bar & Grill
Bell Canada
Bella Terra Stone
Bentley & Co Ltd
Bessette Contracting
Best Western North Bay Hotel & Conference Centre
Beyond Wireless Inc.
Binx Professional Cleaning
Bishops Building Services Inc.
Blanchfield Roofing Co. Ltd.
Blue Seal Farm
Boart Longyear Inc.
Brand Momentum Inc.
Brandt Industries
BrokerLink - Parry Sound
Burger World - Hammond
Caisse Alliance
Callon Dietz Inc Ontario Land Surveyors
Campus Living Centres
Canada Post
Canadian Adventure Camp
Canadian Forces Morale and Welfare Services
Canadian Mental Health Association
Canadian Shield Health Care Services Inc.
Canadian Tire - North Bay
Canadore College
Canine Proficiency Center
Canor Construction
Canpar
Canpar express
Canton Express
CarePartners

CareQuilt
CARQUEST Canada
Cascades Casino
Cassellholme Home for the Aged
Cementation Canada
Chad's Grass Snow and More
Chatters
Chucks Roadhouse Bar and Grill
Classic Contracting Sales & Services
Clara windows and doors
Cliche Electric Inc.
ClimaCore
Colas Canada Inc.
Colliers Project Leaders | Canada
Columbia Forest Products Ltd
Comfort Inn - Lakeshore
Commissionaires
Community Counselling Centre of Nipissing
Community Living North Bay
Conseil scolaire catholique Franco-Nord
Conseil scolaire public du Nord-Est de l'Ontario
Consolidated Homes Ltd
Contrans Flatbed Group
Cooper Equipment Rentals
Cooperators- Brad Thompson & Associates Inc
Corus Orthodontists
Corus Orthodontists Inc.
Cosmoprof Canada
Couchie
Crisis Centre North Bay
Crosstown Courier Service
Cushman & Wakefield ULC
Dark Wolf Solutions
Defence Construction Canada
Degagne ProGroup
Dennis Harwood Plumbing & Heating
Designed Roofing Inc
Di-Corp
Diggers Landscaping
Digsafe Contracting Inc.
District of Nipissing Social Services Administration Board
DKI - North Bay
Dollarama L.P.
DQ - Sturgeon Falls
Dr M S Ma DPC
Dr. Karim Dentistry
Dyno Nobel
Eagle stone Builders
Eagles Nest Gas Bar
Easy Financial
EMCO Corporation
Empire Living Centre
Enbridge Inc.
Englobe Corp.
Essential Exteriors
Everest Solutions and Imaging Ltd.
Everguard
Everguard Fire Safety
Executive Aviation
Express Parcel
Eye Associates of North Bay
Eye Specialist of Northern Ontario

Farquhar Dairies Ltd.
FDM4
FedEx Express
Feldcamp Equipment Limited
First Choice Haircutters
First North Enterprise Inc.
First Onsite
First Student / First Transit
Foundation Health Canada
Fuze HR Solutions Inc.
G Force Security
Gangnam Korea - North Bay
GardaWorld
Gateway Optometry
Genuine Parts Company
George Stockfish, CARSTAR
GFL Environmental
Giant Tiger
GoodLife Fitness
Greco's Pizza - Frozen
Green Legacy Farm
Groupe Optimum Inc.
Guy's Tire Sales Inc
Hands, TheFamilyHelpNetwork.ca
Haskins Industrial Inc.
Highball Billiards
Holiday Inn Express Suites North Bay
Home Depot
Home Instead
Home Instead Senior Care
Homewood Suites by Hilton North Bay
Hopper Buick GMC
HOSE TECH
Hume Paint Contracting
Independent Tire Service
Industrial Radiator Works/ Security Muffler
Intelcom | Dragonfly
International Test Pilots School (Canada) Ltd. / ITPS Ltd.
IPC
Jean M Savignac General Woodwork Ltd
JT SUSHI
Kam Kam Cafe
Karis Disability Services (formerly Christian Horizons)
KFC Canada - FMI Group
Kia North Bay
KIND Forest School
Kognitive Marketing
Kognitive Sales Solutions
Kohltech Windows & Entrance Systems
Kumon of North Bay
L.G. Home Comfort Inc.
La Voyager Inc
Lakeshore Dental Care
Lakeshore Missionary Church
Lawn Care Plus
LCBO
Les Serres M. Quenneville
Lexia Communications Inc.
LifeLabs
Linde Plc.
LKQ Canada
Loblaws

Continued on next page

Long & McQuade
 LOSS PREVENTION SERVICES LIMITED
 Lot 88 Steakhouse and Bar
 Lou Dawg's Southern BBQ
 Lucenti Orlando Professional Corporation
 MacLean Engineering & Marketing Co Limited
 Madigan Management Corp
 Manchesters
 mani pedi plus
 Manitouslin Group of Companies
 Marigold Unique Flavour
 Marina Point Village
 Mark's Work Wearhouse Ltd.
 Mark's/L'quipeur
 Martel and Mitchell Rehabilitation
 Mary Waye
 Mattawa Hospital
 Mattawa Women's Resource Centre
 McDougall Energy Inc.
 MedMatch Recruitment
 Metal Fab Ltd.
 Michaels
 Miller Technology Incorporated
 Miller Waste Systems
 Ministry of Public and Business Service Delivery
 Ministry of the Attorney General
 Motion Industries
 Mr Seamless Eavestroughing Ltd
 Municipality of West Nipissing
 My Mellow Vape Shop North Bay
 National Bank
 Near North District School Board
 Near North Mobile Media Lab
 Nedco Ontario
 Neddy's North Bay Hyundai
 Neo-Wecare healthcare Services Inc
 Next Round Social
 Nextgen Systems Canada
 Niijaansinaanik Child and Family Services
 Nipissing Transition House
 Nipissing University
 Nipissing-Parry Sound Catholic District School Board
 No Frills - Paul and Nancy's
 No Frills - Stacie and Troy's
 North Bay Animal Hospital
 North Bay Cycle and Sports
 North Bay Denture Clinic
 North Bay Indigenous Hub
 North Bay Insurance Brokers
 North Bay Jack Garland Airport
 North Bay Museum
 North Bay Nurse Practitioner-Led Clinic
 North Bay Parry Sound District Health Unit
 North Bay Police Service
 North Bay Regional Health Centre
 North Bay-Mattawa Conservation Authority
 North-Tech Stone and Ceramic
 Northern Brick
 Northern Heights Community
 Northern OK Tire
 Northern Ontario Hockey Association
 Nutrition Club Canada
 O'jiik SunWorks
 OCP Construction Supplies
 One Kids Place Children's Medical
 Treatment Center of North East Ontario

One Plant
 Ontario Federation of Agriculture
 Ontario Ministry of Natural Resources and Forestry
 Ontario Ministry of Transportation
 Ontario Northland
 Oxford Learning Centres, Inc.
 Pandora Jewelry
 ParaMed Home Health Care
 Pavao Contracting Inc
 Pearle Vision
 PHARA
 PharmaChoice
 Pickles pumps
 Pilot Diamond Tools Ltd.
 Pizza Hut
 Plan A Long Term Care Staffing and Recruitment
 Pop's Cannabis Co.
 Popeyes Chicken - North Bay
 Premier Mining Products
 ProArk Home and Community Care
 Province Electric Supply
 Quantum Lifecycle Partners LP
 Reststad Canada
 REALTY EXECUTIVES Local Group Inc. Brokerage
 Red Swan Pizza
 Redpath Mining Contractors and Engineers
 Retail Services WIS Corporation
 Rexel Canada Electrical Inc.
 Riv Chip Stand
 RONA - McGaughey Ave.
 Royal Bank of Canada
 Royal LePage Real Estate
 Sally Beauty Canada
 Sandvik
 Sangster Law
 Savage Ford Sales Limited
 Savers/Value Village
 Scotiabank
 Seaboard Transport Group
 Security Services
 Sephora Canada
 ServiceMaster Restore North Bay
 Shoppers Drug Mart
 Sienna Senior Living
 Smith and Long Limited
 Sobey's Inc.
 Sodexo Inc.
 Sodexo Operations, LLC
 Source Code
 SPEEDY GLASS
 Stantec
 Staples Canada
 Stock Transportation
 Stockfish Automotive Group
 Structure Spine and Sport
 Sturgeon Falls Brush and Contracting Ltd
 Sturgeon Shell
 Sturgeon Tire Limited
 Subway
 Superior Propane
 Swick Mining Services (Canada) Inc.
 Sword Managment
 T.E. Parolin & Sons
 Tahini's Restaurants
 Talize
 Taylormaid
 TD Bank

TELUS
 The Beer Store
 The Body Sculptors
 The Brick North Bay
 The Corporation of the City of North Bay
 The Erb Group of Companies
 The Morgan Centre
 The Salvation Army
 The Sisters of St. Joseph of Sault Ste. Marie
 The Staffing Exchange
 The Submarine Place
 The Urban Cafe
 TPD
 TREMBLAY LAW GROUP PC
 Triple M Metal
 True North Cannabis Co. & Associated Companies
 True North Cannabis Company
 Tulloch Engineering
 Urology North
 VetCare Canada Inc.
 Victorian Order of Nurses / VON
 Volkswagen North Bay
 Voyageur Aviation Corp
 Voyago
 Wacky Wings
 Wagg's Petroleum Equipment Ltd.
 Walmart
 West Nipissing General Hospital
 Wolfpack Protective Services
 YMCA of Northeastern Ontario
 Literacy Nipissing



PARRY SOUND DISTRICT

Adams Bros. Construction
 Almaguin Highlands Community Living
 Almaguin Highlands Family Health Team
 Almex
 Almex Group
 Ashley HomeStore Parry Sound
 Bayshore Health Care
 Bee-Clean Building Maintenance
 Ben's Pharmacy
 Bernard's Bistro On The Lake
 Best Western Plus Parry Sound
 Bowes Dental Centre
 Bray Motors
 Bray Motors Limited
 Browns Moving
 Burger King - Lakeshore Drive
 Business and Technical Training College
 Camp Kodiak
 Canada Post
 Canadian Mental Health Association
 Canadian Shield Health Care Services Inc.
 Canadian Tire - North Bay
 Canadian Tire Corporation Ltd
 Cedarland Homes Ltd.
 CleanMark Group Inc.
 Connor Industries
 Conseil scolaire public du Nord-Est de l'Ontario

Continued on next page

Contrans
 Corexplore
 Cottage Country Plumbing and Electrical
 Country Haven Acres Residential Services Inc
 Dairy Queen
 DBL Air Conditioning and Heating
 Dent Bay Baking Company
 Dental Corp
 District of Parry Sound Social Services Administration Board
 Eastholme Home for the Aged
 Embr
 FYidoctors Parry Sound
 Georgian Medical Aesthetics
 Gilmour Home Contracting
 Glen Bernard Camp
 Griffith Bros.
 Harveys
 Hear Right Canada
 Home Depot
 Ideal Supply Inc.
 Iron Design Welding
 Ironstone Contracting Co.
 J & J Equipment Repair Inc.
 Judahcare Inc.
 Kawartha Credit Union
 Kennedy Catering Corporation
 Lakeside Cottage Care
 Lakeside Mechanical

Legend Spirits
 Legend Spirits Company
 Lofthouse Manufacturing (a Division of Brawo Brassworking Limited)
 Log Cabin Inn & Catering
 Logan Funeral Home
 Lulus Bar & Grill
 Magnetawan Grill and Grocery
 Magnetawan Watershed Land Trust
 Maid to Perfection
 Mark's/L'quipeur
 Match Retail
 McDougall Insurance and Financial
 Ministry of the Solicitor General
 Muskoka Lumber and Building Supplies Centre
 Nails by Siri
 Near North District School Board
 No Frills - Stacie and Troy's
 Northridge Inn and Resort
 Ontario Ministry of Natural Resources and Forestry
 Orrville General Store
 Osprey Links Golf Course
 ParaMed Home Health Care
 Pizzaville
 Pristine Exterior Cleaning
 RONA - Parry Sound
 Rose Point Marina
 Royal Bank of Canada
 Scotiabank

Scott Custom Building
 Shawanaga First Nation
 Shoreline Restoration Ltd.
 Smiles of Canada
 Sobey's Inc.
 Southcourt Concrete Inc.
 Stacked Pancake and Breakfast House
 Staffing Network
 Superior Plus Propane
 Superior Propane
 TD Bank
 The Beer Store
 The Friends
 The Grumpy Veteran Bar and Grill
 The Township of Armour
 Thornton Hardscape Inc.
 Tim Hortons
 Township of Perry
 Trestle Brewing Company Limited
 Trout Creek Tire & Auto
 Victorian Order of Nurses / VON
 Voyago
 Waldock Construction
 Walmart
 Wasauksing First Nation
 Wave Fibre Mill
 West Parry Sound Health Centre
 Wilson Transportation LTD
 Wireman Inc
 Your Friendly Neighbourhood Chef

WHAT IS THE LMG MONTHLY JOBS REPORT?

This Jobs Report is a monthly publication produced by the Labour Market Group.

Each month we compile this report based on our job portal **readysethired.ca**.

Readysethired.ca is an online job portal that provides and collects real time job postings within the districts of Nipissing and Parry Sound. These postings are updated daily and provide job seekers with a one stop shop for local current employment opportunities.

FOR MORE INFORMATION & FURTHER DETAILS ABOUT LOCAL JOBS, PLEASE CONTACT :

The Labour Market Group
 readysethired.ca
 info@thelabourmarketgroup.ca



The Labour Market Group
 Guiding partners to workforce solutions.

**JOINT BUILDING COMMITTEE
ANNUAL PERMIT SUMMARY
2026**

Month	No. of Permits	Permit Fees	Project Values	Size (sq.m)
January	3	\$1,950.00	\$110,000.00	137
February	3	\$5,380.50	\$338,765.00	154
March	5	\$17,286.00	\$1,032,400.00	553
April	6	\$13,185.00	\$845,000.00	1882
May	14	\$24,507.00	\$1,540,460.00	1140
June	14	\$32,960.00	\$2,104,000.00	3387
July	17	\$48,245.00	\$3,109,700.00	1923
August	8	\$33,205.00	\$1,367,280.00	1350
September	0	\$0.00	\$0.00	0
October	0	\$0.00	\$0.00	0
November	0	\$0.00	\$0.00	0
December	0	\$0.00	\$0.00	0
TOTALS	70	\$176,718.50	\$10,447,605.00	New Construction 10526
				Demolitions 0

**JOINT BUILDING COMMITTEE
ANNUAL PERMIT SUMMARY
2026**

Month	No. of Permits	Permit Fees	Project Values	SFD'S, Seasonal Dwellings and Multi-Unit Dwellings	
				<u>2025</u>	<u>2026</u>
Burks Falls	4	\$5,075.00	\$225,000.00	2	1
Joly	5	\$24,867.00	\$1,624,500.00	1	4
South River	7	\$10,810.00	\$680,000.00	1	1
Machar	15	\$26,340.00	\$1,656,000.00	8	2
Strong	21	\$62,168.00	\$3,218,140.00	3	6
Ryerson	13	\$42,263.50	\$2,730,965.00	2	5
Sundridge	5	\$5,195.00	\$313,000.00	3	0
TOTALS	70	\$176,718.50	\$10,447,605.00		19
Permit activity at end of August 31, 2026					
TOTALS	92	\$269,200.50	\$16,823,172.00	20	
Permit activity at end of August 31, 2025					
TOTALS	22	\$92,482.00	\$6,375,567.00		-6
Difference from previous year					



MEMORANDUM

Chris Litschko, Chief Executive Officer
Lakeland Holding Ltd.

TO: Municipal Councils:

- Town of Bracebridge
- Town of Huntsville
- Town of Parry Sound
- Village of Burk's Falls
- Village of Sundridge
- Municipality of Magnetawan

FROM: Chris Litschko, Chief Executive Officer

COPY: Municipal Chief Administrative Officers
Lakeland Board of Directors
Executive Team

DATE: July 27, 2026

SUBJECT: 2026 Q2 Shareholder Update

On behalf of Roger Alexander, Chair, and the Board of Directors of Lakeland Holding Ltd. (Lakeland), we are pleased to present the 2026 Q2 Shareholder Update for Lakeland.

Land Acknowledgement

Lakeland respectfully acknowledges that we work and live on lands that are the traditional territories of Indigenous Communities. We offer gratitude to Indigenous peoples for their care for, and teachings about, our earth and our relations.

VISION STATEMENT

BE THE LEADER IN SUSTAINABLE SOLUTIONS AND CATALYST FOR IMPROVING THE LIVES OF OUR CUSTOMERS AND COMMUNITIES WE SERVE.

MISSION STATEMENT

LEVERAGING OUR TEAM, WE ARE DEDICATED TO GROWING RESPONSIBLY, SERVING OUR SHAREHOLDERS, CUSTOMERS AND COMMUNITIES WITH SAFE, RELIABLE, AND QUALITY SUSTAINABLE SOLUTIONS.

CORPORATE VALUES STATEMENT

SAFETY: WE ARE DEDICATED TO THE SAFETY OF OUR EMPLOYEES AND COMMUNITIES.

ENVIRONMENTAL STEWARDSHIP: WE ARE CONCERNED FOR THE ENVIRONMENT IN EVERYTHING WE DO. WE ARE COMMITTED TO PROTECTING AND NOURISHING THE ENVIRONMENT BY DOING BETTER FOR OUR PLANET WHILE WE GROW.

RELIABILITY: WE PROVIDE DEPENDABLE, CONSISTENT AND RELIABLE SERVICE.

ACCOUNTABILITY: WE ARE SERIOUS AND RESPONSIBLE FOR OUR ACTIONS AND ACCOUNTABLE TO THOSE WE SERVE.

PARTNERSHIPS: WE DRAW ON ONE ANOTHER AND OUR PARTNERS TO ACHIEVE SUCCESS.

PROFESSIONALISM: WE ARE DEDICATED TO EXCELLENCE IN MANAGEMENT AND SERVICE DELIVERY. WE ARE INCLUSIVE AND ARE COMMITTED TO PROVIDING EQUITABLE SERVICES AND TREATING ALL WITH RESPECT.

CONTINUOUS IMPROVEMENT: WE CONSTANTLY SEEK NEW IDEAS, ARE FUTURE FOCUSED AND RESULTS ORIENTED. WE ARE EFFICIENT, EFFECTIVE, INNOVATIVE AND WE OFFER VALUE-ADDED.

RELATIONSHIP BUILDING & RECONCILIATION: WE ARE COMMITTED TO RELATIONSHIP BUILDING AND RECONCILIATION. WE ARE DRIVEN BY TRUST AND INTEGRITY AND WE VALUE THE KNOWLEDGE AND EXPERIENCE OF ALL.

The table below summarizes Lakeland Holding's current business operations across its subsidiary companies:

Lakeland Power Distribution Ltd. (Local Distribution Company)	Bracebridge Generation Ltd. & Lakeland Solutions		Lakeland Energy Ltd. (Including Lakeland Networks)
· 14,977 Connections	· Bracebridge Falls Generation Plant	2.6 MWs	· Web Mapping
· 163 square Kms of Service Area	· Wilson Falls Generation Plant	2.9 MWs	· Fibre to Business
· 367 Kms of Distribution Lines	· High Falls Generation Plant	2.3 MWs	· Fibre to Home
· 10 Substations	· Cascade Generation Plant	3.25 MWs	· 9,288 Fibre Connections
· 2,392 Transformers	· Burk's Falls Generation Plant	1.2 MWs	· 670 Km of Installed Fibre-Optic Cable
· Offices in Bracebridge, Huntsville, and Parry Sound	· Bancroft Generation Plant	0.6 MWs	· Internet Service Provider
	· Drag River Generation Plant	0.3 MWs	· VOIP and Traditional Phone Services
	· Irondale Generation Plant	0.5 MWs	· IT Server Hosting
	· Elliott Falls Generation Plant	0.8 MWs	· Voice and Data Cabling
	· Solar Field	0.5MWs	· Business Phone Systems
	· Tesla Battery Storage	1.25 MWs	· Streetlight Maintenance
	· Wasdell Falls	1.65mWs	· 1350 Water Heater Rentals
	· 12 Generation Facilities	17.85 Mws	
	· Microgrid	1	
	· 65 EV Public Chargers	77 Ports	

The 2026 Q2 report, attached as Appendix "A" to this memorandum, highlights Lakeland's continued progress in advancing its Mission for the benefit of our Shareholders and the customers we serve.

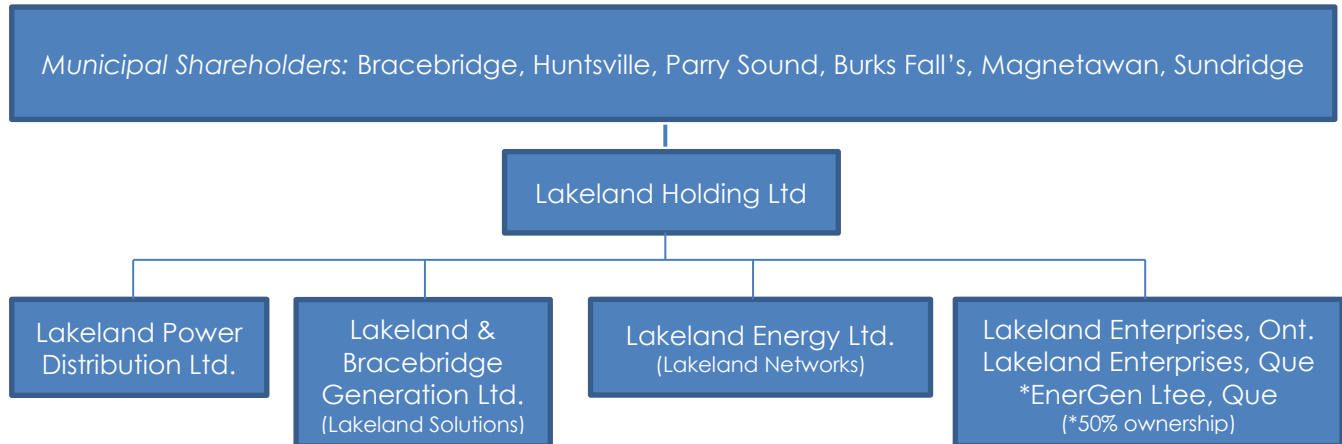
Respectfully submitted on behalf of the Board of Directors of Lakeland.



Chris Litschko, CEO

Appendix “A”

2026 Q2 Shareholder Update



Q1 Financial Update

Lakeland Holding’s consolidated Q2 financial results demonstrate good performance as all business units are performing satisfactorily and remain aligned with their respective budgets, with costs consistently below target and some fluctuations noted in revenue. The current outlook suggests that the consolidated budget will be achieved.

The company is working to restore Generation’s \$2.5 million cash buffer for catastrophic events, including droughts, after it was depleted by the 2025 drought. Following a review of our investments, we sold our 50% ownership interest in the Chute Blanche plant in Quebec because it was not generating the expected returns or free cash flow required to support additional investments and dividends.

On a consolidated basis, Lakeland invested \$4 million in capital improvements and expansion through the first half. Since 2006, Lakeland has distributed \$24.6 million in tax-free cash dividends and increased shareholder value by \$46.8 million.

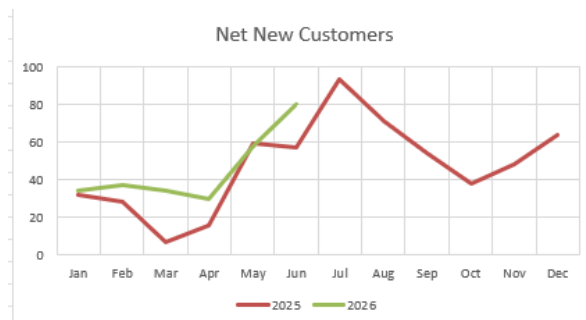
Operations

Cybersecurity remained a key area of focus during the quarter as Lakeland continued to strengthen its security posture, risk management framework, and employee awareness programs. Progress was made on enterprise risk management, vendor assessment processes, centralized logging and security monitoring initiatives, while preparations were completed for the 2026 independent penetration test. The organization

actively monitored and assessed emerging cybersecurity threats and vulnerabilities, with no material impacts identified to Lakeland operations from the most significant alerts reported during the quarter.

With 98 full-time team members, Lakeland continued to strengthen its workforce, compliance, and organizational development initiatives. The organization successfully recruited and onboarded a Journeyman Powerline Technician, expanded its co-op and student workforce from 2 to 9 positions, and secured partial grant funding for summer student placements. Key regulatory milestones were achieved with the submission of the Year 3 Accessible Canada Act progress report and continued progress toward AODA compliance requirements. Employee retention remained strong, with regrettable and unplanned turnover at or near zero throughout the quarter. Ongoing health and safety training, monthly safety meetings, mental health awareness programming, and policy modernization efforts further reinforced Lakeland's commitment to employee wellbeing, operational excellence, and a positive workplace culture.

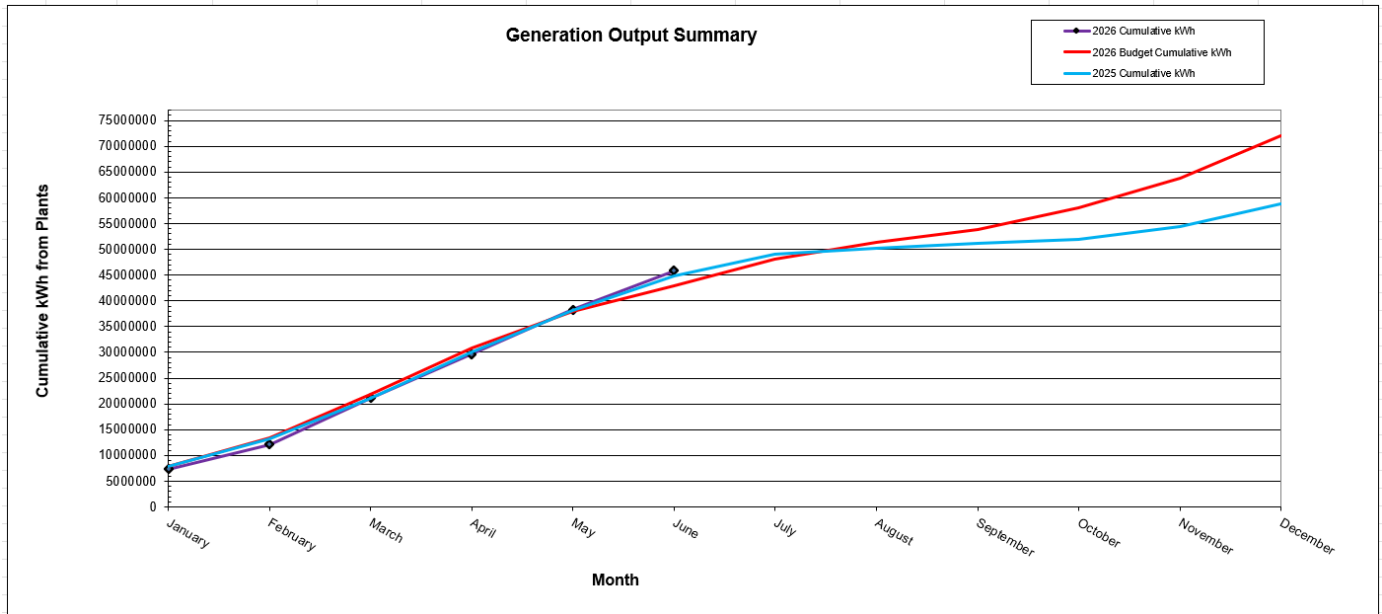
Lakeland Networks delivered a solid second quarter, with year-to-date subscriber performance remaining strong increasing to 9,288 as net new customers finished June up 37% versus the prior year, supported by a 7% year-over-year increase in new customers and a 10% reduction in cancellations, including a 31%



reduction in customers leaving for competition. Operationally, the company advanced several key initiatives, including EV charging site construction and inspections, continued fibre construction in Parry Sound, release of new homes for sales, and completion of 124 residential and 10 business installations in June. Business customer activity also remained positive, with new and renewed agreements completed for 9 customers. The team

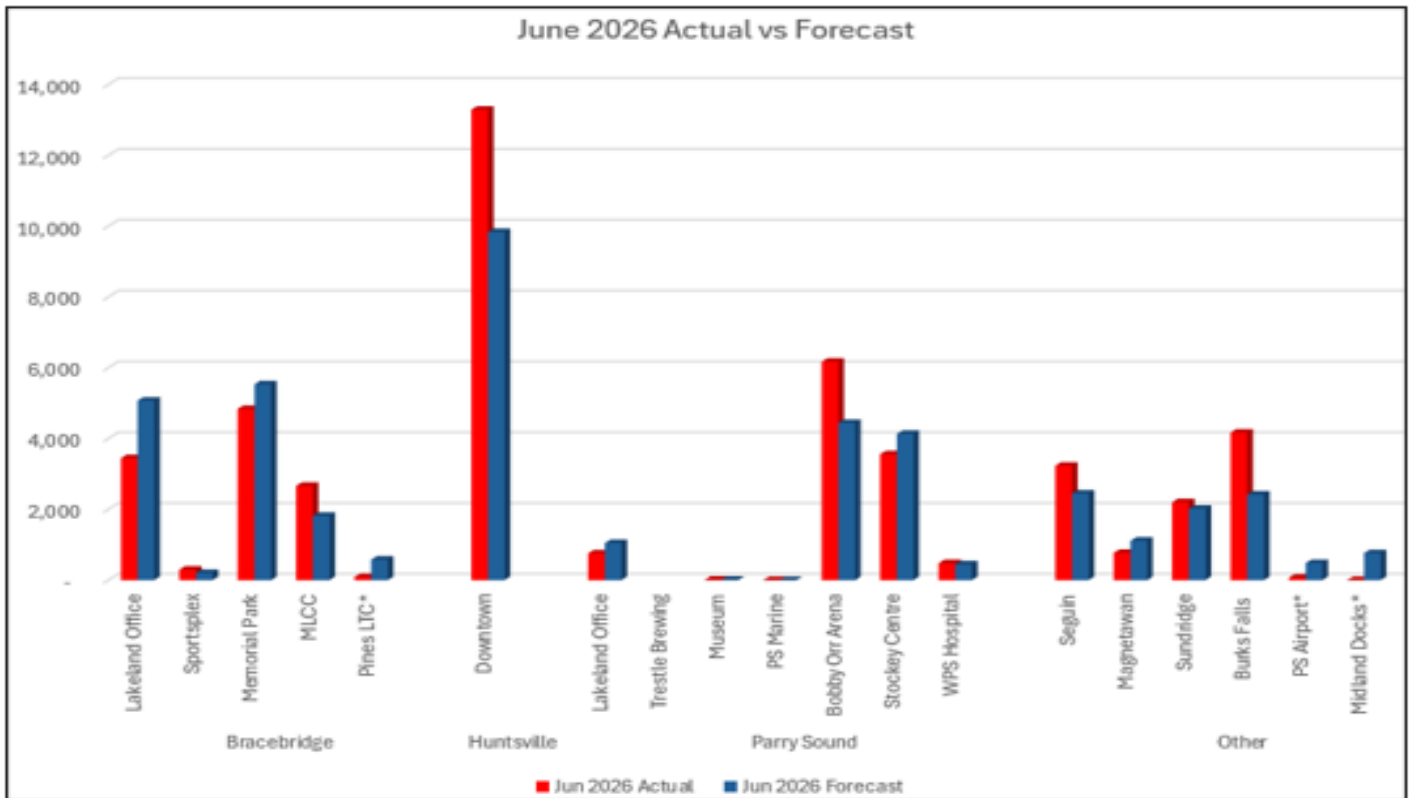
also continued work on the New Experience Plans, Lakeland IQ App readiness, self-install processes, Tech Talk communications, TV platform review, network upgrades, positioning the business for improved customer experience, operational efficiency, and continued growth in the second half of the year.

During the second quarter of 2026, Bracebridge Generation delivered strong operational performance despite highly variable weather and challenging watershed conditions. Through proactive water management and continuous monitoring, the team safely managed significant spring freshet events while maintaining reliable operations and protecting critical infrastructure. Generation exceeded budget expectations in both May and June, achieving 121% and 153% of budgeted production respectively or 105% YTD, while advancing key capital initiatives including Cascade Dam repairs, High Falls dewatering improvements, Mill Lake Dam engineering work, and the Bancroft Dam Safety Review. The team also completed important public safety improvements, and supported regional water management and watershed planning initiatives across Muskoka and surrounding areas.

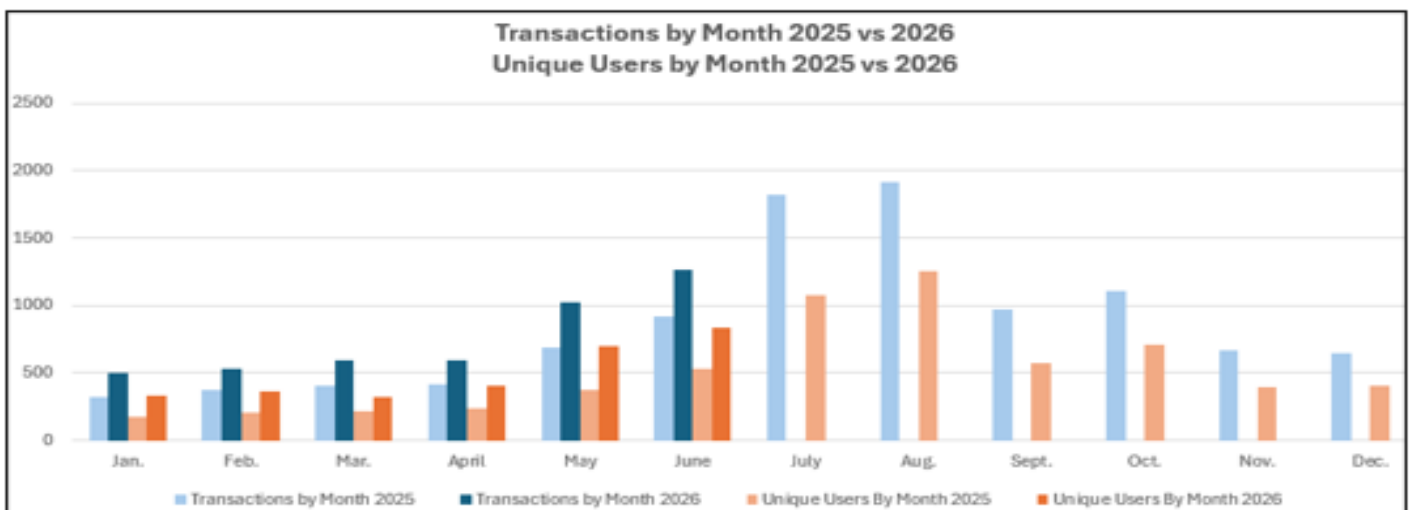


During the second quarter in Solutions, Lakeland EV Charging continued to deliver strong growth across its network while advancing key strategic infrastructure investments. Network energy usage remained well ahead of budget and forecast throughout the quarter, with June energy consumption reaching 46,014 kWh, 26% higher than 2025 levels, and year-to-date usage exceeding budget by more than 25,000 kWh. Transactions and unique users increased steadily, demonstrating growing customer adoption and utilization of the network. Two new charging locations in Washago and Penetanguishene were commissioned and brought into service, while construction and development continued on multiple funded projects across Ontario, including Huntsville, West Parry Sound, Coldwater, Severn, Temiskaming Shores, Port Carling, Rosseau, and Bancroft. Lakeland also secured and advanced several government-funded initiatives, expanded public awareness through the Plug'n Drive Muskoka EV education program and achieved an estimated 62 tonnes of CO₂ emissions reductions during May and June alone. Operationally, the business continued to strengthen network reliability, launched new analytics and asset management tools, and advanced fleet electrification initiatives, positioning Lakeland EV Charging for continued growth and leadership in regional EV infrastructure

June 2026 - Usage (kWh) by site compared to forecast.

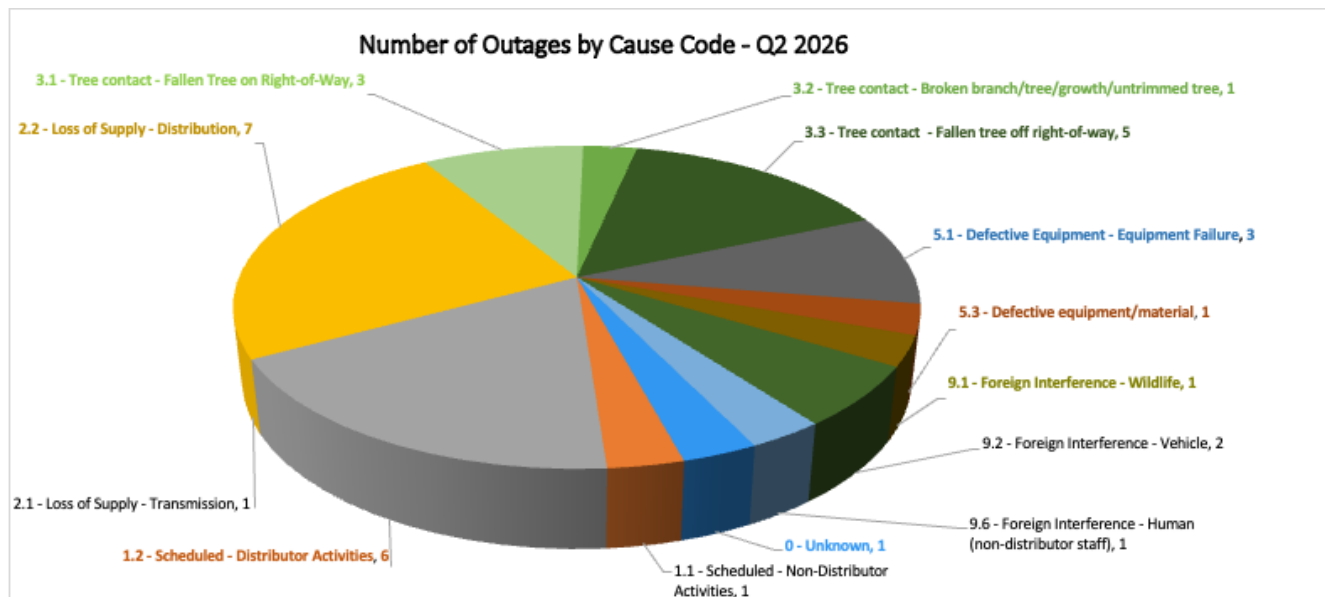


Transactions and Users 2025 vs 2026



Unique users are defined as a visitor to Lakeland's EV Charging website or users of an app (i.e. downloaded and accessed the app), where the user actively participated/used the website or app.

In serving 14,977 customers, Lakeland Power continued to execute key reliability, customer service, and growth initiatives across its service territory. Major infrastructure projects advanced, including the Isabella and Joseph Street reconductoring project in Parry Sound, replacement of aging system protection equipment, ongoing meter recertification work, and multiple pole replacement programs to strengthen system reliability. The utility successfully completed customer-driven projects such as the Parry Sound Recreation Centre connection, new residential and commercial developments, and several EV charging and net-metering initiatives, while supporting future growth opportunities representing hundreds of potential new customer connections. Customer service performance remained strong, consistently exceeding Ontario Energy Board service standards, with more than 89% to 91% of calls answered within 30 seconds and low call abandonment rates. Customer engagement initiatives, including Save on Energy programming, enhanced outage communication tools, and expanded digital self-service options, continued to improve the customer experience. Despite experiencing significant weather-related challenges, including flooding, high winds, lightning events, and equipment failures, Lakeland Power's teams responded quickly and effectively to maintain safe and reliable service while supporting local communities.



**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre

777, rue Bay, 17^e étage
Toronto (Ontario) M7A 2J3
Tél. : 416 585-7000



234-2026-3320

September 10, 2026

Dear Head of Council,

I am writing to advise that the content of proposed regulations under the [Municipal Accountability Act, 2026](#), which received Royal Assent on June 2, 2026, is now posted on Ontario's regulatory registry for public comment.

The Act represents a significant step toward strengthening accountability and public confidence in local government. If the changes made by this Act are brought into force, the Ministry of Municipal Affairs and Housing is proposing regulations that would:

1. Establish a standardized municipal code of conduct for members of council and certain local boards;
2. Establish standardized municipal integrity commissioner inquiry processes; and
3. Establish education and training requirements for municipal integrity commissioners and for members of councils and certain local boards.

I value your perspective as Head of Council and encourage you to provide comments through the Regulatory Registry on behalf of your municipality, including any views or feedback from members of council: [Proposal for Regulations to Establish a Standardized Municipal Code of Conduct; Municipal Integrity Commissioner Processes and Education and Training Requirements | regulatoryregistry.gov.on.ca](#)

The proposal is open for public comment until October 2, 2026. Feedback will help inform the development of these regulations and support their effective implementation for the start of the new municipal council term on November 15, 2026.

If you have any questions regarding the proposal, please contact Robert Dodd, Chief of Staff, Minister's Office, Ministry of Municipal Affairs and Housing
Robert.Dodd@ontario.ca.

I look forward to receiving your input.

Sincerely,

A handwritten signature in blue ink that reads "Robert J. Flack".

Hon. Robert J. Flack
Minister of Municipal Affairs and Housing

cc : Robert Dodd, Chief of Staff, Minister's Office, Ministry of Municipal Affairs and Housing
Martha Greenberg, Deputy Minister of Municipal Affairs and Housing
Laurie Miller, Assistant Deputy Minister, Local Government Division
Sean Fraser, Assistant Deputy Minister, Municipal and Housing Operations Division
Municipal Chief Administrative Officer
Municipal Clerk



28 Municipal Lane,
P.O. Box 1120, Sundridge, Ontario P0A 1Z0
705-384-5819 Fax 705-384-5892
www.strongtownship.com

Township of Strong Council Resolution
September 8, 2026 Regular Meeting
6.0 Comments/Communications/Correspondence

6.3 Village of Sundridge Resolutions

6.3.3 2026-195 Landfill Gate

R2026-269

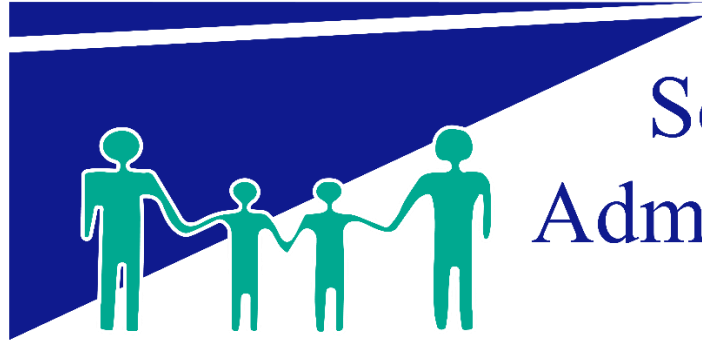
Moved By: Jim Ronholm

Seconded by: Kevin Noaik

Be it resolved that the Council for the Township of Strong hereby prohibit the Village of Sundridge contractor from entering Landfill #1 outside of regular operating hours, effective immediately.

Carried

District of Parry Sound



Social Services
Administration Board

Housing Needs Assessment

2026

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Introduction

This Housing Needs Assessment was prepared to inform the Parry Sound District Social Services Administration Board's (PSDSSAB) Housing and Homelessness Plan by providing an evidence-based picture of current and emerging housing needs across a large, diverse, and primarily rural service area. The district of Parry Sound includes 22 member municipalities and two unorganized (unincorporated) areas, with a mix of small towns, villages, townships, and more remote communities that face different housing market conditions, development contexts, and access-to-services realities. The municipalities include the Township of Armour, Village of Burk's Falls, Municipality of Callander, Township of Carling, Township of Joly, Township of Kearney, Township of Machar, Municipality of Magnetawan, Township of McDougall, Township of McKellar, Township of McMurrich/Monteith, Township of Nipissing, Town of Parry Sound, Township of Perry, Municipality of Powassan, Township of Ryerson, Township of Seguin, Village of South River, Township of Strong, Village of Sundridge, Township of The Archipelago, and Municipality of Whitestone, along with Parry Sound Unorganized Centre Part and Parry Sound Unorganized North East Part.

The assessment brings together demographic and household trends, housing stock characteristics, local market signals, and indicators of housing need and affordability, alongside information on non-market and supportive housing capacity and visible demand for assisted housing. It is intended to support shared understanding among the PSDSSAB and its partners and to help translate local data into practical planning directions, including the scale and mix of housing needed over the 2026 to 2036 period and the priority populations and system gaps that should be addressed through coordinated action.

Community Profile

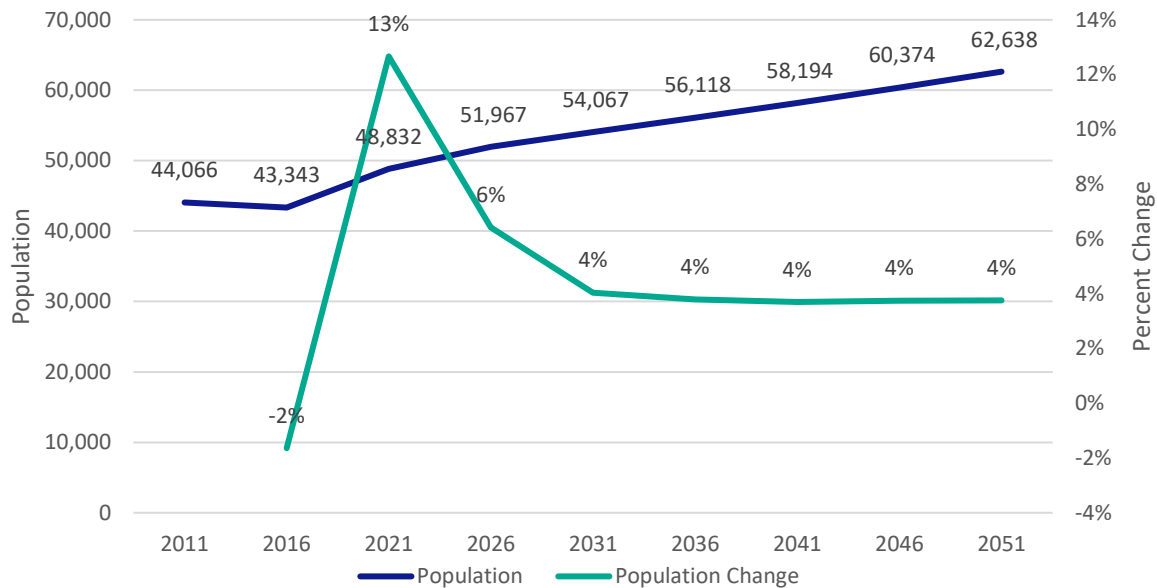
This Community Profile summarizes the key demographic and housing conditions shaping current and future housing need in the district of Parry Sound. It highlights recent and projected population and household growth, population age, household types, and how tenure and income patterns influence affordability pressures. It also provides a baseline view of housing indicators, including affordability, adequacy, suitability, and core housing need, to inform the scale and mix of housing responses required over the planning period of 2026-2036.

Demographic Trends

Population

The district of Parry Sound experienced slight population decline in between 2011 and 2016, but experienced rapid growth between 2016 and 2021. The Ministry of Finance projects that the district's population will continue rising to 51,967 by mid 2026 (+6%) and continue increasing steadily by about 4% every five years to reach 62,638 by 2051. This points to the need to plan for sustained long-run growth in housing demand, supporting a continuous pipeline of new housing units.

Figure 1.1: Population Change (2011-2051)



Source: Statistics Canada Census 2011-2021, Ministry of Finance Projections 2026-2051

Note: 2011-2021 do not include the Census undercount, whereas the projections from 2026-2051 include the Census undercount

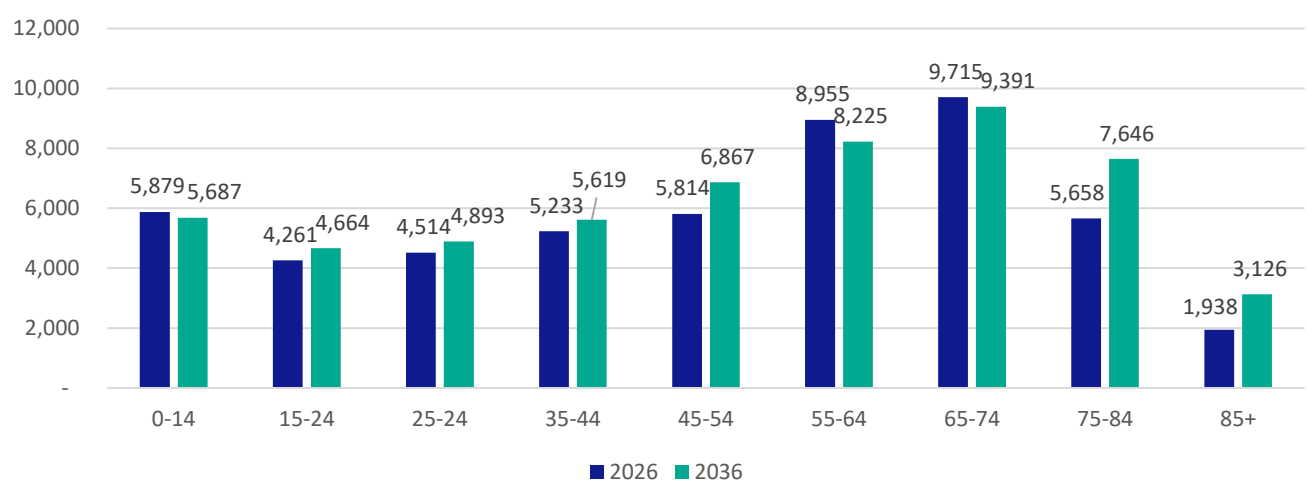
Age

The projections point to a continued aging of the district's population between 2026 and 2036, with the biggest growth occurring among older seniors. In absolute terms, the 75–84 group increases sharply (from 5,658 to 7,646), and the 85+ group grows from 1,938 to 3,126. This shift is also visible in the shares: 75–84 rises from 10.9% to 13.6% and 85+ rises from 3.7% to 5.6%. Over the same period, the “younger older adult” cohorts soften: 55–64 declines (8,955 to 8,225; share 17.2% to 14.7%) and 65–74 dips slightly (9,715 to 9,391; share 18.7% to 16.7%).

At the same time, most child and working-age groups are relatively stable or grow modestly, but their share generally stays flat or goes down slightly. For example, 0–14 falls from 11.3% to 10.1% (and declines slightly in absolute numbers), while 15–44 increases modestly in absolute terms but remains a similar share overall. The main structural

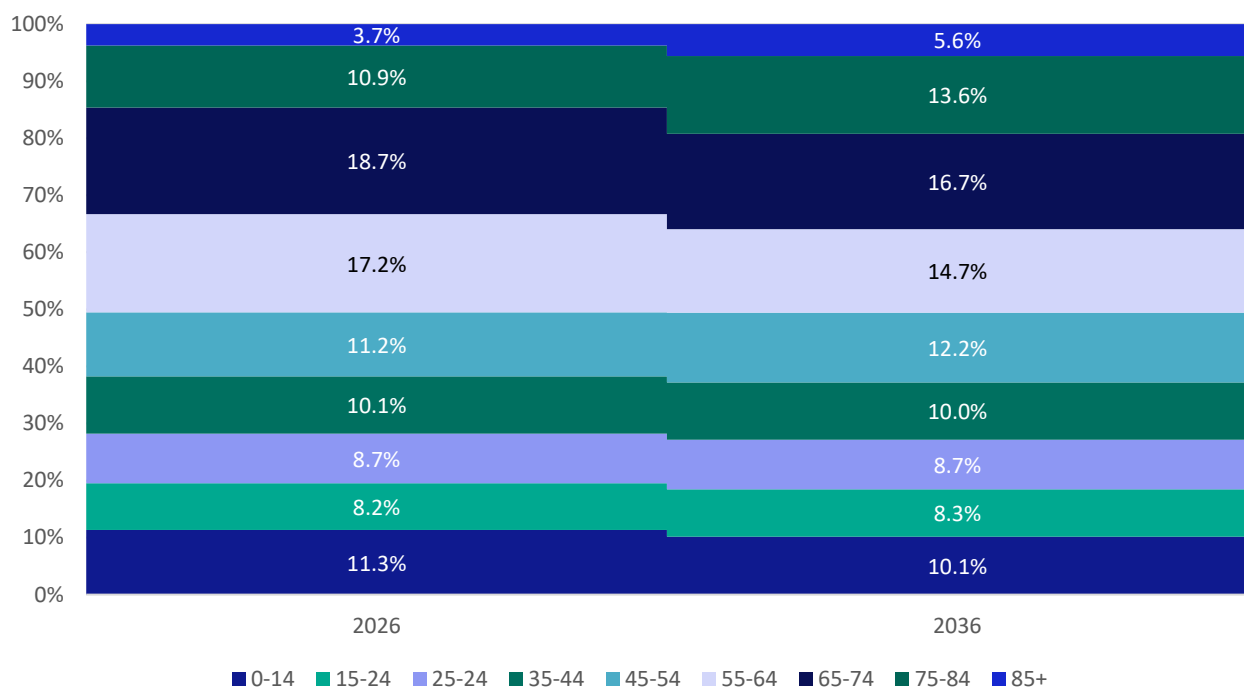
change is therefore the growing concentration of residents in the 75+ ages. This has clear housing implications: increasing need for accessible and adaptable homes (step-free entry, main-floor bedrooms/bathrooms), a larger supply of smaller units for downsizing, and expanded supportive or assisted living and home-care-friendly housing options, alongside continued planning for family and workforce housing to maintain community sustainability.

Figure 1.2: Estimated and Projected Distribution of Population by Age Group (#) (2026-2036)



Source: Ontario Ministry of Finance projections (Summer 2025)

Figure 1.3: Estimated and Projected Distribution of Population by Age Group (%) (2026-2036)

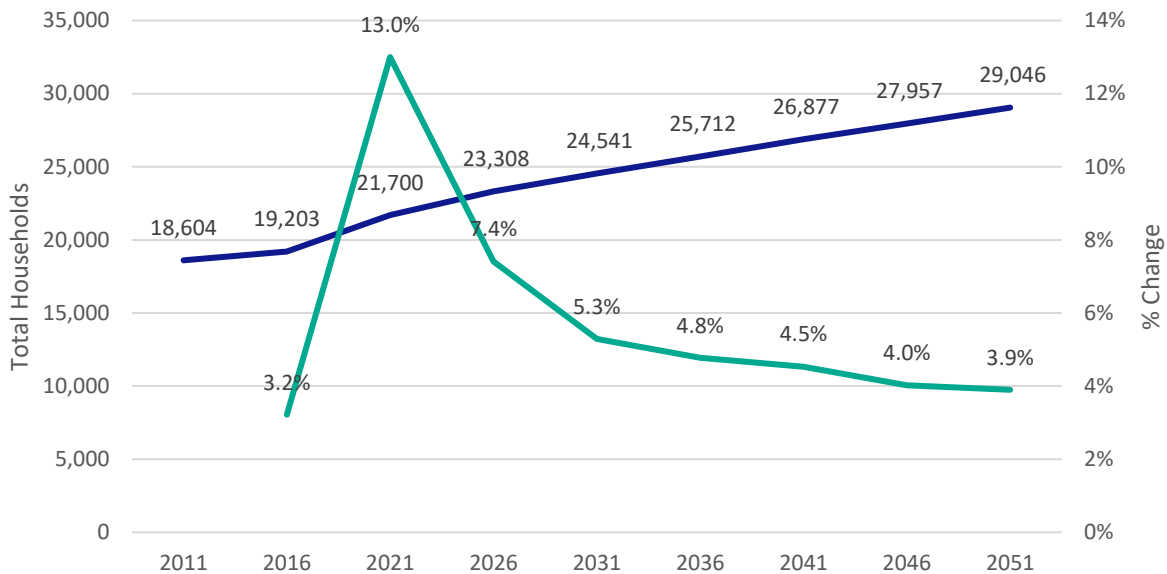


Source: Ontario Ministry of Finance projections (Summer 2025)

Number of Households

Households in the district are projected to continue increasing over the long term, following strong growth since 2016. Total households rose from 18,680 in 2016 to 20,845 in 2021 (11.6%) and are projected to reach 23,621 by 2026 (a further 13.3% increase). From 2026 to 2036, growth is expected to moderate but remain steady, increasing from 23,621 to 25,508, or about 1,887 additional households overall (roughly 8.0% over the decade). This implies that even after the recent period of faster growth, communities within the district of Parry Sound will still need a sustained pipeline of new housing units through 2036 to accommodate continued household formation.

Figure 1.4: Household Change (2011-2051)

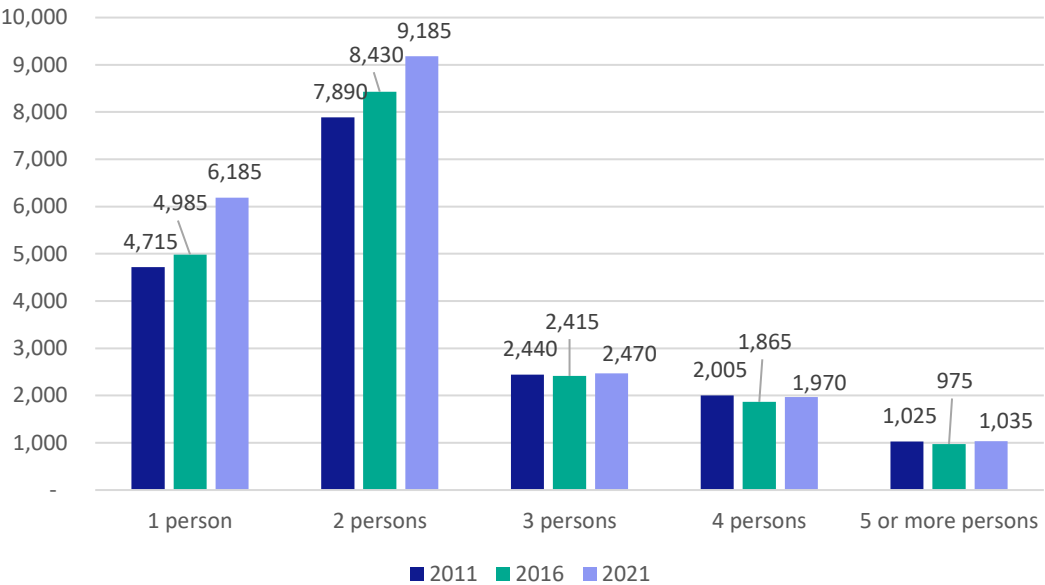


Source: 2011, 2016, and 2021 based on Statistics Canada Census plus estimated Census undercount, Vink Consulting projections based on Ontario Ministry of Finance projections for 2026-2051

Household Size

Household growth in the district between 2011 and 2021 was driven primarily by smaller households. Total households increased from 18,075 to 20,845 (up about 15%), led by a sizeable rise in 1-person households (4,715 to 6,185, up 31%) and continued growth in 2-person households (7,890 to 9,185, up 16%). In contrast, larger household types were flat or declining: 3-person households changed little (2,440 to 2,470), 4-person households dipped slightly overall (2,005 to 1,970), and 5+ person households were essentially stable (1,025 to 1,035). As a result, the household mix is gradually shifting toward smaller households, reinforcing the need for more smaller, accessible units alongside family-sized housing.

Figure 1.5: Breakdown of Private Households by Size (2011-2021)



Source: Statistics Canada Census

Household Type

Household composition is projected to continue shifting toward non-family households over time, while family households also grow. Non-family households total 6,790 in 2021 and are projected to rise to 7,698 by 2026 and 8,994 by 2036. Between 2026 and 2036, this represents an increase of 1,296 non-family households, compared to an increase of 1,108 family households (from 15,610 to 16,718). Overall, this indicates that a large share of new household growth will be driven by people living alone or with non-relatives, reinforcing the need to expand the supply of smaller, more accessible housing options, including purpose-built rentals and other forms suited to one- and two-person households, while maintaining an appropriate mix of family-oriented housing.

Table 1.2: Current and Projected Household Types (2021-2036)

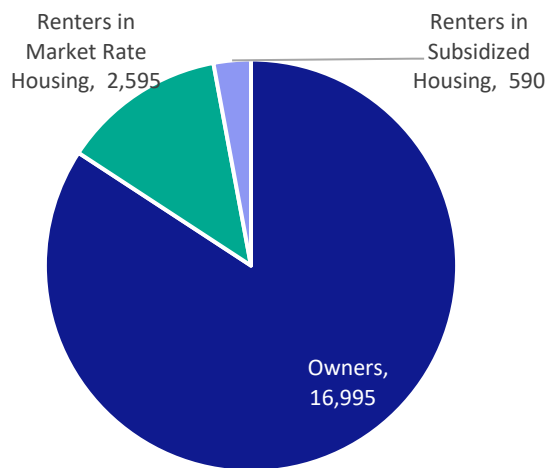
	Non-Family Households	Family Households
2021	6,790	14,055
2026	7,698	15,610
2036	8,994	16,718
Change 2026-2036 (#)	1,296	1,108

Source: 2021 from Statistics Canada Census (does not include estimated Census undercount), Vink Consulting projections based on Ontario Ministry of Finance projections for 2026-2036

Tenure

Tenure in the district is predominantly owner-occupied. In 2021, there were 16,995 owner households (84.2%), compared to 2,595 renter households in market-rate housing (12.9%) and 590 renter households in subsidized housing (2.9%). This high ownership share suggests that housing conditions and affordability pressures will be experienced differently across groups, with a relatively small rental market overall and an even smaller stock of subsidized units, highlighting the importance of protecting and expanding rental and assisted options for households who cannot access homeownership.

Figure 1.6: Breakdown of Households by Tenure (2021)



Source: Statistics Canada Census

Based on rent levels, 2,230 occupied rental units were rented at below-market rent (defined here as affordable to households earning 80% of Area Median Household Income (AMHI)¹. This below-market figure may include some subsidized units and some non-subsidized units, because it reflects rent levels rather than whether a unit is subsidized. However, because renter incomes are typically much lower than owner incomes (for example, across Canada, median renter household incomes in 2020 were about 54% of median homeowner incomes), affordability at 80% of AMHI should be interpreted as a relatively high-income benchmark for renter households and should not be treated as a proxy for the number of homes that are affordable to typical renters.

Household Income

Income categories based on the district's median household income help benchmark affordability using a consistent framework across communities. In 2020, very low-income households (up to 20% of AMHI, earning \$14,700 or less, with affordable shelter costs up to \$368/month) represented 2% of all households, but accounted for a much larger share of renter households (5.3%) than owner households (1.0%). Low-income households (21% to 50% of AMHI; \$14,700 to \$36,750; affordable shelter costs \$368 to \$919) represented 17% of all households and over one-third of renter households (35.8%), compared to 13.3% of owner households. Moderate-income households (51% to 80% of AMHI; \$36,750 to \$58,800) represented 19% of all households and 26.2% of renters, while median-income households (81% to 120% of AMHI; \$58,800 to \$88,200) represented 22% of all households and 17.8% of renters. High-income households (over 120% of AMHI; \$88,201+) comprised 40% of all households and nearly half of owner households (44.9%),

¹ Below market has been calculated as shelter that is affordable to households earning 80% of Area Median Household Income. Across Canada, median household incomes for renters in 2020 were only slightly over half (54%) of median household income for homeowners. Therefore, it should be noted that a renter household making 80% of AMHI in 2020 should be considered relatively high-income, and this value should not be considered a proxy for how many homes are affordable.

but only 14.8% of renter households. Looking within the rental system highlights the role of subsidy in serving lower-income households: among subsidized renter households, 17.0% were very low income and 53.4% were low income, compared to 2.8% and 31.8% respectively among unsubsidized renter households, underscoring that affordability gaps are most acute for renters, particularly those not in subsidized housing.

Table 1.3: Households by Income Category (2021)

Income Category	Annual Household Income 2020	Affordable Shelter Cost	% of all Households	% of Owner Households	% of Renter Households
Very Low (up to 20% below Area Median Household Income (AMHI))	<= \$14,700	<= \$368	2%	1.0%	5.3%
Low (21% – 50% AMHI)	\$14,700 - \$36,750	\$368 - \$919	17%	13.3%	35.8%
Moderate (51 – 80% AMHI)	\$36,750 - \$58,800	\$919 - \$1,470	19%	18.0%	26.2%
Median (81% - 120% AMHI)	\$58,800 - \$88,200	\$1,470 - \$2,205	22%	22.8%	17.8%
High (>120% AMHI)	>= \$88,201	>= \$2,206	40%	44.9%	14.8%

Source: Statistics Canada Census

Table 1.4: Households by Income Category (2021)

Income Category	Annual Household Income 2020	Affordable Shelter Cost	% of Unsubsidized Rental HHs	% of Subsidized Rental HHs
Very Low (up to 20% below Area Median Household Income (AMHI))	<= \$14,700	<= \$368	2.8%	17.0%
Low (21% – 50% AMHI)	\$14,700 - \$36,750	\$368 - \$919	31.8%	53.4%
Moderate (51 – 80% AMHI)	\$36,750 - \$58,800	\$919 - \$1,470	28.4%	17.0%
Median (81% - 120% AMHI)	\$58,800 - \$88,200	\$1,470 - \$2,205	19.8%	9.3%
High (>120% AMHI)	>= \$88,201	>= \$2,206	17.3%	3.4%

Source: Statistics Canada Census

Household Suppression

Suppressed Household Formation is related to households that were unable to form typically due to a constrained housing environment, but could include other economic factors such as income insecurity and precarious employment. Households make decisions on housing based on the choices available to them; for example, young people may have difficulty moving out of their parents' homes to form households of their own, while others may choose to merge households with roommates due to lack of available and affordable housing supply.

To estimate suppressed household formation, we used 2006 Census data, the earliest available data for a time when housing supply was less constrained, to determine headship rates by tenure and age group. 2026 headship rates were then applied to population data from the 2021 Census to estimate how many additional households might have formed under more favourable housing conditions. The resulting estimate is that in 2021 there were approximately 600 suppressed households.

Employment

For the three-month moving average ending December 2025, the Muskoka-Kawartha economic region, which includes the district of Parry Sound, recorded a participation rate of 54.1% and an employment rate of 52.1%, with unemployment at 3.8%.² Together, these figures suggest a relatively tight labour market among those engaged in the labour force, but also a comparatively smaller share of the overall population participating in work or active job search. For housing planning, this can mean that affordability pressures are

² Statistics Canada table [14-10-0462-02](#)

shaped not only by unemployment, but also by the region's age structure and seasonality, with many households potentially relying on fixed incomes, part-time work, or fluctuating employment.

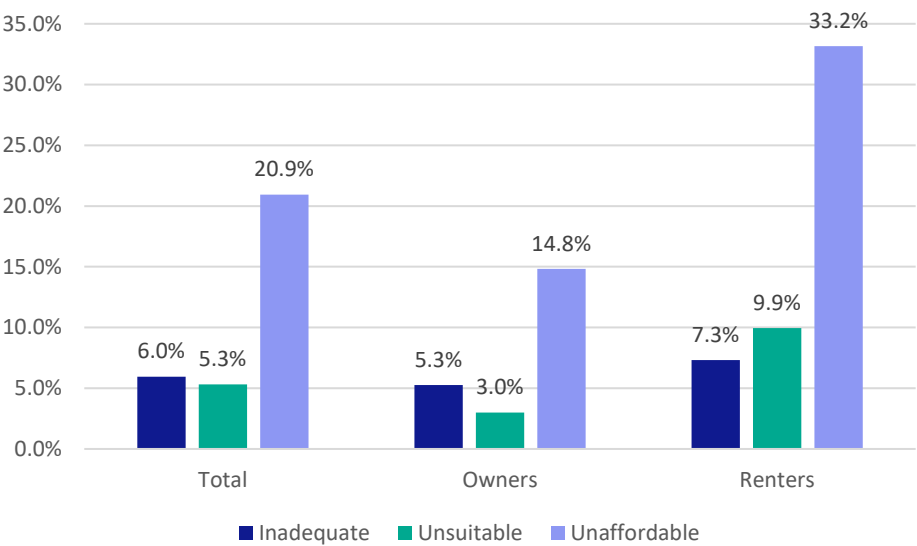
Housing Indicators

This section identifies the portion of households facing barriers to acceptable housing, by analyzing a set of key housing indicators:

- **Affordability:** Affordable dwellings cost less than 30% of total before-tax household income.
- **Suitability:** Suitable housing has enough bedrooms for the size and make-up of resident households, according to National Occupancy Standard (NOS) requirements.
- **Adequacy:** Adequate housing is reported by their residents as not requiring any major repairs.
- **Core Housing Need:** A household is in core housing need if its housing falls below at least one of the affordability suitability, or adequacy standards, and the household would have to spend 30% or more of its total before-tax income to pay the median rent of alternative local housing option that is acceptable (meets all three housing standards).

Affordability is the most common housing challenges among district of Parry Sound households, particularly for renters. Overall, 6.0% of households live in inadequate housing (needing major repairs) and 5.3% in unsuitable (crowded) housing, while 20.9% are in unaffordable housing. Renters experience markedly higher need across all three measures, especially affordability: 33.2% of renter households are in unaffordable housing compared to 14.8% of owner households, and renters are also more likely to be in unsuitable housing (9.9% versus 3.0%) and inadequate housing (7.3% versus 5.3%). This pattern suggests that most households are in acceptable housing on adequacy and suitability, but a substantial share, particularly renters, face cost pressures that can undermine housing stability.

Figure 1.1: Percentage of Total Households in Unacceptable Housing by Housing Indicator (2021)



Source: Statistics Canada Census

The core housing need breakdown is important because it distinguishes between households experiencing housing challenges who may be able to resolve them through the market and those who cannot afford acceptable alternatives locally. For unaffordability, the split is nearly even: 1,725 households have unaffordable shelter costs but are not in core need, suggesting they are more likely to have adequate and suitable options available at an affordable cost, while 1,745 are in core need, meaning they cannot afford acceptable housing in their community. The same logic applies to housing condition and crowding, though the pattern differs. For inadequacy (major repairs), 1,155 households are not in core need compared to 610 in core need, indicating that many households facing repair issues may have feasible alternatives, while a substantial number do not. For unsuitability (crowding), 480 households are not in core need compared to 115 in core need. In practical terms, households not in core need may be able to address issues by moving or changing their housing situation within the existing market, while households in core need face a structural affordability gap that requires targeted affordable and supportive housing solutions.

Table 1.5: Housing Indicators by Tenure (2021)

	Owners Not in Core Need	Owners In Core Need	Renters Not in Core Need	Renters In Core Need	Combined Owners and Renters In Core Need	Combined Owners and Renters Not in Core Need
Unaffordable	1,185	1,165	540	580	1,745	1,725
Unsuitable	300	70	180	45	115	480
Inadequate	930	465	225	145	610	1,155

Source: Statistics Canada Census

Based on the Census data, core housing need appears to have declined between 2016 and 2021 for both owners and renters. Among owners, core housing need fell from 2,000 households (13.7%) in 2016 to 1,550 (9.3%) in 2021, a decrease of 450 households or 4.4 percentage points. Among renters, it declined from 1,300 households (43.1%) to 695 (22.1%), a decrease of 605 households or 21.0 percentage points. Even with this

improvement, renters remain far more likely than owners to be in core housing need in 2021, reinforcing that affordability challenges are disproportionately concentrated in the rental market. It is also important to interpret the 2021 results cautiously, as they may have been influenced by temporary COVID-19 income supports and related measures that boosted household incomes or reduced financial strain during the pandemic period, potentially lowering measured core housing need relative to what households experience in more typical conditions.

More recent local data on core housing need is not yet available. However, in 2024, the Office of the Parliamentary Budget Officer (PBO) released national estimates and projections indicating that core housing need across Canada had already increased by 65% compared to 2021 levels³. The PBO further projected that this figure would rise to 79% above 2021 levels by 2026, highlighting the growing severity of housing need nationwide and suggesting that similar upward trends may be occurring in communities like the district of Parry Sound.

Table 1.6: Core Housing Need by Tenure (2016 and 2021)

	2016	2021	Change 2006- 2021
	#		
Owners	2,000	1,550	-450
Renters	1,300	695	-605
	%		
Owners	13.7%	9.3%	-4.4%
Renters	43.1%	22.1%	-21.0%

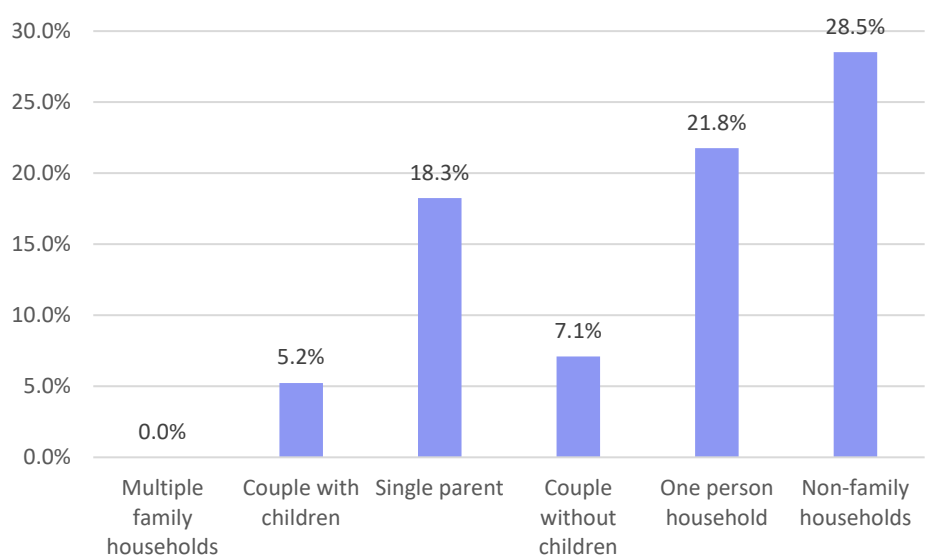
Source: Statistics Canada Census

Core housing need varies significantly by household type. Non-family households have the highest core housing need rate (28.5%), followed by one-person households (21.8%),

³ Office of the Parliamentary Budget Officer, Federal Spending on Housing Affordability in 2024, <https://www.pbo-dpb.ca/en/publications/RP-2425-023-S--federal-spending-housing-affordability-in-2024--depenses-federale-axe-es-abordabilite-logement-2024>

indicating that people living alone or with non-relatives face the greatest affordability pressures. Single-parent households also experience elevated core housing need (18.3%), reflecting the added financial strain of supporting a household on one primary income. In contrast, couples have substantially lower rates, particularly couples with children (5.2%) and couples without children (7.1%), suggesting that dual-income or shared-cost household structures provide a stronger buffer against housing costs. Multiple-family households show 0.0%, although this can reflect small counts rather than an absence of need.

Figure 1.2: Percentage of Households in Core Housing Need by Household Type (2021)



Source: Statistics Canada Census

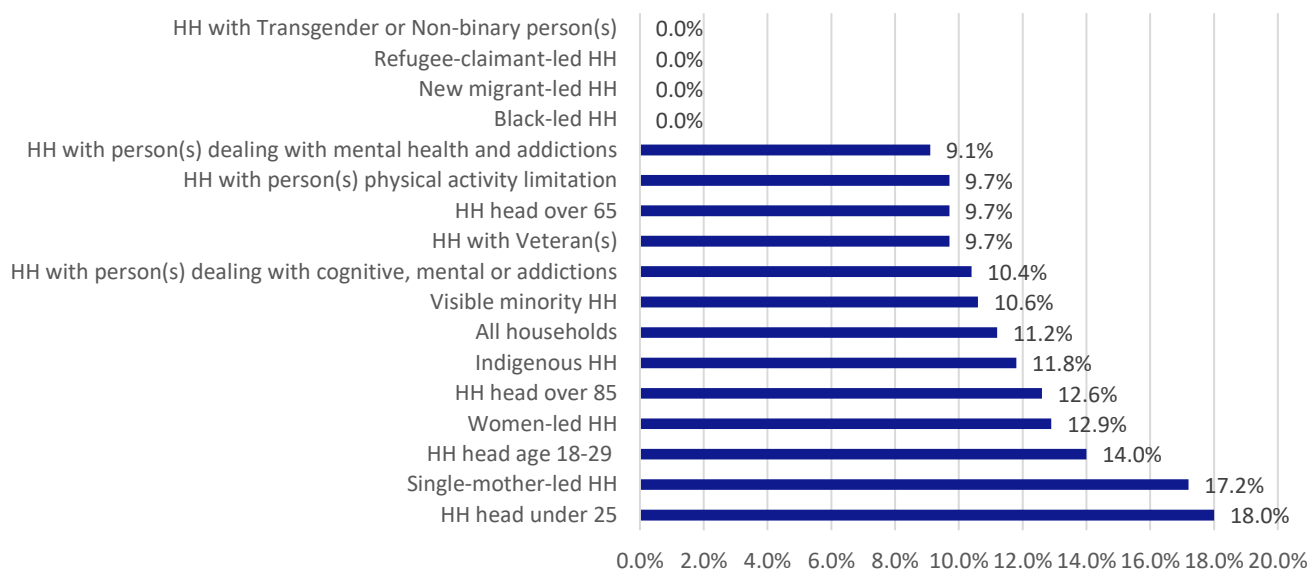
The National Housing Strategy recognizes 13 priority populations that face disproportionately greater housing needs compared to the general population. However, while these groups are identified at the national level, not all may experience heightened housing challenges in the district of Parry Sound. The priority population groups include:

- Women and children fleeing domestic violence
- Women-led households, especially single mothers
- Seniors 65+

- Young adults aged 18-29
- Indigenous Peoples
- Racialized people
- Recent immigrants, especially refugees
- LGBTQ2S+
- People with physical health or mobility challenges
- People with developmental disabilities
- People dealing with mental health and addiction issues
- Veterans
- People experiencing homelessness.

At the local level, core housing need rates vary across priority population groups, with the highest rates concentrated among younger households and single-mother-led households. Households with a head under 25 have the highest core housing need rate (18.0%), followed by single-mother-led households (17.2%) and households with a head aged 18–29 (14.0%). Several groups are modestly above the all-household average of 11.2%, including women-led households (12.9%), households with a head over 85 (12.6%), and Indigenous households (11.8%). Other priority groups are slightly below the average, including visible minority households (10.6%), households with a member dealing with cognitive, mental health, or addictions-related challenges (10.4%), households with veterans (9.7%), households with a head over 65 (9.7%), households with a member with a physical activity limitation (9.7%), and households with a member dealing with mental health and addictions (9.1%). Categories shown at 0.0% (Black-led, new migrant-led, refugee-claimant-led, and households with transgender or non-binary persons) should be interpreted cautiously, as this can reflect small numbers and suppression rather than an absence of housing need.

Figure 1.3: Core Housing Need by Priority Population Groups in the district Parry Sound (2021)



Source: Statistics Canada Census (HART dataset) 2021

*HH means household and that at least one member of the household falls into the priority group

Homelessness

Between April 2025 and April 2026, a total of 83 unique households were added to the By-Name List at some point during the year, reflecting both newly identified homelessness and returns to homelessness or active status. Of these, 72 households were newly identified by name as experiencing homelessness on PSDSSAB's By-Name List. A further three households returned to homelessness after being housed, and three households returned after previously being inactive on the list. As of April 2026, there were four active households on the By-Name List, indicating a small active caseload at that point in time, but with notable annual inflow that highlights ongoing housing instability and the importance of maintaining strong prevention and rehousing pathways.

From April 2025 to March 2026, PSDSSAB provided homelessness-related supports to 404 unique households. Some households accessed more than one type of support over the year, so the counts below reflect the number of unique households who received each service type (not mutually exclusive). The largest share of households were supported through prevention-focused services, including 185 households receiving prevention supports and 229 receiving prevention supports with ongoing case management. Smaller numbers received diversion (17) or rapid resolution (43) assistance, and 15 households received food security support. Only four households were recorded as receiving eviction prevention support after an eviction notice was issued, suggesting that most interventions are occurring earlier in the housing instability pathway or are being captured under broader prevention and case management categories.

Community Profile Highlights

A summary of key highlights of the community profile are as follows:

- The district shifted from slight population decline (2011 to 2016) to rapid growth (2016 to 2021), and population is projected to keep rising through 2051, reinforcing the need for a sustained housing delivery pipeline.
- The population is projected to age significantly from 2026 to 2036, with the largest increases among older seniors (75–84 and 85+), increasing demand for smaller, accessible homes and supportive housing options alongside continued workforce and family housing.
- Households are projected to continue growing, reaching 23,308 by 2026 and 25,712 by 2036, which translates to roughly 2,404 additional households over the 2026–2036 planning period.
- Household size and composition are trending smaller: growth from 2011 to 2021 was driven by one- and two-person households, and non-family households are projected to increase by 1,108 between 2026 and 2036.
- Tenure is predominantly owner-occupied (84.2%), with a relatively small rental

market (15.8% combined market and subsidized).

- Income patterns show renters are disproportionately represented in very low and low income categories, and subsidized renters are especially concentrated in these lower-income ranges, pointing to deeper affordability pressures in the rental market.
- Affordability is the most common housing challenge: 20.9% of households face unaffordable shelter costs (33.2% of renters), while smaller shares face major repair needs (6.0%) or overcrowding (5.3%).
- Core housing need differentiates households that may be able to move to acceptable alternatives from those that cannot afford acceptable local options. Core housing need remains disproportionately higher for renters than owners in 2021, and is highest among non-family households, one-person households, and single-parent households. By priority populations, rates are highest for households led by people under 25, single-mother-led households, and adult 25-29-led households.
- Homelessness pressures show up as steady inflow: 83 unique households were added to the By-Name List between April 2025 and April 2026 (72 newly identified), even though only 4 households were active as of April 2026, indicating ongoing housing instability and the need for strong prevention and rehousing pathways.

Current Housing Profile

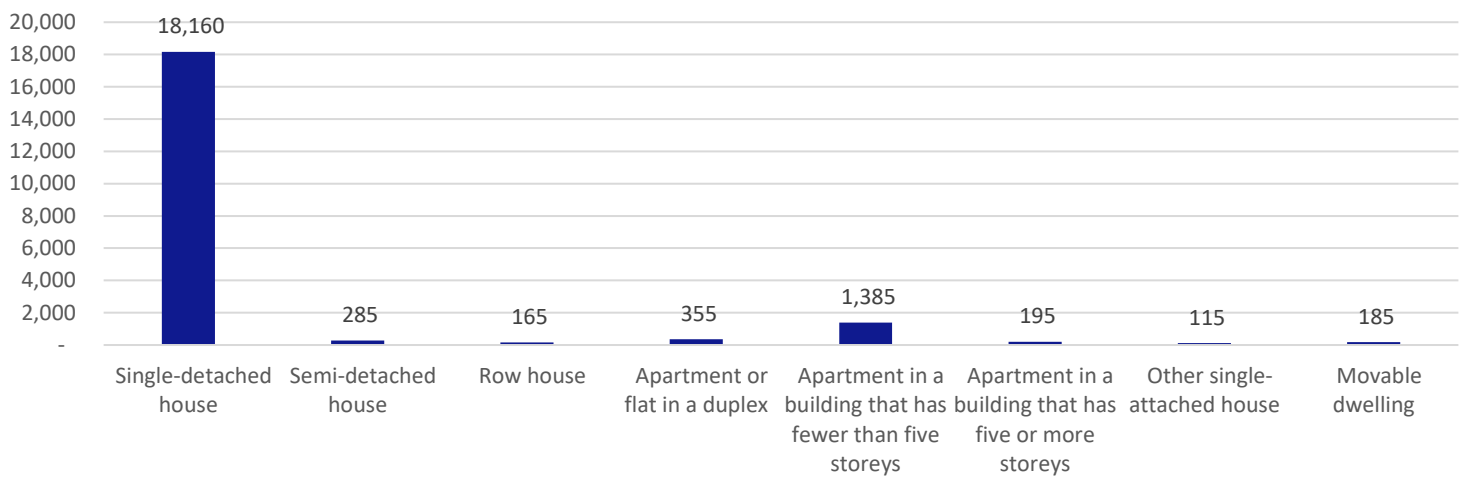
This Current Housing Profile describes the existing housing stock and affordability conditions in the district of Parry Sound to establish a baseline for planning over 2026 to 2036. It summarizes the structure and age of the housing supply. The section then examines how shelter costs and market listings align with local income categories, and outlines non-market, supportive, and transitional housing capacity. Finally, it brings these factors together by summarizing visible demand for assisted housing and current unmet need based on core housing need.

Current Housing Stock

Housing Units by Type

The district's housing stock is dominated by single-detached homes, reflecting a largely low-density built form. Of the 20,845 occupied private dwellings reported in the Census, 18,160 are single-detached houses (about 87%). Apartments make up a much smaller share overall (about 9%), led primarily by apartments in buildings under five storeys (1,385), with fewer units in duplexes (355) and in buildings of five or more storeys (195). Other ground-related forms such as semi-detached (285), row houses (165), and other single-attached houses (115) are limited, and movable dwellings account for 185 units. This mix suggests that expanding housing options will likely require deliberate efforts to add "missing middle" forms such as duplexes, triplexes, fourplexes, row houses, secondary suites, and small apartment buildings as well as modest-density rentals to better match changing household needs and affordability pressures.

Figure 1.4: Housing Type (2021)



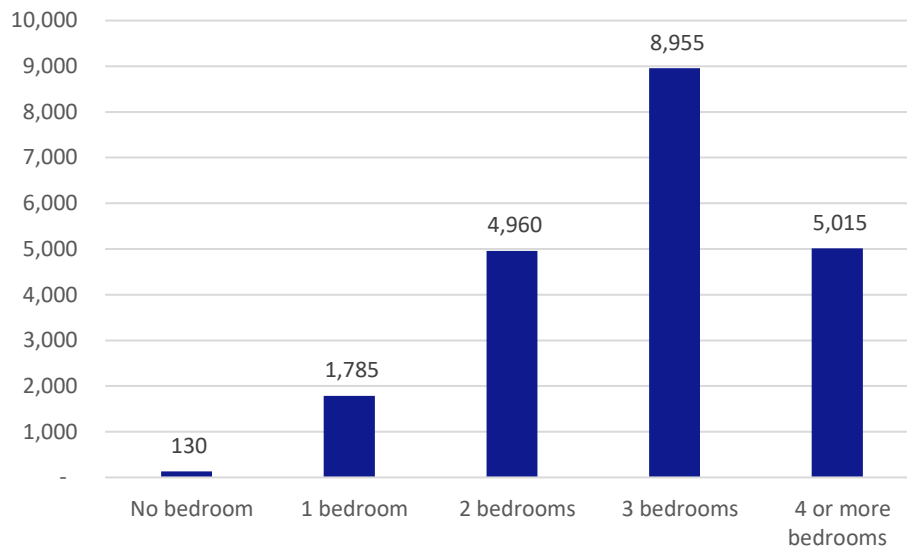
Source: Statistics Canada Census

Note: Numbers may not sum to total due to rounding.

Housing Units by Size

The district's occupied housing stock is weighted toward larger, family-sized units. Of the 20,845 dwellings shown, 3-bedroom homes are the most common (8,955, about 43%), followed by 4+ bedroom homes (5,015, about 24%) and 2-bedroom homes (4,960, about 24%). Smaller units are relatively limited, with 1-bedroom dwellings totaling 1,785 (about 9%) and studio or no-bedroom units at 130 (less than 1%). This distribution suggests that while the area has a strong supply of larger homes, there may be a relative shortage of smaller units that better match the growing share of one- and two-person households and support downsizing and aging in place.

Figure 1.5: Housing Size Breakdown (2021)

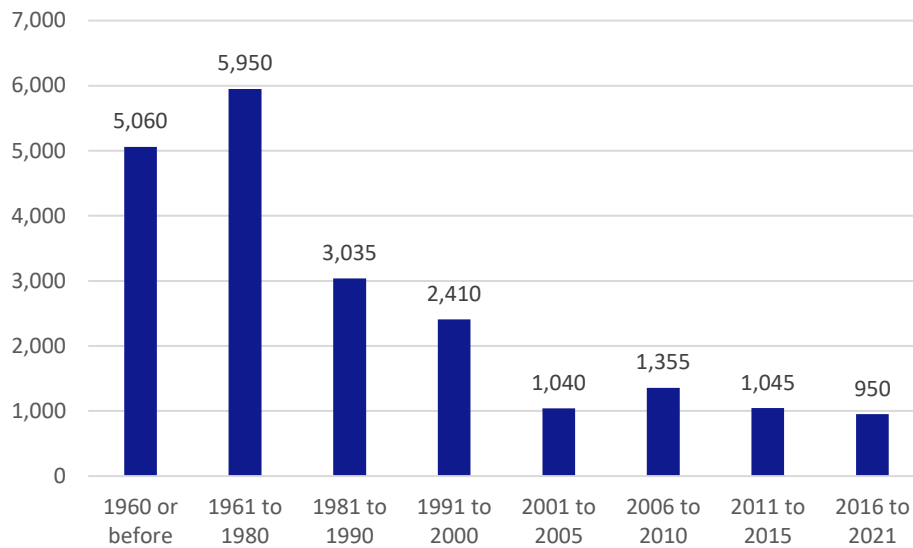


Source: Statistics Canada Census

Housing Units by Date Built

The district's housing stock is relatively older, with more than half of dwelling units built in 1980 or earlier. Of the 20,845 dwellings shown, 5,060 were built in 1960 or before and 5,950 were built between 1961 and 1980. A further 5,445 dwellings were built between 1981 and 2000, while about 4,390 units, or 21.1%, were built from 2001 to 2021, including 950 built between 2016 and 2021 (about 4.6%). This age profile suggests a large share of homes may require ongoing repair and renewal, energy-efficiency upgrades, and accessibility retrofits to support aging in place, and it also highlights that relatively limited recent construction may constrain the supply of newer housing options.

Figure 1.6: Housing Units by Date Built (2021)



Source: Statistics Canada Census

Changes in Availability of Housing Affordable to Various Income Categories

The following table groups owner and renter households by the shelter cost range they fall into, where each range corresponds to what would be affordable at different income levels. In 2021, owner shelter costs were most commonly in the low and moderate ranges (34.1% and 24.0%), with a sizable share also in the very low shelter cost range (19.5%). Smaller shares of owners fell into the higher shelter cost ranges, with 15.0% in the median range and 7.3% in the high range. For renters in 2021, shelter costs were concentrated in the low and moderate ranges (37.4% and 36.6%), with fewer renters in the very low range (14.6%) and relatively few in the higher shelter cost ranges (8.6% in the median range and 2.7% in the high range). The high proportion of rental stock priced below the highest rent bands can reflect an older stock, long-tenured tenants, smaller units, and/or rent control

dynamics. Over time, the distribution shifted toward lower shelter cost ranges for both tenures, most notably for renters, where the share in the low range rose from 23.2% in 2006 to 37.4% in 2021 while the share in the median range declined from 18.2% to 8.6%. For owners, the jump in the very low shelter-cost range likely reflects more mortgage-free or low-mortgage households. That can be consistent with population aging (more long-tenured owners), and it can mask affordability pressures for new buyers, because existing owners' costs are not the same as what new purchasers face. The shrinking share of renters in the higher shelter-cost ranges can indicate constrained options. If fewer rentals show up in the median/high shelter-cost ranges (8.6% and 2.7% in 2021), it can mean there is limited availability of newer, larger, or higher-end rentals, and the market is relatively thin, which can amplify competition for the units that do exist.

Table 1.7: Percent of Households with Shelter Costs in Ranges Affordable to Various Income Categories (2006-2021)

Affordable to Households in the Following Income Categories	Owners			Renters		
	2006	2016	2021	2006	2016	2021
Very Low (up to 20% below Area Median Household Income (AMHI))	15.7%	10.6%	19.5%	11.6%	9.7%	14.6%
Low (21% – 50% AMHI)	36.7%	32.6%	34.1%	23.2%	27.8%	37.4%
Moderate (51 – 80% AMHI)	22.0%	26.0%	24.0%	44.5%	42.0%	36.6%
Median (81% - 120% AMHI)	17.0%	20.2%	15.0%	18.2%	17.3%	8.6%
High (>120% AMHI)	8.6%	10.6%	7.3%	2.6%	3.2%	2.7%

Source: Statistics Canada Census (HART Custom Order)

Homeownership

Sale Prices

The average resale house price reached \$812,559 in 2024, up 17.4% from \$692,288 in 2022⁴. This increase suggests that ownership costs have continued to rise over a short period, which can further reduce access to homeownership for first-time buyers and moderate-income households and place additional pressure on the rental market as more households are priced out of buying.

Affordability

Homeownership affordability is highly constrained at current prices. With a 10% down payment, a household would require an annual income of approximately \$194,000 to afford the average resale house price in 2024, based on a 3.94% average five-year mortgage rate, a 25-year amortization, and property taxes estimated at 0.125% per month. This income level falls well into the High Income category, indicating that the average resale home is out of reach for most households unless they can draw on substantial equity from a previous home sale or other wealth.

Rental Housing

Data on rents and vacancy rates is not available through the CMHC Rental Market Survey due to small number of primary rental units in the district.

Comparing two point-in-time scans of rental listings suggests that advertised rents are high, with limited supply and results that can shift quickly due to small numbers of

⁴ Data provided by MMAH based on Real Property Solutions House Price Index, 2022 and 2024.

listings. In early 2025 (Realtor.ca, HouseSigma, and Rentals.ca), median asking rents were \$1,800 for one-bedrooms (4 listings), \$2,400 for two-bedrooms (7 listings), \$2,500 for three-bedrooms (3 listings), and \$3,100 for four-bedrooms (2 listings). On February 16, 2026 (Kijiji and Facebook Marketplace), one-bedrooms had a median rent of \$1,375 (range \$550 to \$2,000). Two- and three-bedroom listings continued to post high medians of \$2,275 for two-bedrooms and \$2,425 for three-bedrooms, while only one four-bedroom listing was observed (\$1,300). Taken together, these snapshots reinforce that the local rental market appears thin and expensive, especially for family-sized units, and that advertised rent measures should be interpreted cautiously because platform differences and small sample sizes can materially affect reported ranges and averages.

Table 1.8: Rental Listings by Unit Size, Feb. 16, 2026

	Range	Average	Median	Number of listings
Room	\$750-\$1,200	\$913	\$840	7
Studio	\$1,400-\$1,600	1500	1500	2
1 bedroom	\$550-\$2,000	\$1,236	\$1,375	17
2 bedroom	\$1,100-\$2,500	\$1,958	\$2,275	3
3 bedroom	\$600-\$2,950	\$2,100	\$2,425	4
4 bedroom	\$1,300	\$1,300	\$1,300	1

Source: Kijiji and Facebook Marketplace, Feb. 16 '26

Table 1.9: Rental Listings by Unit Size, Early 2025

	Range	Average	Median	Number of listings
1 bedroom	\$1,710-\$1,950	\$1,815	\$1,800	4
2 bedroom	\$2,000-2,880	\$2,404	\$2,400	7
3 bedroom	\$2,000-\$3,600	\$2,700	\$2,500	3
4 bedroom	\$2,700-\$3,500	\$3,100	\$3,100	2

Source: PSDSSAB based on Realtor.ca, housesigma.com, and rentals.ca

Affordability

Based on the February 2026 scan of Kijiji and Facebook Marketplace listings, advertised rentals that are affordable at very low incomes were effectively absent. No listings fell within the very low-income affordability threshold (up to \$368/month), and most listings clustered in ranges affordable only to low-to-median income households, depending on unit type. Low-income affordability (up to \$919/month) was largely limited to rooms and some one-bedroom units (5 room listings, 7 one-bedroom listings, and 1 three-bedroom listing), while moderate-income affordability (up to \$1,470/month) covered only a small number of listings across unit types (including 1 room, 1 studio, 3 one-bedrooms, 1 two-bedroom, and 1 four-bedroom). A sizeable share of one-bedroom listings fell into the median-income affordability band (\$1,470–\$2,205; 7 listings), and the few two- and three-bedroom listings were more often only affordable to high-income households (2 two-bedrooms and 1 three-bedroom at \$2,206+). Given the very small number of listings overall and the volatility of online classifieds, these results should be treated as a point-in-time snapshot, but they still suggest that available advertised rentals were generally priced beyond the reach of very low-income households and many low-income renters, especially for larger unit sizes.

Table 1.10: Renter Household Affordability Analysis based on Rental Listings, Feb. 16, 2026

Income Category	Annual HH Income	Affordable Shelter Cost (2020 CAD\$)	Room	Studio	1 bed	2 bed	3 bed	4 bed
Very Low Income (20% or under of AMHI)	<= \$14,700	<= \$368	0	0	0	0	0	0
Low Income (21% to 50% of AMHI)	\$14,700 - \$36,750	\$368 - \$919	5	0	7	0	1	0
Moderate Income (51% to 80% of AMHI)	\$36,750 - \$58,800	\$919 - \$1,470	1	1	3	1	0	1
Median Income (81% to 120% of AMHI)	\$58,800 - \$88,200	\$1,470 - \$2,205	0	1	7	0	1	0
High Income (121% and more of AMHI)	>= \$88,201	>= \$2,206	0	0	0	2	1	0

Source: Consultant calculations based on Kijiji and Facebook Marketplace Listings, Statistics Canada Census

Non-Market Housing Units

The rent-geared-to-income (RGI) stock in the service area currently totals 314 units, including 79 units mandated for seniors. In addition to the fixed RGI supply, PSDSSAB is supporting households through 17 rent supplements and 2 municipal housing benefits, which help extend affordability options within the private market, but remain limited in scale.

At the same time, PSDSSAB's centralized social housing wait list highlights substantial unmet need, though it reflects visible demand only, representing households who have applied and remained on the list. In total, there are 1,645 wait list entries, split almost evenly between East Parry Sound (815) and West Parry Sound (830). Need is highest among individuals (762 entries), driven largely by East Parry Sound (585), while families account for 690 entries and are concentrated in West Parry Sound (512). Seniors

represent 193 entries, also weighted toward West Parry Sound (141). PSDSSAB reports 451 unduplicated households on the list, indicating some applicants appear in more than one category or application stream. Taken together, the mismatch between a relatively small RGI and portable benefit supply and the size of the wait list points to persistent affordability gaps, while also understating total need because some households do not apply or disengage due to wait times and other barriers.

Table 1.11: Social Housing Centralized Wait List, as of March 2026

	East Parry Sound	West Parry Sound	TOTAL
Seniors	52	141	193
Families	178	512	690
Individuals	585	177	762
TOTAL	815	830	1,645
Total Wait List Unduplicated			451

Source: PSDSSAB

Another indicator of pressure in the subsidized housing system is the flow of applications versus placements. In 2025, PSDSSAB received 101 new applications (including 10 new Special Priority applications for households who are fleeing domestic violence or abuse), cancelled 27 applications, and housed 19 households (including 5 Special Priority households). From January to March 2026, PSDSSAB received an additional 26 new applications (including 2 Special Priority applications), 19 applications were cancelled, and 4 households were housed (including 1 Special Priority household). Overall, inflow remains higher than the number housed each year, suggesting that the wait list is unlikely to shrink through placements alone. There were a high number of cancellations in 2024 and continued cancellations in 2025 and early 2026, which reinforces that the wait list also reflects churn and barriers that can lead households to disengage before being housed.

Table 1.12: Social Housing Applications and Housed

	New Applications	New Special Priority Applications	Cancelled Applications	Housed	Special Priority Housed
2024	81	5	131	21	2
2025	101	10	27	19	5
Jan. – Mar. 2026	26	2	19	4	1

Source: PSDSSAB

Note: Housed includes Special Priority Housed

Supportive Housing

Existing supportive housing in the district includes a combination of group living and supported independent living delivered through Community Living. In Parry Sound, there are two group homes that house 13 people, and supports are also provided to approximately 50 people living in the community. In the Almaguin Highlands, the system includes three group living residences and three supported independent living (SIL) apartment buildings. Across Almaguin Highlands Community Living (AHCL) owned or provided housing, 19 people are housed, and AHCL serves 29 people through SIL and group living overall, including 10 people who receive SIL supports while living in community accommodations. Together, these figures indicate that supportive housing capacity exists but is relatively limited in scale, and that a meaningful share of support is delivered to people living outside provider-owned housing.

Emergency and Transitional Housing

Transitional housing capacity in the district is very limited. Currently, there are four transitional housing units in South River, one in Powassan, and one in Parry Sound, intended to support people experiencing homelessness, providing a short-term, housing-

focused bridge toward stability. PSDSSAB also has a partnership with CMHA Muskoka-Parry Sound where CMHA leases two four-bedroom units for it’s Road to Recovery Program.

There is currently no dedicated emergency housing capacity in the district, although in some circumstances individuals are temporarily placed in motels or hotels for a very limited number of nights. Taken together, this suggests that the community has minimal short-term accommodation options, increasing the importance of prevention, diversion, rapid rehousing pathways, and access to permanent affordable housing with appropriate supports.

Current Unmet Need

Based on households in core housing need, current unmet housing need is concentrated among lower-income, smaller households. In total, 2,215 households are estimated to have unmet need, led by one-person households (1,190) and two-person households (710), with comparatively fewer larger households (130 three-person, 105 four-person, and 80 five-plus). By income, more than half of unmet need falls in the low-income range (1,210 households with maximum affordable shelter costs up to \$919 per month), and a further 205 households are in the very low-income range (up to \$368 per month). Moderate-income households account for 565 households (up to \$1,470 per month), while relatively few are in the median income range (225 up to \$2,205) and almost none in the high-income range (10). Overall, the pattern indicates that the largest affordability gaps are for people living alone and low-income households, pointing to a need for more deeply affordable small units, along with a smaller but important need for affordable options sized for families.

Table 1.13: Core Housing Need by Income Category and Household Size (2021)

Income Category (Max. affordable	1 person household	2 person household	3 person household	4 person household	5 or more person	Total
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shelter cost)					household	
Very Low Income (\$368)	180	25	0	0	0	205
Low Income (\$919)	840	315	30	25	0	1,210
Moderate Income (\$1,470)	170	250	70	55	20	565
Median Income (\$2,205)	0	120	30	25	50	225
High Income (>\$2,205)	0	0	0	0	10	10
Total	1,190	710	130	105	80	2,215

Source: Statistics Canada Census (HART Custom Order)

Core housing need affects both owners and renters. In 2021, owners accounted for the larger share of households in core need by number (1,540 owner households versus 695 renter households, for a total of 2,235). Low-income households (up to \$919 per month) account for the largest share in both tenures (750 owners and 470 renters), and renter core need is heavily concentrated in the very low and low-income categories (90 very low-income renters and 470 low-income renters, out of 695 total renters in core need). At higher income bands, core need becomes increasingly dominated by owners, with 455 moderate-income owners versus 115 renters, and 210 median-income owners versus 20 renters. Overall, the pattern highlights that the deepest affordability gaps sit in the very low and low-income ranges, alongside a sizeable number of owners who remain in core need.

Table 1.14: Core Housing Need by Income Category and Tenure (2021)

Income Category (Max. affordable shelter cost)	Owner households	Renter households	Total
Very Low Income (\$368)	125	90	215
Low Income (\$919)	750	470	1220
Moderate Income (\$1,470)	455	115	570
Median Income (\$2,205)	210	20	230
High Income (>\$2,205)	0	0	0
Total	1,540	695	2,235

Source: Statistics Canada Census (HART Custom Order)

Current Housing Highlights

Highlights of the current housing profile are as follows:

- The housing stock is predominantly low-density: 87% of occupied dwellings are single-detached, while apartments represent about 9% (mostly in buildings under five storeys), indicating limited “missing middle” and modest-density rental forms.
- The unit mix skews toward larger homes: 3-bedroom dwellings are the most common (about 43%), with another 24% at 4+ bedrooms, while smaller units are limited (about 9% one-bedroom and less than 1% no-bedroom), suggesting a mismatch with growing one- and two-person household demand and downsizing needs.
- The stock is relatively older: about 53% of homes were built in 1980 or earlier and only about 5% were built between 2016 and 2021, pointing to ongoing needs for repair, renewal, energy retrofits, and accessibility upgrades, and relatively constrained additions of newer supply.
- Shelter cost ranges show renters are primarily in lower-cost bands, but this reflects rent levels rather than affordability for typical renter incomes: in 2021, 37.4% of renters were spending in the low shelter-cost range and 36.6% in the moderate range, while the share in the median range was 8.6%, suggesting relatively limited availability of higher-rent newer or larger rental options.
- Among owners, the rise in the very low shelter-cost range by 2021 (19.5%) likely reflects more mortgage-free or low-mortgage households, which can mask affordability pressures for new buyers entering the market.
- Market rental data are limited: CMHC rent and vacancy statistics are unavailable due to the small primary rental universe, so the analysis relies on a point-in-time scan of online listings. The February 16, 2026 rental scan suggests a thin market and wide price variation, with one-bedrooms most common (17 listings; median \$1,375) and very few two- and three-bedroom options (3 and 4 listings, respectively), making results sensitive to small counts and outliers.
- Rental listing affordability is weak for lower-income households: no listings were affordable to very low-income thresholds, and low-income affordability was largely

limited to some rooms and some one-bedroom units, with larger units more often only affordable at high-income thresholds.

- Deeply affordable non-market supply is limited: PSDDSAB administers funding for 314 RGI units (79 mandated for seniors), plus 17 rent supplements and 2 municipal housing benefits, indicating limited scale of portable supports relative to need.
- Visible demand for assisted housing is substantial: 448 unduplicated households, with the largest pressure in the individual and family streams; application inflow exceeded placements in both 2024 and 2025, and cancellations indicate churn and barriers that can lead households to disengage.
- Supportive housing exists but at modest scale, delivered through Community Living via a mix of group living and supported independent living, with many people supported in community accommodations rather than provider-owned housing.
- Emergency and transitional capacity is minimal: four transitional units in South River, one in Powassan and one in Parry Sound and no dedicated emergency shelter capacity, with occasional short-term motel or hotel placements.
- Current unmet need is concentrated among low-income, smaller households: 2,215 households in core housing need by household size and income, driven by one-person (1,190) and two-person households (710), and by low-income thresholds (1,210 households who can afford up to \$919/month).
- Core housing need spans both tenures: 1,540 owners and 695 renters are in core need, with renter core need heavily concentrated in very low and low-income bands, while owner core need extends further into moderate and median income bands.

Future Housing Needs

As the district of Parry Sound continues to grow, ensuring that housing supply aligns with demographic shifts, affordability challenges, and evolving household needs will be critical. The following section quantifies the future housing needs.

Population-Based Indicators of Housing Units Required

Future Need to Meet Anticipated Changes

Projected household growth indicates a need for a sustained increase in housing supply over the 2026 to 2036 planning period. Total households are projected to rise from 23,308 in 2026 to 25,712 in 2036, an increase of 2,403 households. In practical terms, this represents the baseline level of additional dwelling units communities within the district of Parry Sound will need to accommodate household formation over the decade, before accounting for factors such as replacement of aging stock, seasonal or non-primary demand, or efforts to reduce existing affordability gaps and core housing need.

Table 1.15: Household Projections (2026-2036)

Year	Households / Dwellings
2026	23,308
2036	25,712
Change 2026-2036 (#)	2,403

Source: Vink Consulting projections based on Ontario Ministry of Finance projections (Summer 2025).

Projected Dwelling Types

Projected household growth is expected to translate primarily into continued demand for single-detached housing, alongside meaningful growth in apartments. Between 2026 and 2036, the demand for single-detached dwellings is projected to increase from 18,455 to 20,249, accounting for 1,794 of the 2,403 additional dwellings (about three-quarters of growth). Demand for apartments is projected to rise by 546 units (about one-quarter of growth). Demand for semi-detached units and townhouses are projected to increase only modestly (28 units each), and movable dwellings by 7 units. Overall, these projections suggest that without deliberate policy and development action, most demand for new supply is likely to continue in low-density forms, reinforcing the importance of enabling and encouraging a broader range of “missing middle” and rental housing types if communities across the service area aim to better match changing household needs and improve affordability.

Table 1.16: Projected Dwelling Type Preferences (2026-2036)

	Singles	Semis	Townhouses	Apartments	Movable Dwellings	Total
2026	18,455	300	144	4,264	145	23,308
2036	20,249	328	172	4,810	152	25,712
Change 2026-2036 (#)	1,794	28	28	546	7	2,403

Source: Vink Consulting projections based on Ontario Ministry of Finance projections for 2026-2036

Number of Bedrooms

Two sets of projections were prepared for future bedroom requirements, one based on current housing choices, and one based on household composition. The two projection approaches point to very different implications for the future unit mix. The “preferences” projection, based on existing dwelling choices, suggests that most incremental demand continues to be for larger units: from 2026 to 2036 the biggest increase is in three-bedroom homes (+1,002), followed by two-bedroom (+607) and four-plus-bedroom units

(+526), with comparatively modest growth in one-bedroom units (+268). This trajectory would reinforce the existing stock profile, where larger, ground-oriented housing dominates.

In contrast, the “needs” projection, which uses HART’s approach to apply the National Occupancy Standard (a common Canadian benchmark for how many bedrooms a household needs) to projected household composition) indicates that most net growth in required units is in one-bedroom homes. Under this approach, one-bedroom need increases by 2,310 units between 2026 and 2036, while two-bedroom need rises only slightly (+191), three-bedroom need declines (-100), and four-plus-bedroom need is essentially flat (+2). Taken together, this divergence suggests a potential structural mismatch: the market’s revealed preferences and historical building patterns may continue to produce larger units, while demographic-driven needs increasingly point toward smaller units, consistent with aging and continued growth in one- and two-person households. For planning, this supports prioritizing a stronger pipeline of smaller, accessible units (particularly one-bedrooms) while still maintaining some family-sized supply, and it underscores the importance of enabling “missing middle” and purpose-built rental forms that can deliver smaller units at scale.

Table 1.17: Projected Bedroom Count Preferences (2026-2036)

Year	One-Bedroom	Two-Bedroom	Three-Bedroom	Four +- Bedroom	Total
2026	2,168	5,575	10,003	5,562	23,308
2036	2,436	6,183	11,006	6,088	25,712
Change 2026-2036 (#)	268	607	1,002	526	2,403

Note: Numbers may not sum to totals due to Statistics Canada’s Rounding and Suppression
 Source: Vink Consulting projections based on Ministry of Finance Population Projections

Table 1.18: Projected Bedroom Count Needs Based on Household Compositions (2026-2036)

Year	One-Bedroom	Two-Bedroom	Three-Bedroom	Four +- Bedroom	Total
2026	18,066	3,959	1,217	66	23,308
2036	20,376	4,150	1,117	68	25,712
Change 2026-2036 (#)	2,310	191	-100	2	2,403

Source: Vink Consulting projections using HART Methodology and based on Ministry of Finance Population Projections

Dwelling Units by Tenure

Projected dwelling units by tenure suggest that most household growth from 2026 to 2036 would be absorbed through homeownership rather than rental. Owner-occupied units are projected to increase by 1,979 units, while rental units increase by 425 units. In other words, about four-fifths of net new dwellings over the decade (roughly 82%) are projected to be ownership units, with the remaining share (about 18%) as rentals. This trajectory would largely maintain today's high ownership share and relatively small rental market, implying that without targeted action to expand purpose-built rental and assisted housing, rental availability and choice may remain constrained even as total households continue to grow.

Table 1.19: Projected Dwelling Units by Tenure Household Projections, (2026-2036)

Year	Ownership	Rental	Total
2026	18,768	4,540	23,308
2036	20,747	4,965	25,712
Change 2026-2036 (#)	1,979	425	2,403

Source: Vink Consulting projections

Dwelling Units by Household Size and Income Category

Between 2026 and 2036, housing need in the district is projected to grow by 2,403 households, with important differences by household size and income. Growth is concentrated overwhelmingly among smaller households, with one-person households accounting for 1,231 of the additional units (51% of growth) and two-person households accounting for 1,130 units (47%). In contrast, projected growth is limited among three-person households (110 units, 5%) and households with five or more persons (37 units, 2%), while four-person households show a small net decline (-105), reflecting shifting household composition over time rather than a lack of need for family-sized housing.

From an income perspective, projected growth is spread across all income groups but is highest among higher-income households. Households at 121% or more of AMHI are projected to add 983 households (40.9% of growth), followed by moderate-income households at 51% to 80% of AMHI (680 households, 28.3%) and low-income households at 21% to 50% of AMHI (478 households, 19.9%). Median-income households (81% to 120% of AMHI) account for a smaller share of growth (192 households, 8.0%), and growth among very low-income households (20% or under AMHI) is more modest (71 households, 2.9%). Overall, the pattern of strong growth among one- and two-person households, combined with meaningful growth among low- and moderate-income groups, highlights the importance of expanding the supply of smaller, more attainable units across both rental and ownership forms, and of using the tools available to PSDSSAB and its partners to improve access for households with the lowest incomes. This may include advancing non-market housing, scaling portable housing benefits and rent supplements, and where feasible, negotiating affordability commitments through funding agreements, land disposition, partnerships, and planning tools.

Table 1.20: Projected Growth in Housing Units by Household Size and Income (2026-2036)

Income Category	1 person	2 persons	3 persons	4 persons	5 or more persons	Total	Percent
Income 20% or under of AMHI	117	-46	-	-	-	71	2.9%
Income 21% to 50% of AMHI	493	34	-36	-29	15	478	19.9%
Income 51% to 80% of AMHI	458	267	13	-58	-	680	28.3%
Income 81% to 120% of AMHI	137	191	39	-95	-80	192	8.0%
Income 121% or over of AMHI	27	684	94	77	102	983	40.9%
Total	1,231	1,130	110	-105	37	2,403	100.0%
Percent	51%	47%	5%	-4%	2%	100%	

Source: Vink Consulting projections

Anticipated Housing Needs of Specific Population Groups

Housing Units Needed for Seniors and Families

Projections indicate that growth in housing need from 2026 to 2036 will be driven more by seniors than by families, although both groups increase. Family households (including couples with and without children and single parents with children) are projected to rise by 1,108 households. Over the same period, senior households are projected to grow by

1,866 households. This reinforces the need to expand age-friendly housing options such as smaller, accessible units, supportive housing, and homes designed for aging in place, while still ensuring there is sufficient supply of family-suitable housing, including appropriately sized rental and ownership options.

Table 1.21: Projected Growth in Housing Units for Seniors and Families (2026-2036)

	Family Households	Senior Households
2026	15,610	10,542
2036	16,718	12,408
Change 2026-2036 (#)	1,108	1,866

Housing Units Needed for Indigenous People

Housing need among Indigenous households is projected to increase steadily over the 2026-2036 planning period. The 2021 Census identified 1,785 Indigenous households in the district of Parry Sound, and applying growth patterns consistent with Statistics Canada’s Indigenous population projections suggests this rises to an estimated 1,978 Indigenous households by 2026. By 2036, the number of Indigenous households is projected to reach 2,403, representing an increase of 425 households over the decade. This growth underscores the importance of planning for an expanded supply of culturally appropriate and affordable housing options for Indigenous households, developed in partnership with Indigenous communities and organizations, and supported by pathways to both on- and off-reserve housing solutions where relevant.

Housing Units Needed for Adults with Disabilities

People with disabilities’ housing needs vary widely depending on the severity and type of disability, as well as the individual’s preferences. For the purposes of this report, we have grouped the housing needs for people with disabilities into four categories: accessible housing for people with mobility disabilities, housing with supports for people with

serious mental illness or addiction, housing with supports for people with intellectual disabilities, and housing with supports for seniors. It should be noted that these needs are not mutually exclusive, for example, some people with mobility issues may also have an intellectual disability and require both accessible housing and housing with supports.

There are few, if any studies, that have analyzed the determinants of demand for accessible housing. In this report, we follow the lead of some studies that construct projections based on the number of households where a member of the household has a disability, and particularly a long-term mobility disability.

Some studies have identified a strong association between requiring support with everyday activities and the need for home accessibility features among people with mobility disabilities. As such, our projections are based on the number of households where a member of the household has a mobility disability and requires support with everyday activities.

Indicators have been developed based on estimated gaps and prevalence rates for each of these three categories of need, primarily at the national level:

- The Canadian Disability Survey reported that 6.2% of people 15 and over have mobility disabilities and require support with everyday activities⁵.
- The Wellesley Institute estimates the prevalence of need for housing with support for persons with severe mental illness or addiction to be between 0.4% and 1.0% of people 15 and over⁶.
- The Canadian Association for Community Living estimates that between 100,000 and 120,000 adults with intellectual disabilities across Canada face a housing and supports gap⁷.

⁵ Statistics Canada, Canadian Survey on Disability, 2012, accessed at: <https://www150.statcan.gc.ca/n1/pub/89-654-x/89-654-x2016005-eng.htm>

⁶ Sutter, Greg. Supportive Housing in Ontario: Estimating the Need accessed at: <https://www.wellesleyinstitute.com/wp-content/uploads/2017/01/Supportive-Housing-Estimating-the-Need.pdf>

⁷ Canadian Association of Community Living as reported in Meeting Canada's Obligations to Affordable Housing and Supports for People with Disabilities to Live Independently in the community: Under Articles 19 and 28, Convention on the Rights of Persons with Disabilities And under Articles 2 and 11, International Covenant on Economic, Social and Cultural Rights accessed at: <https://www.ohchr.org/Documents/Issues/Housing/Disabilities/CivilSociety/Canada-ARCHDisabilityLawCenter.pdf>

- Data from Statistics Canada's 2007 General Social Survey showed that about 7% of seniors live in supportive housing⁸.

Based on these national estimated gaps and prevalence rates, current estimates of need and future projections are as follows:

Table 1.22: Housing Units Needed for Adults with Disabilities (2026-2036)

	2026	2036	2026-2036
Accessible housing for people with mobility disabilities	2,857	3,127	269
Housing with supports for people with serious mental illness or addiction	184-460	215-538	31-78
Housing with supports for people with intellectual disabilities	136-163	159-190	23-28
Housing with supports for seniors	968	1,188	220

Source: Vink Consulting projections

Housing Units Needed for People Experiencing Chronic Homelessness⁹

Local homelessness system data indicate an ongoing need for housing options for people experiencing homelessness, even though available information does not allow PSDSSAB to reliably quantify how many households require housing with supports. Between April 2025 and April 2026, 83 unique households were added to the By-Name List at some point during the year, including 72 newly identified households, as well as households returning to homelessness after being housed and returning from inactive status. While only four households were active on the By-Name List as of April 2026, the annual inflow suggests continuing episodes of homelessness and housing instability that will require sustained housing access and rehousing capacity. In addition, from April 2025 to March 2026, PSDSSAB provided homelessness-related supports to 404 unique households, with

⁸ <https://www.canada.ca/en/employment-social-development/corporate/seniors-forum-federal-provincial-territorial/report-seniors-housing-needs.html>

⁹ Refers to individuals who are currently experiencing homelessness and who have been homeless for six months over the past year.

the majority receiving prevention services and prevention with ongoing case management. Together, these figures reinforce that homelessness is an active pressure in the community and that expanding pathways to permanent housing, including options that can accommodate varying levels of support need, remains an important part of the housing response.

Highlights of Future Housing Needs

Future housing needs in the district are shaped by continued household growth, population aging, and a shift toward smaller households, with implications for the type, size, tenure, and affordability of new supply required over 2026–2036.

- Households are projected to increase from 23,308 in 2026 to 25,712 in 2036, requiring about 2,403 net new dwellings to accommodate household formation (before accounting for replacement or existing affordability gaps).
- Demand is projected to remain dominated by single-detached homes (+1,794 units), with apartments also growing meaningfully (+546 units); projected increases in semis and townhouses are modest (+28 units each), suggesting that without policy action, growth will continue largely in low-density forms.
- Projections based on current housing choices imply growth mainly in larger units (largest increase in three-bedrooms, +1,002), while projections based on household composition and bedroom requirements indicate most net growth in one-bedroom needs (+2,310), pointing to a potential mismatch between what the market tends to deliver and what demographics suggest is required.
- Based on current patterns, about four-fifths of net new units are projected to be ownership (+1,979 units, roughly 82%), with rentals growing by 425 units (about 18%), implying continued constraints in the rental market unless purpose-built rental supply expands.
- Growth is concentrated in one- and two-person households (1,231 and 1,130 units respectively, together about 98% of projected growth), with limited growth in larger

households and a small net decline in four-person households (-105).

- Projected growth is highest among households at 121%+ of AMHI (983 units, 40.9%), but there is also meaningful growth among low- and moderate-income households (478 units at 21%–50% AMHI and 680 units at 51%–80% AMHI), reinforcing the need for attainable housing options and targeted affordability measures.
- Senior households are projected to grow by 1,866 units, exceeding growth among family households (+1,108), supporting a stronger emphasis on age-friendly, accessible, and support-ready housing alongside continued family-suitable supply.
- Indigenous households are projected to increase by 425 households, underscoring the need to plan for expanded, culturally appropriate, affordable housing in partnership with Indigenous communities and organizations.
- Projected needs include additional accessible housing for mobility disabilities (+269 units), increased need for supportive housing for seniors (+220 units), and growth in needs for supportive housing for people with serious mental illness or addictions (+31 to +78 units) and for people with intellectual disabilities (+23 to +28 units), indicating the importance of integrating accessibility and support models into new supply planning.
- Homelessness pressures reinforce the need for permanent housing options: 83 unique households were added to the By-Name List in 2025–2026 and 404 households received homelessness-related supports between April 2025 and March 2026, indicating ongoing demand for housing pathways even where support needs cannot be fully quantified.

Conclusion

The evidence in this Housing Needs Assessment points to a district that is growing and aging, with housing demand increasingly driven by smaller households, but with a housing supply that remains dominated by larger, ground-oriented homes. Population and household growth through 2036 means communities throughout the district will need a sustained pipeline of new housing, not just one-time projects, and that pipeline will need to deliver a broader mix of housing forms and unit sizes than the existing stock provides.

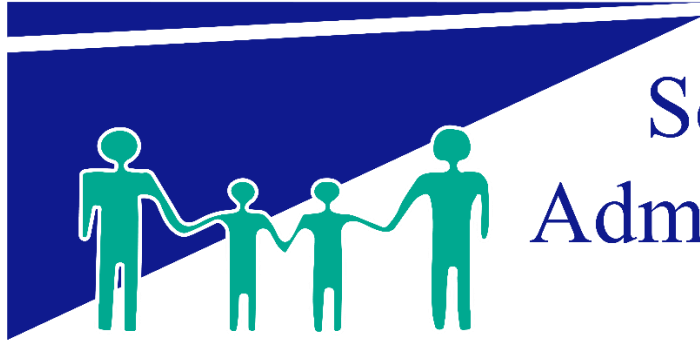
Affordability is the central challenge shaping both current need and future risk. A substantial share of households face unaffordable shelter costs, with renters disproportionately affected, and the 2021 decline in measured core housing need should be interpreted cautiously given the potential influence of temporary COVID-era income supports and the absence of more recent local core housing need data. At the same time, current market signals indicate that both ownership and rental options are priced beyond the reach of many households, particularly very low- and low-income households, reinforcing the importance of non-market supply and portable benefits as part of the overall affordability response.

The assessment also highlights clear system gaps. Deeply affordable supply is limited relative to visible demand (including wait list pressure), supportive housing exists but at modest scale, and the district has minimal short-term accommodation options (no dedicated emergency capacity and only six transitional units). Homelessness system data shows ongoing inflow over the year even when the active By-Name List count is low at a point in time, underscoring the need for reliable pathways to permanent housing and stronger prevention and stabilization supports.

Finally, projections suggest that without deliberate action, the district's housing trajectory

may not align with emerging needs. Growth among seniors, continued growth in non-family households, and projected accessibility and support-related needs point toward a stronger requirement for smaller, accessible, and support-ready housing options, while current patterns and “preference-based” projections risk reinforcing a predominantly single-detached supply. This implies that implementation of the Housing and Homelessness Plan will need to pair supply growth with intentional tools and partnerships to (1) increase rental and “missing middle” options such as row houses and small apartment buildings, (2) expand and renew non-market and portable affordability supports, (3) protect and retrofit aging stock, and (4) continue to enhance the housing-to-homelessness prevention and rehousing continuum across the district’s diverse communities.

District of Parry Sound



Social Services
Administration Board

Housing and Homelessness Plan 2026-2035

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Introduction and Purpose

The district of Parry Sound is facing growing housing and homelessness pressures, including limited affordable rental supply, rising housing costs, an aging population, and increasing number of households at risk of homelessness. These challenges affect a wide range of residents, including low- and moderate-income households, single adults, seniors, families, people with disabilities, and others who are struggling to access or maintain housing that is affordable, adequate, and appropriate.

This Housing and Homelessness Plan provides a strategic framework to guide the District of Parry Sound Social Services Administration Board 's (PSDSSAB) response. It identifies priority needs, sets out goals and actions, and supports a coordinated approach to improving housing outcomes across the service area. The plan is intended to inform decision-making by PSDSSAB and its partners, align investments and partnerships, and establish a shared direction for action.

Legislative and Policy Context

As Service Manager, PSDSSAB is required under the *Housing Services Act, 2011* to prepare a 10-year Housing and Homelessness Plan that assesses current and future housing needs, establishes objectives, targets, and measures, and describes how progress will be monitored. The Act also requires the Plan to address the needs of certain priority groups and reflect matters of provincial interest. The Plan must be consistent with the provincial *Policy Statement: Service Manager Housing and Homelessness Plans* (2016). In addition, recent provincial guidance for amended plans has encouraged Service Managers to reflect current priorities such as increasing non-market housing supply, supporting modular and other innovative housing approaches, strengthening homelessness prevention, using By-Name Lists to improve service matching, advancing supportive housing coordination across systems, and protecting community housing stock as

providers reach the end of original obligations.

Within this context, the purpose of this Plan is to provide a practical and evidence-informed roadmap to address current and emerging housing and homelessness needs in the service area. Building on previous planning work and progress to date, it is intended to guide action across the housing continuum, including increasing housing supply, preserving and improving existing housing, preventing and reducing homelessness, and strengthening the coordination of services and supports.

Community Context and Profile

The district of Parry Sound is a large and geographically dispersed service area made up of 22 member municipalities and two unorganized areas. It includes a mix of small towns, rural communities, and more remote areas, each with different housing conditions, service access realities, and development contexts. As a result, housing and homelessness solutions must be flexible and responsive to local circumstances across the service area.

Long travel distances, limited transportation options, and uneven access to services can make it harder for residents to find and maintain appropriate housing, especially for those who need ongoing supports or must travel between communities to access services, employment, health care, or housing assistance. These factors can also make service coordination and access to specialized supports more challenging than in larger urban centres.

The communities within the district of Parry Sound are also shaped by a relatively small and dispersed settlement pattern. In this context, housing and homelessness responses often need to operate at multiple scales: through area-wide planning and coordination, place-based responses in individual communities, and partnerships with local municipalities, community agencies, Indigenous organizations, housing providers, and other systems. This makes collaboration especially important to the success of the Plan.

These local realities shape not only the scale of need, but also the types of responses likely to be effective. Expanding housing options, improving access to supports, and strengthening homelessness responses will require approaches that reflect rural conditions, limited service concentration, and the need to connect housing actions with transportation, health, income, and community support systems.

Progress on Housing and Homelessness 2020-2025

Between 2020 and 2025, PSDSSAB made steady progress in advancing the priorities of its Housing and Homelessness Plan. Progress included expanding affordable and transitional housing, investing in the repair and renewal of existing housing, supporting Indigenous housing initiatives, strengthening homelessness responses, improving housing stability supports, and building stronger foundations for coordination, planning.

Progress in housing supply included both new development and preservation of existing homes. The NOAH project, completed in 2021, added new affordable housing. PSDSSAB also supported repairs and upgrades to PSDSSAB-owned and non-profit housing, provided Ontario Renovates grants in 2023 and 2024 for accessibility improvements, and increased rent-geared-to-income supply by

Key Outcomes

- 260 people were housed from the By-Name List (BNL) between September 1, 2021 and December 31, 2024.
- About 115 households were housed from the social housing waiting list between 2020 and 2024 (2020 is estimated using 2019 data as a proxy).
- **New housing created:** the NOAH project added 25 affordable units and 25 market units.
- **More transitional housing:** PSDSSAB added four ongoing transitional housing units in South River in 2024 through an agreement with Parry Sound Housing Corporation, along with one additional transitional housing unit in Powassan and one in Parry Sound. PSDSSAB also expanded its partnership with CMHA Muskoka-Parry Sound to include two four-bedroom units for the Road to Recovery Program.

converting a three-bedroom duplex into two one-bedroom RGI units. Capital support was also provided for repairs at Georgian Bay Native Non-Profit Homes and for four new affordable units at The Sound Community Hub with Indigenous priority. In addition, PSDSSAB established an Additional Units pilot in 2023 to help support additional rental housing options.

PSDSSAB also strengthened homelessness services and housing stability supports. This included 25 transitional units through a hotel pilot in 2022, which has since concluded, four ongoing transitional housing units added in South River as well as one in Powassan and one in Parry Sound, after-hours hotel access in partnership with the OPP, and enhanced the living space at the Esprit Place Family Resource Centre, which provides shelter services to women and families fleeing violence. A Community Relations Worker was added within Tenant Services to support housing stability. PSDSSAB also offered the Canada–Ontario Housing Benefit.

Over this period, PSDSSAB also made important progress in coordination, service integration, and data-informed planning. It strengthened partnerships with health, crisis, mental health, and community support services, including through ongoing participation in the Health and Social Services Network as Co-Chair, and improved alignment between Housing Stability and Income Support. Housing Operations began using a shared electronic tool with Ontario Works and Housing Stability to flag tenants at risk of housing loss and support more coordinated case management across programs. PSDSSAB also created Integrated System Navigator roles in 2024, completed building condition assessments for social housing in 2023, incorporated these findings into a new asset management system, and introduced a tool for encampment tracking. More recently, PSDSSAB launched a Housing Loss Prevention and Encampment Response Strategy and became a Built for Zero community through the Canadian Alliance to End Homelessness. Together, these efforts have helped build a stronger foundation for more coordinated, connected, and data-informed housing and homelessness responses across the service area.

Housing and Homelessness Needs Assessment

Key highlights from the housing needs assessment are summarized below. Further details can be found in the full Housing Needs Assessment report.

Demographic Highlights

- The district of Parry Sound is projected to continue growing, with approximately 2,400 additional households between 2026 and 2036, creating a need for a sustained increase in housing supply over the planning period.
- Population aging is a defining trend. Growth is concentrated among older seniors, increasing the need for smaller, accessible, adaptable, and support-ready housing options.

2,400

Additional household
between 2026 and 2036

61%

Growth in residents
aged 85+ and 35%
growth in those aged
75-84

- Household growth is being driven overwhelmingly by one- and two-person households, while the current stock remains dominated by larger dwellings, pointing to a mismatch between housing need and available supply.

Housing Highlights

- The housing stock is predominantly low-density and ownership-oriented. Apartments and other modest-density forms make up a relatively small share of the overall stock, limiting options for households seeking rental, downsized, or more affordable housing.
- The existing stock is relatively old, with a large share built before 1980, pointing to ongoing needs for repair, renewal, accessibility upgrades, and energy retrofits.
- The rental market is thin, with very limited purpose-built rental supply and few listings available at any given time. This makes rental prices volatile and reduces choice, particularly for family-sized units.
- Affordability is the most significant housing challenge in the service area. A substantial share of households face unaffordable shelter costs, with renters experiencing much higher affordability pressure than owners.
- Households with the deepest affordability challenges are concentrated in the very low-, low-, and moderate-income ranges, reinforcing the need for more deeply affordable and below-

51%

Of projected household growth from 2026 to 2036 expected from 1-person households

87%

Of occupied dwellings are single-detached homes

21%

Of households and 33% of renters are in unaffordable housing

2,235

Households were in core housing need in 2021

market housing options.

- Core housing need is especially pronounced among renters, one-person households, non-family households, and single-parent households, indicating that need is concentrated among smaller and often lower-income households.
- Visible demand for assisted housing far exceeds current subsidized supply. The scale of the centralized wait list, relative to the number of rent-geared-to-income units and portable benefits, points to persistent unmet need.
- Supportive housing capacity exists but remains limited, while emergency and transitional housing options are minimal. This creates challenges for people who need both housing and supports, and for people experiencing homelessness who require immediate alternatives to shelter loss or housing instability.
- Current unmet need is concentrated among smaller households and lower-income groups, particularly one-person and two-person households, highlighting the need for more small, affordable units as well as some family-sized affordable housing.

No

Rental listings in the February 2026 scan were affordable to very low-income households

448

Unduplicated households on the centralized wait list

Future Housing Needs

- Future housing need will not be met by supply growth alone unless the mix, tenure, affordability, and support features of new housing better align with local need. In particular, the area will need more rental housing, more smaller units, more affordable and deeply affordable homes, and more housing linked to supports.
- The district of Parry Sound is projected to require 2,403 additional housing units between 2026 and 2036 to accommodate household growth, before accounting for replacement of aging stock or efforts to reduce current unmet need.
- Based on household composition, most net growth in need is for one-bedroom units (+2,310), even though market-based preference projections continue to skew toward larger homes.

Projected Housing Need by Unit Size 2026-2036

Specific Need	Units Needed Based on Preferences	United Needed Based on Household Compositions
1-Bedroom	268	2,310
2-Bedroom	607	191
3-Bedroom	1,002	-100
4+-Bedroom	526	2

- About 82% of projected growth is expected to be in ownership housing, with only 18% in rental, suggesting continued rental constraints unless additional action is taken.

Projected Housing Need by Tenure

Specific Need	Units Needed 2026-2036
Ownership	1,979
Rental	425

- There is meaningful projected growth in need among low- and moderate-income households, reinforcing the importance of attainable and affordable supply.

Projected Housing Need by Income Category

Specific Need	Units Needed 2026-2036
Very-low income	71
Low income	478
Moderate income	680
Median income	192
High income	983

- Senior households are projected to grow faster than family households, increasing the need for age-friendly, accessible, and support-ready housing.
- Additional future need is also projected for accessible housing, supportive housing for seniors, and housing with supports for people with mental illness/addictions and intellectual disabilities.
- Indigenous households are also projected to grow, underscoring the importance of culturally appropriate housing developed in partnership with Indigenous communities and organizations.

Projected Housing Need for Specific Populations and Support Needs

Specific Need	Units Needed 2026-2036
Accessible Housing	269
Housing with Supports for People with Mental Illness and Addictions	31-78
Housing with Supports with People with Intellectual Disabilities	23-28
Housing with Supports for Seniors	220
Indigenous Peoples	425
Seniors	1,866
Families	1,390

Engagement Process and Findings

Overview of the Engagement Process

Phase 1 engagement for PSDSSAB Housing and Homelessness Plan update was undertaken between January and February 2026 and was designed to be inclusive, accessible, and grounded in community experience.

A mixed-method approach was used to capture both system-level insights and lived experience, including:

- **Community Survey** (145 responses) capturing resident perspectives on housing challenges, affordability, and priorities
- **Stakeholder Focus Groups** (25 participants) with service providers, non-profit housing providers, and municipal representatives
- **Key Informant Interviews with PSDSSAB staff**
- **Lived and Living Experience Engagement** (22 participants) through in-person and phone discussions.

Engagement included participants from across the housing continuum, including residents, housing providers, service organizations, municipal leadership, and individuals experiencing homelessness or housing instability. The process was guided by principles of accessibility, trauma-informed engagement, collaboration, and a focus on actionable outcomes.

Key Messages and Identified Priorities

Engagement participants shared a range of perspectives on housing and homelessness across the service area. While experiences varied, several consistent themes emerged that reflect both the challenges being experienced and areas where participants identified a need for action.

Housing affordability is the central pressure point across the system

Participants consistently identified housing affordability as the most pressing issue. Many described increasing difficulty managing housing costs alongside rising expenses for food, transportation, and utilities. Participants emphasized that affordability challenges are affecting a broader range of households, including working individuals and families. There was a strong desire to see increased investment in affordable housing, expanded rent subsidies, and additional financial supports to help households maintain housing stability.

There is a significant gap in the supply and diversity of housing options

Across all engagement activities, participants highlighted a shortage of housing across the continuum, including affordable rental housing, supportive housing, and transitional options. Participants also noted a lack of housing for specific groups, including seniors, youth, single individuals, and people requiring accessible or smaller units. Suggested approaches included increasing housing supply, encouraging a broader mix of housing types, repurposing existing or underused buildings, and making better use of available land.

Homelessness is increasing and often hidden, with gaps in emergency response

Participants described homelessness as both visible and hidden, with many individuals relying on temporary or informal arrangements such as couch surfing or living in vehicles. The lack of emergency shelter and warming options was consistently identified as a significant gap. Participants suggested a need for expanded emergency and transitional housing options, as well as clearer pathways to support individuals moving from homelessness to stable housing.

Housing stability depends on access to coordinated supports

Participants emphasized that housing alone is often not sufficient to maintain stability, particularly for individuals with complex or ongoing needs. Access to mental health and addictions services, income supports, case management, and practical supports such as food and transportation were identified as critical. Participants suggested strengthening connections between housing and support services, improving system navigation, and expanding access to ongoing supports that help individuals remain housed.

Rural and geographic realities shape both challenges and solutions

Participants noted that the area's rural and dispersed geography creates unique challenges related to transportation, infrastructure, and access to services. These factors influence both housing development and the ability of individuals to access supports. Participants emphasized the importance of approaches that are flexible and responsive to the needs of different communities across the service area.

Collaboration and coordination are key strengths and opportunities

Participants highlighted strong collaboration across organizations and a shared

commitment to addressing housing and homelessness locally. At the same time, there was a desire to see improved coordination across sectors, including clearer pathways between services, enhanced information sharing, and stronger alignment between municipalities, housing providers, and service organizations. Participants also identified an opportunity for PSDSSAB to play a more visible coordinating and leadership role within the system.

Priorities

PSDSSAB is well positioned to build on existing strengths, partnerships, and local knowledge to advance a more responsive and inclusive housing and homelessness system over the coming years. The housing needs assessment and engagement process point to several key priorities that can help focus collective action where it can have the greatest impact.

A first priority is to keep **affordability at the centre of the Plan**. This includes strengthening the supply of housing that is affordable to low- and moderate-income households, while maintaining a strong emphasis on **deeply affordable housing** for households with the fewest options in the market. It also means prioritizing a greater range of **smaller units**, particularly for one- and two-person households, seniors, and others whose needs are not well matched by the existing housing stock.

A second priority is to **expand and strengthen rental housing options**. In a context where rental supply is limited and deeply affordable rental options are scarce, there is an important opportunity to support a broader range of rental responses, including purpose-built rental, below-market rental, portable benefits, and partnerships that expand access to affordable homes in the private and non-market sectors.

The Plan also highlights the importance of giving focused attention to **seniors and people with disabilities**. As the population ages and the need for accessibility grows, there is an opportunity to strengthen housing options that support aging in place, independence, and inclusion. This includes accessible and universally designed housing, supportive housing, and models that better connect housing with the supports people need to live successfully in the community.

Another priority is to continue **enhancing the community's response to homelessness** and housing instability across the continuum. This includes building on existing efforts to support households at risk of homelessness, strengthening transitions from institutional

and other settings, continuing to assess and enhance interim responses for people with no safe place to stay, and improving access to affordable housing for households experiencing homelessness.

The findings also reinforce that **housing stability depends not only on units, but on supports**. For many households, particularly those facing complex health, social, disability-related, or other barriers, housing outcomes are strongest when housing is paired with appropriate services, supports, and system navigation. This highlights the need to expand the supply of supportive housing and support-linked housing, and the value of continuing to strengthen partnerships and support referrals across housing, homelessness, health, mental health, addictions, developmental services, seniors services, and other community systems.

The Plan must also reflect the area's rural and geographically dispersed context, where travel distance, transportation barriers, and uneven service availability can affect both housing stability and access to assistance. A key priority is therefore to build on practical approaches that **improve rural and district-wide access to housing and homelessness supports**, including outreach, local access points, transportation assistance, navigation, and other low-barrier pathways into help. In this way, the Plan can support more equitable access across the service area while recognizing that effective solutions may need to look different across communities.

At the same time, communities across the district of Parry Sound has an opportunity to take a balanced approach that addresses both **new supply** and the **preservation and renewal of existing housing**. Protecting and modernizing the current housing stock, including community housing and older private rental or ownership stock that serves lower- and moderate-income households, is an important complement to creating new homes. This includes repairs, retrofits, accessibility improvements, and renewal strategies that help maintain affordability and extend the useful life of existing housing assets.

Finally, the Plan points to the important role of PSDSSAB in **system coordination**,

partnership-building, and long-term stewardship. PSDSSAB is well placed to help align efforts across municipalities, service providers, housing providers, Indigenous organizations, and other partners; to support shared planning and problem-solving; and to help create the conditions for more coordinated, effective, and locally responsive housing and homelessness solutions over time. This includes taking on a leadership role in the community's participation in Built for Zero Canada, a national initiative led by the Canadian Alliance to End Homelessness.

Vision, Plan Lenses and Goals

Vision

The vision sets out the long-term direction for housing and homelessness in the district of Parry Sound.

A district of Parry Sound where people across all communities can access housing that is affordable, appropriate, and supportive of wellbeing, and where homelessness is prevented whenever possible and, when it occurs, is rare, brief, and non-recurring.

Plan Lenses

The Plan lenses provide the guiding perspectives through which the Plan's priorities, actions, and implementation approach should be understood.

Affordability and Inclusion

Prioritize housing options that are affordable to low-, moderate-, and very low-income households, with attention to those least able to access housing through the market.

Prevention and Housing Stability

Focus on preventing homelessness wherever possible and strengthening pathways to stable housing so that homelessness is rare, brief, and non-recurring.

Housing with Supports

Recognize that housing stability often depends on access to appropriate supports, services, and system coordination, especially for people with complex needs.

Rural and Community-Responsive Approaches

Reflect the area's dispersed geography, varied communities, transportation barriers, and uneven access to services in the design of housing and homelessness responses.

Preservation and Growth

Support both the creation of new housing supply and the preservation, renewal, and modernization of existing housing that serves current and future residents.

Partnership and Shared Responsibility

Advance coordinated action with municipalities, Indigenous partners, housing providers, service organizations, people with lived experience, and senior governments.

Goals

The goals identify the main areas of focus for collective action over the life of the Plan.

- 1. Increase Affordable and Deeply Affordable Housing**
- 2. Expand Rental Options and Diversify Housing Forms**
- 3. Enhance Homelessness Prevention, Emergency Response, and Rapid Rehousing**
- 4. Expand Supportive, Accessible, and Age-Friendly Housing**
- 5. Preserve and Improve Existing Housing Stock**
- 6. Advance System Coordination, Rural Access, and Data-Informed Planning**

Goals, Objectives and Actions

1. Increase Affordable and Deeply Affordable Housing

Objectives

- Increase the supply of new affordable and deeply affordable housing across the service area.
- Prioritize housing affordable to very low-, low-, and moderate-income households, especially smaller households, young people, young families entering or re-entering the housing market.
- Expand the range of tools used to deliver affordability, including capital development, partnerships, rent supplements, and use of public land.

Strategies and Actions

1.1 Leverage rental assistance and capital funding to support affordable and deeply affordable housing

- Advocate for continuation of the Canada-Ontario Housing Benefit and for additional rental assistance funding.
- Use rent supplements and housing benefits in a targeted way to support projects and units that create or secure affordable and deeply affordable rental housing.

- Advocate with municipalities, housing providers, and other partners for provincial and federal housing programs and capital funding streams that are better aligned with the area's local context and that support the development of affordable and deeply affordable housing.

1.2 Pursue affordable housing development opportunities with key partners

- Conduct to explore and pursue affordable housing development opportunities.
- Continue to work with municipalities, non-profit housing providers, Indigenous organizations and other partners to advance a limited number of high-potential affordable housing projects.

1.3 Encourage private sector participation in affordable rental programs

- Encourage private sector participation in new affordable rental housing through promotion of relevant federal and provincial programs.
- Continue to provide landlord and tenant supports to encourage private sector participation in rental assistance programs.
- Explore rental assistance models that better bridge the gap between PSDSSAB-supported rents and market rents, while remaining financially sustainable.

2. Expand Rental Options and Diversify Housing Forms

Objectives

- Expand the supply of rental housing across the continuum, including market, below-market, and non-market rental.
- Increase the diversity of housing forms in communities, including apartments, additional dwelling units, multiplexes, compact homes, and other missing-middle options.
- Better align unit mix with projected demand, especially for one- and two-person households, while also maintaining family-suitable options for young families and other households with children
- Reduce structural barriers that limit the pace and variety of housing development.

Strategies and Actions

2.1 Encourage municipalities to enable and support a broader range of rental and housing options

- Encourage municipalities to review local barriers related to zoning, parking, approvals, land use, unit size, and other factors affecting rental and housing diversity.
- Provide information and encourage municipalities to support compact, prefabricated, adaptive reuse, and other modest-density housing forms.
- Continue to provide education about housing needs, such as unit sizes, tenures and

demographic trends

- Monitor the impact of short-term rentals on long-term rental availability and affordability, and encourage municipalities to adopt measures, where appropriate, to preserve long-term rental housing stock.

2.2 Prioritize locally feasible housing opportunities and enabling policy changes in PSDSSAB coordination, partnerships, and advocacy

- Work with municipalities and partners to identify where rental and housing diversification opportunities are most feasible in the local context and use this to guide PSDSSAB facilitation, partnership, and advocacy, including advocacy related to infrastructure and servicing barriers where these limit housing opportunities.

3. Enhance Homelessness Prevention, Emergency Response, and Rapid Rehousing

Objectives

- Enhance ongoing prevention efforts to reduce inflow into homelessness and housing instability.
- Strengthen the response for people with no safe place to stay.
- Expand rapid rehousing pathways for individuals and families experiencing homelessness.
- Build upon existing responses to hidden homelessness in rural communities.
- Strengthen discharge planning and transition supports for people leaving hospitals, corrections, treatment, or other institutions.

Strategies and Actions

3.1 Enhance prevention and transitions for households at risk of homelessness

- Implement the Housing Loss Prevention and Encampment Response Strategy through a phased approach that strengthens early intervention, diversion, housing retention, emergency response, unsheltered response, coordinated protocols, staff training, and performance monitoring.
 - Use the strategy to guide improvements in landlord engagement, tenancy supports, shared documentation tools, and community data reporting.
 - Review progress regularly and refine implementation based on outcomes,

system capacity, and community feedback.

- Continue to enhance prevention supports for households at risk of homelessness, with targeted approaches for youth and young adults, seniors, low-income working households, Indigenous peoples, people leaving institutional facilities, and others facing housing precarity, including implementation of relevant actions from the Housing Loss Prevention and Encampment Response Strategy.
- Undertake education efforts to increase awareness of how to access housing stabilization, income, food, transportation, and tenancy supports for households at risk of homelessness, particularly in rural communities.
- Work with hospitals, correctional facilities, treatment providers, and other partners to strengthen discharge planning and reduce discharges into homelessness or unsafe housing.
- Advocate for improved Ontario Works and Ontario Disability Support Program rates and related policy reforms to help prevent homelessness, reduce housing instability, and better support low-income households to remain housed.

3.2 Strengthen emergency and interim responses

- Continue to support and enhance diversion and rapid resolution for people experiencing homelessness, aligned with the Housing Loss Prevention and Encampment Response Strategy.
- Continue to assess the need for temporary emergency accommodation for people with no safe place to stay, increase awareness of available supports, and strengthen responses where needed and feasible, including implementation of relevant actions from the Housing Loss Prevention and Encampment Response Strategy.
- Use PSDSSAB's Encampment Response Plan to support municipalities in responding to encampments when they arise.

3.3 Expand pathways to housing for households experiencing homelessness

- Strengthen access to housing for households experiencing homelessness by reviewing opportunities to offer priority access to affordable housing.
- Advocate to provincial and federal governments for sustained and flexible

homelessness funding that better reflects local needs, rural service delivery realities, and the full range of prevention, emergency, rehousing, and support responses required in the service area.

4. Expand Supportive, Accessible, and Age-Friendly Housing

Objectives

- Increase the supply of supportive housing for people experiencing homelessness, with complex health, mental health, addiction, developmental, and age-related support needs.
- Expand accessible and barrier-free housing options for people with mobility disabilities and others requiring accessible design.
- Increase age-friendly housing and housing that supports aging in place.

Strategies and Actions

4.1 Work with service and housing partners to advance supportive housing opportunities for priority groups

- Work with health, community, developmental, seniors services, and housing partners to advocate for provincial and federal capital and operating funding needed to develop and sustain supportive housing opportunities for priority groups.
- Work with health, community, developmental, seniors, and housing partners to identify and explore supportive and transitional housing opportunities for priority groups.
- Continue to explore opportunities for support-linked housing in private market housing

4.2 Continue to link housing assistance with the services people need to remain housed.

- Continue to pair rental assistance with case management or other housing support services where feasible.
- Continue to coordinate referrals to support housing-focused solutions.
- Encourage and support housing, health, and community service partners to explore naturally occurring retirement community (NORC)-style models that connect clusters of older adults with services and supports.

4.3 Encourage accessible and age-friendly design in new housing developments

- Encourage builders and other stakeholders to provide accessible, universal design, and age-friendly housing.
- Encourage housing and retrofit approaches that support aging in place and changing support needs over time.

5. Preserve and Improve Existing Housing Stock

Objectives

- Preserve the existing affordable and community housing stock.
- Improve the condition, accessibility, energy performance, and long-term viability of existing housing.
- Reduce loss of naturally occurring affordable housing and units at risk of deterioration or functional obsolescence.
- Support repairs, retrofits, and modernization that allow existing homes to continue meeting local needs.

Strategies and Actions

5.1 Improve long-term planning for repairs, upgrades, and renewal of existing housing assets

- Continue preventive maintenance and capital asset management planning across PSDSSAB housing assets and support partner planning where appropriate and maintain multi-year capital renewal priorities.
- Maintain a plan to meet community housing service level requirements and look for opportunities to expand community housing.

5.2 Support the financial sustainability, governance, and long-term capacity of community housing providers

- Continue to maintain and update service agreements with community housing providers as older agreements expire.
- Provide training and ongoing support to community housing providers and private market affordable housing providers to strengthen oversight, compliance, and long-term planning.

5.3 Use funding, advocacy, and municipal partnership approaches to preserve, renew, and improve existing housing

- Use available federal and provincial repair, retrofit, and redevelopment funding to preserve and modernize community housing.
- Use senior government programs to support repairs and retrofits that help low- and moderate-income households remain safely and adequately housed, including through homeowner repair assistance and landlord repair programs tied to continued affordability.
- Encourage municipal incentives and partnership approaches that support the renewal of older private rental housing and, where feasible, secure a portion of renovated or redeveloped units as affordable housing.

6. Advance System Coordination, Rural Access, and Data-Informed Planning Strategies and Actions

Objectives

- Enhance coordination among PSDSSAB, municipalities, Indigenous partners, housing providers, service organizations, and other sectors.
- Improve community awareness of how to access housing programs and services.
- Strengthen the evidence base for planning, performance monitoring, and course correction over time.

6.1 Advance PSDSSAB's coordination and collaboration role within the housing and homelessness system

- Explore a structure to support shared implementation and monitoring of housing and homelessness priorities involving PSDSSAB, municipalities, housing providers, service organizations, and other key partners, aligned with the implementation plan in the Housing Loss Prevention and Encampment Response Strategy.
- Provide education and awareness to municipalities, partners, Board members, and residents on housing and homelessness needs, priorities, available supports, system pathways, roles, and opportunities for collaboration.
- Include lived experience voices in service planning structures and community education efforts.

6.2 Build on rural and district-wide access to housing and homelessness supports

- Explore new practical approaches to further improve rural and district-wide access to programs, services, and pathways into assistance, such as outreach, local access points, transportation support, navigation, or other low-barrier entry points, aligned with the actions in the Housing Loss Prevention and Encampment Response Strategy.

6.3 Strengthen data, performance monitoring, and evidence-based advocacy

- Establish a common set of performance indicators and report annually on housing and homelessness outcomes.
- Support the community's participation in Built for Zero Canada to strengthen real-time data use, shared measurement, cross-sector problem-solving, and continuous improvement in efforts to reduce homelessness.
- Use improved local data, including 2026 Census data when available, to refine planning, support course correction, and advocate for resources, including funding approaches that better reflect PSDSSAB's prevention- and diversion-focused role.

Target Directions and Measures

The Plan includes target directions and measures to help track progress over time. Rather than setting fixed numerical targets at this stage, the target directions describe the intended direction of change under each goal, while the measures identify the types of indicators that can be used to monitor progress, support reporting, and inform future plan updates.

1. Increase Affordable and Deeply Affordable Housing

Target Directions	Measures
• Increase the number of affordable and deeply affordable homes funded, approved, under development, or completed over the plan period. • Increase housing options affordable to very low-, low-, and moderate-income households. • Increase the use of rental assistance and housing benefits to improve affordability.	• Number of affordable homes funded, approved, under development, or completed • Number of deeply affordable homes funded, approved, under development, or completed • Number of units affordable to very low-, low-, and moderate-income households • Number of households assisted through rental assistance, rent supplements, or housing benefits

2. Expand Rental Options and Diversify Housing Forms

Target Directions	Measures
• Increase the number and share of new homes delivered as rental housing. • Increase the number and share of new homes in a broader range of housing forms, particularly one- and two-bedroom and other modest-density options. • Increase municipal action to reduce local barriers affecting rental and housing diversification.	• Number and share of new homes delivered as rental housing • Number and share of new homes by housing form • Number and share of one- and two-bedroom units created • Number of municipalities that made planning, zoning, incentive, or process changes that support rental housing and housing diversification

3. Enhance Homelessness Prevention, Emergency Response, and Rapid Rehousing

Target Directions	Measures
• Work toward ending chronic homelessness. • Reduce homelessness so that it becomes rare, brief, and non-recurring. • Increase awareness of how to access homelessness prevention, emergency, and interim responses for people with no safe place to stay. • Increase the number and share of households rehoused from homelessness into stable housing. • Reduce avoidable entry into homelessness, including discharges into homelessness from hospitals, corrections, treatment, and other institutions.	• Number of households experiencing homelessness, including chronic homelessness • Number and share of households rehoused into stable housing • Length of time experiencing homelessness before rehousing • Number or share of households returning to homelessness after being housed • Number of prevention interventions provided to households at risk of homelessness • Number of institutional discharge planning partnerships, protocols, or prevention efforts in place • Number of education and awareness activities undertaken related to prevention, emergency, and interim responses

4. Expand Supportive, Accessible, and Age-Friendly Housing

Target Directions	Measures
• Increase the number of supportive housing and support-linked housing opportunities over the plan period. • Increase the number and share of homes receiving grants that support accessible, universal design, and age-friendly features. • Increase supportive housing options for seniors, people with mental health or substance use-related support needs, and people with intellectual or developmental disabilities.	• Number of supportive housing or support-linked housing opportunities created • Number of supportive housing opportunities created for priority population groups • Number of homes receiving accessibility or age-friendly improvements through PSDSSAB-funded programs • Number of PSDSSAB-supported units created or improved with accessible or barrier-reducing features

5. Preserve and Improve Existing Housing Stock

Target Directions	Measures
• Maintain or increase the number of existing affordable and community housing units over the plan period. • Increase the number of units repaired, retrofitted, modernized, or accessibility-upgraded. • Refresh long-term capital planning and asset renewal planning for PSDSSAB and partner housing assets. • Preserve lower-cost rental stock and older housing that provides relatively affordable options.	• Number of affordable and community housing units preserved • Number of units repaired, retrofitted, modernized, or accessibility-upgraded • Completion or updating of long-term capital and asset renewal plans • Number of preservation or renewal initiatives undertaken for lower-cost rental or older housing stock

6. Advance System Coordination, Rural Access, and Data-Informed Planning

Target Directions	Measures
• Establish and maintain a shared structure for implementation, coordination, and monitoring of housing and homelessness priorities. • Increase awareness of how to access housing and homelessness programs and services. • Strengthen the quality and use of local data to support planning, monitoring, and advocacy. • Report regularly on progress and outcomes across the housing and homelessness system.	• Establishment and continuation of an implementation, coordination, or monitoring structure • Number of coordination, engagement, or shared planning activities undertaken • Number of education and awareness activities undertaken related to housing and homelessness programs and services • Number of new or improved data collection, reporting, or data-sharing practices implemented • Number of progress reports or monitoring updates produced

Progress measures will continue to be refined over time based on data availability, evolving priorities, and implementation experience. Together, these target directions and measures are intended to support practical monitoring, accountability, and ongoing learning as the Plan is implemented.

Implementation Work Plan

Achieving the full intent of this Plan will require not only local leadership and partnership, but continued and enhanced investment from provincial and federal governments. Many actions, particularly those related to new affordable and supportive housing supply, housing with supports, homelessness responses, and preservation of existing stock, depend on senior government funding and policy alignment. At the same time, local progress will depend on PSDSSAB's ability to convene partners, align priorities, support implementation, and advocate for the resources and policy conditions needed to move key actions forward.

PSDSSAB will play the lead role in coordinating implementation of the Plan. This includes supporting shared planning, monitoring progress, identifying emerging priorities, advancing advocacy, and working with municipalities, housing providers, Indigenous partners, service organizations, health and community partners, and people with lived experience to move actions forward. While PSDSSAB will lead overall implementation, most actions can only be achieved through collaboration across multiple partners and systems.

Implementation Priorities by Phase

Phase 1: Foundation and Early Actions (Years 1–2)

In the first phase, the priority is to establish the conditions for successful implementation while building momentum around the Plan's most immediate and enabling actions. This includes PSDSSAB playing a lead coordinating role in bringing partners together, working closely with municipalities, and helping to provide clear direction for implementation

across the service area. A shared structure should be established to guide implementation and monitoring of housing and homelessness priorities, clarify roles, maintain regular communication with local service providers and municipalities, and support ongoing, practical collaboration. Early phase work should also include education and awareness efforts to improve understanding of existing housing and homelessness services, available supports, and referral pathways among service providers, municipalities, community partners, and residents.

Advocacy for funding should also be an early and sustained focus. Stakeholders emphasized the importance of continuing to build a stronger case for senior government investment in affordable housing, supportive housing, homelessness responses, and housing preservation. In the early years, this means developing clear and coordinated advocacy messages, working with partners to identify priority asks, and aligning local evidence, project readiness, and community needs with provincial and federal funding opportunities.

At the same time, Phase 1 should focus on continuing to strengthen the local evidence base. This includes refining local data, strengthening performance monitoring, using available service and housing system data to better understand unmet need, and preparing to use 2026 Census findings when available. Building better local data is important not only for ongoing planning, but also for demonstrating need, supporting advocacy, and helping partners make informed decisions about where to focus effort.

Early implementation should also focus on identifying and advancing, where feasible, a small number of priority actions and opportunities that can build momentum and demonstrate progress. This may include identifying high-potential affordable housing opportunities, strengthening prevention and rehousing pathways, improving discharge planning relationships, and continuing to assess practical responses for people with no safe place to stay. Progress in some areas will depend on funding availability, partner capacity, and project readiness, but early work can still help position PSDSSAB and its partners to move quickly as opportunities arise. As this work moves forward, it will be

important to maintain attention to the needs of younger people and young families alongside the strong emphasis on seniors, accessibility, and support needs.

Phase 2: Expansion and Project Advancement (Years 3–5)

The second phase should focus on translating early coordination, advocacy, and planning work into broader implementation. By this stage, PSDSSAB and partners should be in a stronger position to advance identified affordable, rental, supportive, and preservation-focused housing opportunities, while continuing to build collaboration across housing, homelessness, health, developmental, seniors, and community services. This phase should also include continued work with municipalities to reduce local barriers to housing diversification, enable rental housing, and support practical local responses suited to different community contexts.

Ongoing communication and relationship-building should remain a priority in this phase. Stakeholders highlighted the value of continued communication between PSDSSAB and local service providers, and this should remain an active part of implementation through regular engagement, shared problem-solving, and opportunities to review what is working, where gaps remain, and how actions may need to adapt over time. Continued strengthening of data and reporting should also support this phase, helping partners track progress, refine approaches, and continue making the case for additional resources and policy change.

Phase 3: Consolidation, Review, and Next-Phase Planning (Years 6–10)

In the later phase of the Plan, the focus should shift toward sustaining progress, preserving gains, and preparing for the next stage of work. This includes continuing to

monitor outcomes, maintaining strong coordination and communication across partners, and reviewing what actions have had the greatest impact. By this stage, PSDSSAB and partners should be able to use a stronger body of local data, implementation experience, and partnership learning to assess where the Plan has been successful and where priorities may need to evolve.

Phase 3 should also continue to support long-term advocacy, recognizing that many housing and homelessness objectives will still depend on sustained senior government funding, policy alignment, and long-term collaboration across sectors. The later years of the Plan provide an opportunity to consolidate what has been built, sustain effective responses, and position the PSDSSAB, municipalities, and partners for the next planning cycle.

Implementation Considerations

Implementation will need to remain responsive to funding availability, partner capacity, project readiness, and changing local needs. Some actions can be advanced directly by PSDSSAB through its programs, planning, and coordination role. Others will depend on municipal decisions, partner leadership, senior government investment, or the alignment of multiple systems and funding streams. For this reason, the implementation work plan should be treated as a practical guide rather than a fixed sequence. Priorities, timelines, and responsibilities may need to be refined over time as conditions change and opportunities emerge.

Monitoring, Reporting, and Plan Review

The Plan will require regular monitoring and reporting to track progress, support accountability, and inform ongoing implementation. PSDSSAB will play a lead role in coordinating this work, with support from municipalities, housing providers, service organizations, Indigenous partners, and other stakeholders. Progress monitoring should consider both implementation activity and broader system outcomes, including housing development, preservation, affordability supports, homelessness prevention and rehousing, supportive housing, and access to services across the district of Parry Sound.

Regular reporting will help maintain momentum, strengthen transparency, and support shared problem-solving over time. It will also help identify data gaps, implementation challenges, and areas where approaches may need to be refined. Reporting will include annual progress updates as well as more periodic reviews of overall progress and emerging priorities.

The Plan will be reviewed after five years to ensure it remains relevant and responsive to changing conditions. Housing needs, market conditions, funding environments, and local priorities will continue to evolve, and the Plan should be updated as needed to reflect these changes. Ongoing monitoring, reporting, and review will help ensure the Plan remains a practical and effective guide for action.

2026 AMO Conference

Consolidated Session Summary and Municipal Considerations

Prepared for: Village of Sundridge Council and Staff

Purpose: Information

Coverage: Selected AMO conference sessions held August 17-18, 2026

Prepared: September 2, 2026 **Prepared by:** Councillor Whitmell and Councillor Preston

Recommendation: THAT the report entitled '2026 AMO Conference - Consolidated Session Summary and Municipal Considerations' be received for information.

Purpose and context

This report consolidates key lessons from selected concurrent sessions at the 2026 Association of Municipalities of Ontario (AMO) Conference in Ottawa. It is intended to provide Council with a concise record of the discussions and identify themes that may inform future municipal planning, communications, partnerships and advocacy.

The source material included three prepared session summaries and a broader set of attendee notes. The summary below removes duplication and groups the information into six topic areas. All statistics and examples reflect information presented during the sessions or recorded in the attendee notes and have not been independently verified for this report.

Executive summary

Across the sessions, a consistent message emerged: municipalities are most effective when they prepare before pressures become crises, work across organizational boundaries, use evidence to guide decisions and clearly connect public spending to community outcomes. Economic resilience, supportive housing, primary care, affordability, property assessment and emergency readiness were presented as interconnected municipal concerns rather than isolated policy files.

Session	Primary focus	Central municipal takeaway
Economic resilience	Trade disruption, diversification, downtowns and measurement	Build readiness before a crisis; retain existing businesses; measure outcomes.
Supportive housing	Housing, health, homelessness and system costs	Housing with supports improves outcomes; capital must be paired with stable operating funding.
Municipal costs	Affordability and public communication	Lead with outcomes, value and predictability rather than the dollar amount alone.

Session	Primary focus	Central municipal takeaway
Primary care	Recruitment, retention and community impact	Community integration, suitable space and team-based care matter alongside recruitment incentives.
MPAC	Assessment trends, tools and provincial policy	Use available communication and advisory tools; monitor reassessment and revenue implications.
Emergency readiness	Risk-based planning and community resilience	Prepare in proportion to local risk, strengthen mutual aid and communicate residual risk honestly.

Table 1. Selected sessions and consolidated takeaways.

1. Economic resilience in an age of disruption

Municipalities cannot control tariffs, trade uncertainty, technological disruption or wider economic cycles, but they can influence how prepared, connected and diversified their communities are. Presentations from Sault Ste. Marie and Hamilton illustrated how coordinated partnerships, workforce supports, transportation infrastructure and economic diversification can lessen the impact of sector-specific shocks.

- **Investment readiness.** Maintain serviced land, infrastructure, clear policies, responsive approvals and strong business relationships before an investment opportunity or disruption occurs.
- **Business retention.** Give existing businesses at least as much attention as new prospects. Incremental expansions across local firms can collectively create significant employment and investment.
- **Diversification.** Reduce dependence on a single sector by supporting a broader mix of industries, skills and supply chains.
- **Downtown stewardship.** Treat cleanliness, safety, housing, public spaces, services, arts and culture, and business vitality as continuing economic development priorities.
- **Meaningful measurement.** Define success before launching a program and report outcomes such as jobs, investment, businesses retained and development enabled - not only activities such as meetings or events.

A related discussion considered municipalities with more than one historic downtown or commercial area. Rather than treating every area identically, municipalities can identify each area's distinct role based on servicing capacity, transportation access, available land, development potential, identity and resident needs. Municipal procurement, chambers of commerce, BIAs, farmers' markets and shop-local initiatives were also identified as tools for strengthening local supply chains.

2. Supportive housing, health and homelessness

The Greater Sudbury Lotus Program and Toronto's Dunn House demonstrated that supportive housing is simultaneously a housing, health and social-service intervention. Both models combine stable housing with clinical, mental-health, addictions, peer and case-management supports, although Lotus is transitional and Dunn House is primarily permanent supportive housing.

- **Lotus model.** Lotus is a 40-unit, municipally owned program with 24/7 supports delivered by Health Sciences North. Intake was staged, and early results included six residents moving into stable rent-geared-to-income housing.
- **Dunn House model.** Dunn House residents hold leases and receive on-site services through a partnership involving the hospital, City, nonprofit housing operator and senior governments.
- **Health-system impact.** Presenters reported approximate reductions of 52% in emergency department visits and 79% in hospital bed days at Dunn House. The discussion emphasized cost avoidance rather than assuming every avoided visit creates an immediate budget saving.
- **Funding alignment.** Federal capital can create units, but long-term provincial operating funding is needed to sustain intensive supports. Municipalities can convene partners and implement programs but cannot reasonably carry these ongoing costs alone.
- **Housing continuum.** Transitional programs can stall when residents are ready to move but affordable, rent-geared-to-income or permanent supportive housing is unavailable. The full housing continuum therefore matters.

Other lessons included the value of 24/7 staffing, peer support, trauma-informed practice, coordinated access, data-sharing, gradual implementation and active neighbourhood integration. Rural and northern communities face an additional challenge because nurses, mental-health professionals, addiction specialists and support workers are already difficult to recruit. Workforce planning must therefore be integrated into any future expansion.

3. Talking about costs with constituents

Affordability was described as a leading public concern. Approximately 70% of Ontarians were reported to identify affordability as a major concern, while Ontario Chamber of Commerce research presented at the session indicated that only 26% of businesses expressed confidence in Ontario's business environment. The session cautioned against relying only on averages because younger households, older adults, people on fixed incomes and businesses experience cost pressures differently.

Practical communication principle: Begin with the outcome, then connect the cost to the value, service reliability and long-term benefit being delivered.

- **Demonstrate value.** Explain what residents receive - such as safer roads, fewer emergency repairs, protected assets or improved service - rather than presenting only the expenditure amount.

- **Provide predictability.** Clearly communicate what is changing, why it is changing, what it will cost and when results are expected. Businesses can often adapt to known costs, while unexpected fees, timelines or regulatory changes create frustration.
- **Listen first.** Ask residents and business owners what municipal practices make daily life or business operations harder, then listen before proposing a solution.

The same principle applies to municipal budgets, taxation, infrastructure, shared services, recreation, emergency services, development and long-term capital planning. The strongest public explanation links spending to tangible outcomes and acknowledges that affordability pressures are not experienced uniformly.

4. Primary care expansion and community impact

The primary-care session considered the provincial commitment that everyone in Ontario will have access to primary care by 2029. Presenters described effective primary care as timely, comprehensive and well coordinated. Major barriers include recruitment and retention, compensation and benefits, suitable space, operating funding, administrative burden and accountability across the system.

- **Practice sustainability.** Use technology and well-integrated teams to improve workflows, expand team-based care and reduce administrative demands on practitioners.
- **Municipal assets.** Help identify suitable clinical space or municipal/community facilities that can accommodate primary-care teams.
- **Community onboarding.** Assist recruits with housing, schools, recreation, spousal employment, peer connections, mentorship and community networks. Long-term connection to the community may be more effective than cash incentives alone.
- **Integrated planning.** Include primary care in community planning and build partnerships among municipalities, primary-care providers, hospitals, mental-health services and other community organizations.

The rural and remote challenge is particularly significant because limited specialist and interdisciplinary capacity can make comprehensive family practice more difficult. Municipalities were encouraged to consider both which external tables they need to join and which partners should be invited to local planning tables.

5. MPAC's expanding value to municipalities

MPAC reported that growth has slowed across much of Ontario, with an urban residential correction most visible in the condominium market, while some growth continues in Northern Ontario. These trends may affect municipal budgeting and should be monitored locally.

- **Communication tools.** MPAC offers public-awareness materials, municipal website content, electronic assessment notices, virtual inspections and an online 'AboutMyProperty' service for property owners.

- **Advisory support.** MPAC can provide an introductory briefing for a new council and assist with resident questions about assessment.
- **Reassessment context.** The last province-wide reassessment was completed in 2016. A reassessment does not automatically generate additional municipal revenue because tax rates may be adjusted as assessment values change.
- **Funding environment.** Provincial funding to municipalities was reported to have increased by 60% since 2019, with much of the growth directed to capital rather than ongoing operations. Funding proposals should demonstrate innovation, alignment with provincial objectives and clear results.

Municipal feedback to the Province included requests for more regular reassessments, modern administrative tools, less complexity, clearer legislation and enhanced tax tools. The Province highlighted digital delivery, a centralized assessment role, streamlined education property-tax remittance, and additional training and support.

6. Strengthening municipal capacity for emergency readiness

Bracebridge's recent emergency experience was used to illustrate that preparedness is not about eliminating every risk. A reasonably prepared municipality understands its most consequential risks, allocates effort in proportion to those risks, knows where local capacity ends, has mutual-aid and provincial-support arrangements, and communicates honestly about residual risk.

- **Risk assessment.** Assess both how frequently an event may occur and the severity of its consequences, including which residents, assets and essential services would be hardest to recover.
- **Risk-informed decisions.** Consider how infrastructure, maintenance, land-use and capital decisions made today may increase or reduce future emergency risk.
- **Organizational readiness.** Align readiness across departments and strengthen partnerships, exercises, coordination, prevention, mutual aid and resource-sharing arrangements.
- **Community capacity.** Regularly remind residents what they can do before a likely event. Bracebridge reported that sustained public education helped build household resilience and reduced calls for assistance over time.

The session emphasized learning from emergencies and near misses, understanding the limits of municipal resources and identifying in advance what provincial assistance would be required and how it would be accessed.

Cross-cutting themes

- **Preparation and prevention.** Investment readiness, eviction prevention, primary-care planning and emergency preparedness all reduce the cost and disruption of reacting after a crisis develops.

- **Partnerships and shared responsibility.** Municipalities can convene and implement, but senior governments, health providers, education, businesses and community organizations must share responsibility.
- **Workforce and quality of place.** Recruitment and retention depend on housing, services, skills, community connection and quality of place.
- **Data that supports decisions.** Define success first, then interpret data to show what changed, why it matters and what decision should follow.
- **Operating capacity matters.** Capital can create assets, but staffing, maintenance and ongoing funding determine whether results last.
- **Trust through communication.** Explain outcomes, acknowledge differing experiences, provide predictable information and communicate remaining risks honestly.

Potential municipal considerations

The conference sessions were informational and do not create an immediate financial commitment. The following matters could be considered through future staff work, budgets, strategic planning or advocacy, as appropriate:

- Continue business retention, investment readiness, downtown stewardship and outcome-based economic development reporting.
- Use outcome-and-value language when communicating about taxation, capital projects, shared services and service levels.
- Include community onboarding, housing, clinical space, peer networks and partner coordination in local primary-care recruitment efforts.
- Review emergency priorities and mutual aid against the municipality's most consequential risks, and continue resident preparedness education.
- Monitor MPAC reassessment developments and use available communication and council-briefing support.
- Support advocacy for stable provincial operating funding and coordinated governance for supportive housing, health, mental-health and addictions services, recognizing rural and northern workforce constraints.

Conclusion

The selected AMO sessions reinforced that municipal resilience is built through steady preparation rather than one-time responses. Clear priorities, capable partnerships, evidence-based decisions, sustained operating capacity and understandable public communication can help municipalities navigate economic, social, health and emergency pressures while maintaining public trust.

Source note: Prepared from AMO session summaries on economic resilience, supportive housing and communicating costs, together with attendee notes covering primary care, MPAC and emergency readiness.

FOR IMMEDIATE RELEASE

**FONOM Welcomes Prime Minister's Commitment to Work with Ontario
on Northern Highways**

September 3, 2026

KAPUSKASING, ONTARIO — The Federation of Northern Ontario Municipalities (FONOM) welcomes Prime Minister Mark Carney's commitment to working with the Province of Ontario to make the safety and expansion of Northern Ontario's highways a priority.

While in Thunder Bay, Prime Minister Carney was asked about the federal government's position on four-laning Highways 11 and 17. The Prime Minister recognized the importance of these highways as critical east-west transportation connections and stated that their multi-laning is a priority for the federal government.

FONOM President Dave Plourde says the Prime Minister's comments are encouraging and represent an important opportunity for the federal and provincial governments to work together.

"We are pleased to hear the Prime Minister recognize what Northern municipalities have been saying for years: that Highways 11 and 17 are not simply provincial roads. They are vital east-west connections that serve Northern Ontario, the rest of Ontario and Canada," said Plourde.

"If four-laning is a priority for the federal government, we need to see it become an equally clear priority for the Province of Ontario. Where four-laning is not immediately practical, we need a comprehensive plan to improve safety and mobility."

Prime Minister Carney indicated that he will be speaking with Premier Doug Ford. FONOM believes those discussions provide an important opportunity for both governments to establish a coordinated plan for Northern Ontario's transportation infrastructure.

"The Prime Minister and Premier have a lot of work to do together, and Northern highways need to be part of that conversation," said Plourde. "We need the federal and provincial governments sitting at the same table, identifying the priorities, committing the resources and working together to rectify the longstanding highway safety and transportation challenges facing Northern Ontario."

FONOM has consistently advocated for increased investment in Highways 11 and 17, including

four-laning, highway safety improvements, passing lanes and other measures that will improve the movement of people and goods across Northern Ontario.

“Northern Ontario is growing, and our transportation infrastructure needs to keep pace,” added Plourde. “These highways are essential to our communities, our economy, tourism, resource development and national supply chains. We appreciate the Prime Minister’s recognition of their importance, and we now look forward to seeing that commitment translated into action with the Province.”

Media Contact:

Dave Plourde, President

Federation of Northern Ontario Municipalities

705-335-1615 | fonom.info@gmail.com

About FONOM

The Federation of Northern Ontario Municipalities represents 110 municipalities across Northeastern Ontario. FONOM works to improve residents' quality of life and ensure Northern Ontario's future prosperity by advocating on behalf of its member municipalities.

JOINT BUILDING COMMITTEE
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PHONE 705-384-9444 - FAX 384-9445

RESOLUTION

Date: September 17, 2026

Resolution #2026- 018

Moved by MARIANNE

Seconded by GLENN

Be it resolved that this committee does hereby accept the recommended policy changes to;
C-1.1 Hiring Procedures.



.....
Carried

.....
Defeated

..... B. M. H.
Chairperson

Recorded Vote:

	For	Against
Ashley Brandt		
Robert Brooks		
Budd Brown		
Glenn Miller		
Luke Preston		
Neil Scarlett		
Marianne Stickland		

Conflict of Interest Declared and Seat(s)

Vacated: _____

Section: Employee Management	Policy Number: C-1.1
Sub-section: Recruitment and Selection	Effective Date: February 20, 2020
Subject: Hiring Procedure	Revision Date: September 17, 2026
	Page: 1 of 1

Hiring Procedure

Purpose:

To outline the hiring process used by The Joint Building Committee.

Policy:

1. To ensure that The JBC selects the most qualified candidates, a rigorous recruitment and selection process will be used.
2. This process will generally consist of the following steps:
 - Placing a job advertisement and/or using an internal job posting;
 - Requiring the submission of a resume;
 - Panel interview of candidates;
 - Background and reference checks;
 - Scoring candidates on each step of the process.
3. The JBC will not discriminate against any person in the course of hiring, on the basis of race, religion, national origin, citizenship, sex, sexual orientation, age, marital status, disability, physical handicap or any other basis.
4. If a selected applicant requests accommodation for a disability, the JBC shall consult with the applicant and provide or arrange for provisions of suitable accommodation that takes into account the applicants disability.
5. Every position advertised for hiring, shall have a complete and current job description available for the applicant to review. The job description shall outline the qualifications required to fill the position as well as expectations for the position, and any other pertinent information.

A statement indicating:

"Only those candidates selected for interview will be contacted. Personal information is collected under the authority of the Municipal Freedom of Information and Protection of Privacy Act and is used for the purpose of candidate selection. The Township of Strong is an equal opportunity employer. Accessibility accommodations are available and will be provided upon request in

Section: Employee Management	Policy Number: C-1.1
Sub-section: Recruitment and Selection	Effective Date: February 20, 2020
Subject: Hiring Procedure	Revision Date: September 17, 2026
	Page: 1 of 1

accordance with the Accessibility for Ontarians with Disabilities Act.” will be included in the advertisement.

6. The JBC may require that a police background check and/or vulnerable sector check be undertaken and reviewed by the employer prior to any commitment of employment. The JBC may disqualify an applicant in the event that a background check/vulnerable sector check has been received in which a pardon has not been granted or, if granted, has been revoked. An assessment into the details of a conviction may be undertaken before any determination has been made to the suitability of a prospective employee. The cost of the background check/vulnerable sector check shall be the responsibility of the candidate being considered.
7. *All interview candidates shall provide a minimum of 2 references and provide either verbal or written authorization for the Township to contact the references.*
8. If hired, and once the probationary period has lapsed, the employee will be reimbursed for the full cost of the background check, upon submission of the receipt to the Strong Township Treasury Department.
9. All hiring decisions are subject to the approval of the member municipalities.
10. *The Administrator shall provide new employees with specified information in writing before their first day, including the employer's legal name, contact information, workplace description and address, starting wage, pay period, and anticipated hours.*
11. *The following will only apply in an Emergency Situation: a. Department Heads, with the assistance from the Administration Office, will be responsible for recruiting and hiring temporary/casual employees. b. Temporary/Casual employees may be hired without following the hiring process as described in this policy.*

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RESOLUTION

Date: September 17, 2026

Resolution #2026- 019

Moved by PEARL

Seconded by LUKE

Be it resolved that this committee does hereby accept the recommended policy changes to;
D-1.5 Statutory Holidays.

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Carried

.....
Defeated

..... Budd Brown
Chairperson

Recorded Vote:

	For	Against
Ashley Brandt		
Robert Brooks		
Budd Brown		
Glenn Miller		
Luke Preston		
Neil Scarlett		
Marianne Stickland		

Conflict of Interest Declared and Seat(s)

Vacated: _____

Section: Terms & Rules of Employment	Policy Number: D- 1.5
Sub-section: Scheduling	Effective Date: September 17, 2026
Subject: Statutory Holidays	Revision Date: September 17, 2026
	Page: 1 of 1

Statutory Holidays

Purpose:

To outline the days on which employees are entitled to a paid holiday.

Policy:

1. In accordance with the *Employment Standards Act*, all permanent Staff are entitled to the following paid public holidays:
 - New Years Day;
 - Family Day;
 - Good Friday;
 - Easter Monday;
 - Victoria Day;
 - Canada Day;
 - Civic Holiday;
 - Labour Day;
 - **Truth and Reconciliation;**
 - Thanksgiving Day;
 - Remembrance Day;
 - Christmas Day;
 - Boxing Day.
2. Part time staff may be paid a portion or all of the Paid Public Holiday depending upon the formula calculated using the *Employment Standards Act*.

JOINT BUILDING COMMITTEE
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RESOLUTION

Date: September 17, 2026

Resolution #2026- 020

Moved by MARIANNE

Seconded by GLENN

Be it resolved that this committee does hereby accept the recommended policy changes to;
B-2.1A Staff Benefits.

✓
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Carried

.....
Defeated

..... B. Miller
Chairperson

Recorded Vote:

Ashley Brandt
Robert Brooks
Budd Brown
Glenn Miller
Luke Preston
Neil Scarlett
Marianne Stickland

For

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Against

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Conflict of Interest Declared and Seat(s)

Vacated: _____

Section: Compensation	Policy Number: B-2.1-A
Sub-section: Benefits	Effective Date: February 20, 2020
Subject: Insurance Benefits	Revision Date: January 1, 2027
	Page: 1 of 1

Staff Benefits

Purpose:

To establish a benefit structure that helps The Joint Building Committee attract, retain and motivate top employees.

Policy:

1. All permanent Joint Building Committee employees shall receive up to ~~\$150.00~~ **\$300.00** per calendar year for a Boot Allowance. **Boots purchased shall be green-triangle Canada Standards Association (CSA) approved steel toed boots, as well as being waterproof and slip resistant.**
2. **An annual uniform allowance, up to \$200.00 for each employee, will be provided for all permanent employees (upon completion of the probationary period) to purchase uniform items as needed. This includes:**
 - a. Shirts (Joint Building Committee -Building Department) - employees choice of short sleeve, long sleeve or sweatshirt.**
 - b. Jacket (Joint Building Committee -Building Department) – every 2 years.**
3. **In cases where the employee is still under probation, boots will not be reimbursed until successful completion of probation.**

The following relates to Item #7 (E.3) DSSAB August 2026 CAO Report, on the September 9, 2026 Regular Council Agenda. The information has been supplied by Tammy MacKenzie, M.Ed RP, Chief Administrative Officer – District Social Services Administration Board, Parry Sound

The June centralized waitlist data shows an estimated 344 children requiring child care now in the District of Parry Sound. This includes infant, toddler, preschool full-day, and before- and after-school care for children aged 5 to 12. The broader waitlist shows 476 children, but that number may include children listed with multiple operators, children already in care but waiting for a preferred location, or families seeking future care. Some families may be unable to work due to lack of child care, while others may be using temporary or alternative arrangements. The key system pressure is the shortage of qualified early childhood educators, which means operators are only able to operate at about 72% of licensed capacity.

These figures are based on the centralized child care waitlist data for June and reflect demand across the District of Parry Sound, not only DSSAB-operated programs.

In very simple terms, the numbers mean the following:

Waitlist Category	Number	What it Means
Children waiting for primary care	166	Children who ideally would be starting child care in the current month.
Past preferred start date	178	Families requested care by a certain date, but a space was not available by that date.
Actual current need	344	This is the clearest estimate of children needing care now: 166 + 178.
Waiting for care	476	Total children registered on the centralized waitlist. This number may include duplication because children can be on more than one operator's list.
Waiting for future care	308	Children whose families are looking for care within the next 3 to 6 months.

The most important number to highlight for current unmet need is approximately 344 children. This includes children waiting for primary care and children whose preferred start date has already passed.

The 344 children requiring care now includes the following age/program categories:

- Infant child care
- Toddler child care
- Preschool full-day child care
- Before- and after-school care for school-aged children, ages 5 to 12

The broader waitlist number of 476 should be interpreted with caution. It reflects all children registered on the centralized waitlist across the District of Parry Sound, not only DSSAB programs. Some children may be listed with multiple providers, some may already be placed in care but waiting for a preferred program, and some families may not have updated their profile after their circumstances changed.

It is also important to note that the district is currently operating at approximately 72% of licensed child care capacity. The main pressure is not simply the number of licensed spaces, but the ability of child care operators to fully staff those spaces. The shortage of qualified early childhood educators continues to be a significant challenge, both locally and across Ontario. This is a great blog from a NOSDA Service Manager about the workforce shortages.

<https://mailchi.mp/utoronto/addressing-workforce-shortages-and-equity-challenges-in-northern-ontarios-childcare-system-atkinson-centre-weekly-enewsletter-march-3-2026?e=34e7709ed5>



SENT BY EMAIL

Nancy Millar – Clerk Administrator
Village of Sundridge
110 Main Street Box 129
Sundridge, Ontario
P0A 1Z0

September 15, 2026

Dear Nancy Millar,

RE: Issuing Trespass Notices and Service Restrictions

As discussed with you on February 4, 2026, our Office received a complaint from a former resident about a trespass notice issued by the Village of Sundridge.

The Ombudsman is an independent and impartial Officer of the Ontario Legislature with the authority to review and investigate complaints about, among other things, the administrative conduct of public sector bodies in Ontario, including municipalities such as the Village of Sundridge. Wherever possible, the Ombudsman strives to resolve matters without the need to investigate. This proactive ombudsmanship may include offering constructive feedback in the form of best practices that municipalities can adopt to improve their processes, strengthen local governance, transparency and accountability, and avoid future complaints.

Since 2016, our Office has reviewed thousands of complaints about municipalities. Based on those reviews, we have identified best practices for trespass notices and service restrictions. The purpose of this letter is to give Village staff a summary of our Office's review and to share suggestions that we encourage the Village to consider.

Analysis

According to the information we reviewed, the Village issued a trespass notice to the individual in August 2025, after the individual made a verbal threat to staff during a visit to the municipal building. The Village sent a letter to the individual which listed the specific properties they were prohibited from attending and explained that the trespass notice would be in effect indefinitely, however, the individual could still communicate with Village staff in writing. The letter did not

give the individual any information about what behaviour lead to the notice being issued, whether they could appeal or request a review of the notice, or if and how they could raise any specific concerns about the trespass notice.

Our review of this complaint noted that the Village does not have a trespass policy or a policy to address conduct by members of the public.

Information on best practices

In Ontario, municipalities have the right to prohibit or restrict entry onto municipal property in accordance with the *Trespass to Property Act*. However, our Office has noted that trespass notices are a remedy that should be exercised judiciously and should be considered as a last resort when it comes to limiting public access to municipal services.¹ Ontario courts have found that when individuals are banned from municipal property, restrictions should be carefully designed to impair the person's access as little as possible.

Every municipality should develop and publicize a policy on trespass notices and service restrictions or include these procedures in a respectful conduct policy. A trespass notice or a service restriction should be considered as a last resort and should restrict access as little as possible, based on the circumstances. In addition, a policy should set out at a minimum:

- The circumstances that might justify issuance of a notice, including examples
- The procedure for issuing and serving trespass notices, including appropriate delegation to staff
- Required documentation to support the issuance of a notice, including records of the complaint and any investigation undertaken
- Time limits/expiration dates for notices
- The affected individual's right to request a review and/or appeal of the notice.

Our Office has also previously recommended that municipalities create and implement a policy specifically designed to apply to conduct by members of the public.² Such a policy could help municipalities to ensure that staff are treated respectfully and that members of the public understand the potential consequences of certain types of conduct. For example, the Town of Oakville developed the "RZone Procedure" under its Respectful Conduct Policy. It is intended to address inappropriate actions or conduct, and provides:

- Examples of inappropriate behaviour without limiting the application of the procedure to those examples;
- Clear reporting procedures to follow in response to such behaviour;
- A non-exhaustive list of potential consequences that may be imposed by the municipality ranging from letters of warning to trespass notices that vary in length depending on the circumstances;

¹ Ombudsman of Ontario, *Counter Encounter: Investigation into a complaint about the Township of Red Rock* (May 2017) <https://www.ombudsman.on.ca/resources/reports,-cases-and-submissions/reports-on-investigations/2017/counter-encounter>

² Ibid at paras 93-97.

- A process for appeal or review of any consequences imposed.³

Our Office has developed best practice guidance for municipalities on issuing trespass notices and service restrictions.⁴ Municipalities could also include these procedures in a respectful conduct policy.

We encourage the Village to review our best practice suggestions and to develop and publicize a policy on trespass notices and service restrictions.

Conclusion

We hope that this information will help council and Village staff in improving the fairness and transparency of the Village's policies and procedures with respect to issuing trespass notices and service restrictions.

We would appreciate hearing back from the Village with its written response to this letter and our suggestions.

Should you have any questions or concerns about this letter, please do not hesitate to contact me at 416-586-3318 or zfrotan@ombudsman.on.ca.

Sincerely,



Zainab Frotan
Investigator
Office of the Ontario Ombudsman

³ Town of Oakville, *Respectful Conduct Policy - HR-MNG-008*, online: <https://www.oakville.ca/town-hall/policies-procedures/customer-service-standards-and-customer-conduct-policy/rzone-procedure/>

⁴ Ombudsman of Ontario, *Tips for Municipalities, Trespass notices and service restrictions*, online: <https://www.ombudsman.on.ca/sites/default/files/Media/ombudsman/ombudsman/resources/Brochures/Trespass-notices-and-service-restrictions-accessible.pdf>

Central Almaguin Planning Board
MINUTES
Wednesday, July 8 2026
Village of South River Municipal Office located at
63 Marie Street, South River

Chair Machar Member Lynda Carleton
Vice Chair Sundridge Member Fraser Williamson
South River Member Jim Coleman

Provincial Member John MacLachlan

Strong Member Tim Bryson,

Secretary-Treasurer: Christine Hickey

Regrets: Joly Member Chris Nicholson

Public: Maurice Harapiak, Ted Williams

(there may have been other public members in attendance electronically, not able to identify name)

1. Call to order at 5:30 p.m.

The chair called the meeting to order at 5:30 p.m.

2. Approval of Agenda

Resolution #1

Moved by: John MacLachlan

Seconded by: Jim Coleman

BE IT RESOLVED THAT this Board does hereby approve the July 8, 2026 Agenda.
CARRIED

3. Declaration of Pecuniary Interests - None
4. Minutes – June 3, 2026 Meeting

Resolution #2

Moved by: Fraser Williamson

Seconded by: Jim Coleman

BE IT RESOLVED THAT this Board does hereby adopt the minutes of Wednesday, June 3 2026; as written
CARRIED

5. Payment of July Accounts:
(Payment method will be Cheque or electronically based on payee)

Resolution #3

Moved by: Jim Coleman

Seconded by: Fraser Williamson

BE IT RESOLVED THAT this Board does hereby approve payment of the July Accounts:

Village of South River – Rent for July 2026 - \$371.42 (E)
Christine Hickey – Wages (June 1, 2026 – June 30, 2026 – 26 hours) (E)
SMRT Computer Solutions – Invoice 5726 - \$94.45 (E)
Russell Christie LLP – Account 90-145-005 - \$854.11 (E)

Online CRA Payments for June (\$488.33)

Online Visa Payment for June (\$39.55)

CARRIED

6. Public Meetings/Decisions on the following Files - None

7. New/Direction Files

- 7.1 B006-26 Machar – Concession 9, Lot 13 – 324 Simpson's Hill Road

Secretary-Treasurer directed to proceed with a Notice of Public Meeting

- 7.2 B007-26 South River – Registered Plan 134, Lot 73, 74 and Pt 75 - 36 Ena Avenue

Secretary-Treasurer directed to proceed with a Notice of Public Meeting

Secretary-Treasurer to confirm with applicant that the Mill located only within 500 metres and is not on the subject lands.

8. Follow-up/New Items

- 8.1 Planning Inquiry – 501 Forestry Road (Ballantyne Township)

Discussion ensued on the subject lands and the impact that the programs run on the lands had on the community since the 1960's. The Board would like to provide comments to the Ministry. The Board also requested that the correspondence be sent to the Village of South River as they may have additional comments.

Resolution #4**Moved by: Jim Coleman****Seconded by: Fraser Williamson**

BE IT RESOLVED THAT the Central Almaguin Planning Board receive the Planning Inquiry from Infrastructure Ontario regarding Cultural Heritage Evaluation and Archaeological Assessment, 501 Forestry Road;

AND THAT the Board feels that the property meets Items 4, 7, 9 of Ontario Regulation 9/06 and Items 1, 4, 6, 7, 8 of Ontario Regulation 10/06

AND THAT the Board requests the information be forwarded to the Village of South River for further comments

CARRIED**9. Correspondence/Updates**

9.1 Ministry of Municipal Affairs and Housing - Planning Act Regulation
Re: Support Framework for Developer-identified Parkland Dedication

9.2 Township of Chisholm – Notice of Public Meeting
Re: Official Plan Update

9.3 Manitoulin Planning Board – Bill 119 – Amendments to Planning Act
Re: Administrative Monetary Penalty System (AMPS)

10. By-Laws – None**11. Closed Session****Resolution #5****Moved by: Jim Coleman****Seconded by: Tim Bryson**

BE IT RESOLVED THAT the Central Almaguin Planning Board hold a Closed Session at 6:05 p.m., as provided for by the Municipal Act, 2001 as amended to deal with:

- i) Section 239, 3 (a) request under the Municipal Freedom of Information and Protection of Privacy Act, if the council, board, commission or other body is the head of an institution for the purposes of that Act and;
- ii) Section 239 (b), Advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

CARRIED

Resolution #6

Moved by: Fraser Williamson

Seconded by: Tim Bryson

BE IT RESOLVED THAT the Central Almaguin Planning Board does hereby return to open session at 6:28 p.m. having only discussed the matters permitted.

12. Adjournment – Next Meeting Date: Wednesday, August 5, 2026 at 5:30 p.m.

Resolution #7

Moved by: John MacLachlan

Seconded by: Jim Coleman

BE IT RESOLVED THAT the Central Almaguin Planning Board adjourn at 6:29 p.m. until Wednesday August 5, 2026 or at the call of the Chair.

CARRIED

Lynda Carleton, Chair

Christine Hickey, Secretary-Treasurer

**SUNDRIDGE –STRONG FIRE COMMITTEE
MINUTES
THURSDAY JULY 30, 2026 at 6:00 P.M.**

PRESENT:

SUNDRIDGE: Luke Preston(electronic)
STRONG: Jim Ronholm, Tim Bryson
ABSENT: Shawn Jackson (without notice)

STAFF PRESENT: Andrew Torrance, Fire Chief
Robyn Ferrante, Recording Secretary

C1 Call to order

The Chair called the meeting to order at 6:05 p.m.

C2 Approval of Agenda

Resolution#FC2026-018
Moved By: Tim Bryson
Seconded By: Luke Preston

THAT the Agenda for the July 30, 2026 special meeting of the Sundridge-Strong Fire Committee be approved.

	Yea	Nay	Abstain
Tim Bryson	x		
Shawn Jackson(absent)			
Luke Preston	x		
Jim Ronholm	x		
CARRIED			

C3 Declaration of Pecuniary Interest - None

C4 Delegations – None

C5 Approval of Previous Committee Minutes - None

C6 Follow Up/New Business

a) Township of Joly – Potential Member – Response from Joly Township

Resolution#FC2026-019
Moved By: Luke Preston
Seconded By: Tim Bryson

THAT Resolution# 2026-218 from the Township of Joly be received.

	Yea	Nay	Abstain
Tim Bryson	x		
Shawn Jackson(absent)			
Luke Preston	x		
Jim Ronholm	x		
CARRIED			

b) Township of Joly – Potential Member - SRMFD

Resolution#FC2026-020
Moved By: Tim Bryson
Seconded By: Luke Preston

THAT the Sundridge Strong Fire Committee receives the verbal update from the Fire Chief regarding the Mutual Assistance Agreement with the South River Machar Fire Department;

AND THAT the Fire Chief be authorized to enter into discussions with the South River Machar Fire Chief for further review of the existing Automatic Aid Agreement

AND FURTHER THAT the Fire Chiefs discuss the annual fee, if any, for further consideration by the Committee.

	Yea	Nay	Abstain
Tim Bryson	x		
Shawn Jackson(absent)			
Luke Preston	x		
Jim Ronholm	x		
CARRIED			

THE FOLLOWING MOTION WAS AMENDED

c) Township of Joly – Potential Member

Moved By:
Seconded By:

Recommendation: THAT The Sundridge Strong Fire Committee hereby authorizes staff to obtain legal services for the purposes of preparing a draft agreement for the Joint Management and Operation of a Fire Committee with the following parameters;

- (a) Each party's share of all capital and operating costs be set at Township of Joly 10%, Village of Sundridge 45%, Township of Strong 45%;
- (b) Committee Structure be composed of two (2) elected officials from the Village of Sundridge, two (2) elected officials from the Township of Strong, and one (1) elected official from the Township of Joly.
- (c) One-time buy-in contribution: \$300,000;
- (d) Effective date of January 1, 2027

AND THAT any other applicable agreements and documents required be prepared in draft;

AND FURTHER THAT all draft documents be provided to the Sundridge Strong Fire Committee, Village of Sundridge, Township of Strong, and the Township of Joly for review;

AND THAT the Mayor and Clerk of each municipality be authorized to execute any agreements, documents, or instruments necessary to give effect to this resolution, pending satisfactory receipt of draft documents

MOTION TO AMEND

Resolution#FC2026-021

Moved By: Tim Bryson

Seconded By: Luke Preston

	Yea	Nay	Abstain
Tim Bryson	x		
Shawn Jackson(absent)			
Luke Preston	x		
Jim Ronholm		x	
CARRIED			

c) Township of Joly – Potential Member

Resolution#FC2026-022

Moved By: Tim Bryson

Seconded By: Luke Preston

THAT The Sundridge Strong Fire Committee hereby authorizes staff to obtain legal services for the purposes of preparing a draft agreement for the Joint Management and Operation of a Fire Committee with the following parameters;

- (c) Each party's share of all capital and operating costs be set at Township of Joly 10%, Village of Sundridge 45%, Township of Strong 45%;
- (d) Committee Structure be composed of two (2) elected officials from the Village of Sundridge, two (2) elected officials from the Township of Strong, and one (1) elected official from the Township of Joly.
- (c) One-time buy-in contribution: \$300,000;
- (d) Effective date of January 1, 2027

AND THAT any other applicable agreements and documents required be prepared in draft;

AND FURTHER THAT all draft documents be provided to the Sundridge Strong Fire Committee, Village of Sundridge, Township of Strong, and the Township of Joly for review;

AND THAT the Mayor and Clerk of each municipality be authorized to execute any agreements, documents, or instruments necessary to give effect to this resolution, pending satisfactory receipt of draft documents, contingent upon the Township of Joly covering any costs related to the South River Machar Fire Department Agreement.

	Yea	Nay	Abstain
Tim Bryson	x		
Shawn Jackson(absent)			
Luke Preston	x		
Jim Ronholm	x		
CARRIED			

C7 Closed Session – None

C8 Adjournment

Resolution#FC2026-023
Moved By: Tim Bryson
Seconded By: Luke Preston

THAT we do now adjourn at 6:46pm until September 10, 2026 at 6:00 p.m. or at the call of the Chair.

	Yea	Nay	Abstain
Tim Bryson	x		
Shawn Jackson(absent)			
Luke Preston	x		

Jim Ronholm
CARRIED

x

Jim Ronholm, Chair

Robyn Ferrante, Recording Secretary

DRAFT



Sundridge Strong Joly Recreation Committee Meeting

Minutes for Thursday, September 3, 2026 – 6:00 pm

Township of Strong Office

NOTICE: Zoom Link to attend the virtual meeting is available on the website at <https://calendar.strongtownship.com/default/Month>

Present: Sundridge Council Rep – Vicki Whitmell (in person)
Sundridge Council Rep - Sharon Smith (in person)
Sundridge Public Rep - Nicole Therrien at 6:05 (in person)
Sundridge Public Rep - Harmony McLaren (Absent)
Strong Council Rep - Jeff McLaren (in person)
Strong Council Rep – Tim Bryson (in person)
Strong Public Rep - Katey Brimacombe (Absent)
Strong Public Rep - Diana Cosby (in person)
Strong Public Rep - Stephen Kissoon (in person)
Strong Public Rep - Gary dePeuter (in person)
Joly Council Rep - Bill Black (in person)
Joly Council Rep - Brian McCabe (in person)
Joly Public Rep - Monique Therrien (in person)
Joly Public Rep – Vacant

Absent: Sundridge Council Rep - Fraser Williamson (absent with notice)

Staff Present: Recording Secretary - Jennifer Martin (in person)

Guest(s): Amie McGibbon arrived at 6:16, left at 7:00 Delegate for Santa Clause Parade discussion

1. Call to Order

The Sundridge Strong Joly Recreation Committee meeting was called to order at 6:00 pm by the Chair.

2. Declaration of Pecuniary Interest

No Pecuniary Interest was declared by committee members.

3. Approval of Agenda

Resolution # 2026-031

Moved by: Brian McCabe

Seconded by: Sharon Smith

Be it resolved that this committee does hereby approve the agenda as presented.

The Committee also acknowledges that the delegate cannot arrive until 6:30pm and they will present at that time.

Carried



Sundridge Strong Joly Recreation Committee Meeting

Minutes for Thursday, September 3, 2026 – 6:00 pm

Township of Strong Office

4. Adoption of Minutes

Resolution # 2026-032

Moved by: Bill Black

Seconded by: Jeff McLaren

Be it resolved that this committee does hereby adopt the minutes of the regular meeting of June 4, 2026, as circulated.

Carried

5. Delegation

Resolution # 2026-034

Moved by: Jeff McLaren

Seconded by: Bill Black

Be it resolved that this committee does hereby receive the delegation from the Santa Claus Parade Committee with thanks.

Carried

6. Financial Report

Resolution # 2026-033

Moved by: Sharon Smith

Seconded by: Jeff McLaren

Be it resolved that this committee does hereby receive the Budgetary Control Report submitted by the Administrator.

Carried

7. Discussion Items

7.1 Family Day

No discussion required.

7.2 Canada Day

The Committee reviewed event planner. Items were discussed for next year's celebration. Items were also noted to be included with the 2027 budget. Committee also discussed inviting the CEMC to the meeting prior to the event.

7.3 Tree Lighting

Event planner Nov 28 5-8pm, committee discussed tree lighting to follow Santa Claus parade.

7.4 Preteen Dance

Saturday, October 24 6-8pm booked. Posters ready for next meeting. Participants must pre-register with Survey Monkey. Arena's Emergency Management Plan to come back to the next meeting.

7.5 Physical Activity Night

Committee discussed, there will be no physical activity night this year.



Sundridge Strong Joly Recreation Committee Meeting

Minutes for Thursday, September 3, 2026 – 6:00 pm

Township of Strong Office

7.6 Volunteer Recruitment

Guest to be invited to next Recreation Meeting.

7.7 Regional Recreation Group Meeting

Secretary to attend.

7.8 Recreation Coordinator Ad-Hoc Committee Update

Upcoming Tri-Council item

7.9 Bob Atwell – Speaker system for dance

Resolution # 2026-035

Moved by: Jeff McLaren

Seconded by: Bill Black

Be it resolved that this committee does hereby approve Bob Atwell to use the sound system at a cost of \$0.00 for the 2026 fundraising event.

Carried

8. Correspondence

None was received

9. Closed Session

No items required.

10. Adjournment

Resolution # 2026-036

Moved by: Sharon Smith

Be it resolved that this committee does hereby adjourn at 7:30pm to meet again on October 1, 2026 at 6:00 pm or at the call of the Chair.

Carried

Tim Bryson, Chair

Jennifer Martin, Recording Secretary

JOINT BUILDING COMMITTEE MEETING

Minutes

Thursday, September 17, 2026 at 6:00 p.m.
Township of Strong Office

The Zoom Link to attend the virtual meeting is available on the website;

<https://calendar.strongtownship.com/meetings>

Present: Burk's Falls – Absent
Joly – Budd Brown (in person)
Machar – Pearl Ivens (Alternate for Neil Scarlett; in person)
Ryerson – Glenn Miller (in person)
South River – Robert Brooks (virtual at 6:18pm)
Strong – Marianne Stickland (in person)
Sundridge – Luke Preston (virtual)

Absent: Ashley Brandt; Neil Scarlett

Staff Present: CBO; Brian Dumas (in person) and Secretary; Jennifer Martin (in person)

Guests: No guests attended.

1. Call to Order

The Joint Building Committee meeting was called to order at 6:00 pm by the JBC Chair.

2. Declaration of Pecuniary Interest

No pecuniary interest was declared by the JBC members attending.

3. Approval of Agenda

Resolution # 2026-014

Moved by: Marianne Stickland

Seconded by: Glenn Miller

Be it resolved that this committee does hereby approve the agenda of the regular meeting for September 17, 2026 as presented.

Carried

4. Delegation

No requests were submitted.

5. Adoption of Minutes

5.1 June 18, 2026

Resolution # 2026-015

Moved by: Luke Preston

Seconded by: Pearl Ivens

Be it resolved that this committee does hereby adopt the minutes of the regular meeting of June 18, 2026 as circulated.

Carried

6. Approval of Financials

6.1 Financial Report June 2026

6.2 Financial Report July 2026

6.3 Financial Report August 2026

Resolution # 2026-016

Moved by: Marianne Stickland

Seconded by: Glenn Miller

JOINT BUILDING COMMITTEE MEETING

Minutes

**Thursday, September 17, 2026 at 6:00 p.m.
Township of Strong Office**

Be it resolved that this committee does hereby approve the following expenses of;

- June 2026 \$55,502.61
- July 2026 \$29,004.35
- August 2026 \$32,733.56

and accepts the Financial Reports for June, July and August 2026.

Carried

7. Items of Discussion

7.1 2025 Audited Financial Statements & Report

Resolution # 2026-017

Moved by: Luke Preston

Seconded by: Peral Ivens

Be it resolved that this committee has hereby received and reviewed the 2025 Draft Audited Financial Statements & Report to Council.

Carried

7.2 Policy Changes – C-1.1 Hiring Procedures (Legislative)

Resolution # 2026-018

Moved by: Marianne Stickland

Seconded by: Glenn Miller

Be it resolved that this committee does hereby accept the recommended policy changes to; C-1.1 Hiring Procedures.

Carried

7.3 Policy Changes – D-1.5 Statutory Holidays

Resolution # 2026-019

Moved by: Peral Ivens

Seconded by: Luke Preston

Be it resolved that this committee does hereby accept the recommended policy changes to; D-1.5 Statutory Holidays.

Carried

7.4 Policy Changes – B-2.1A Staff Benefits

Resolution # 2026-020

Moved by: Marianne Stickland

Seconded by: Glenn Miller

Be it resolved that this committee does hereby accept the recommended policy changes to; B-2.1A Staff Benefits.

Carried

8. Staff Reports

Verbal from CBO - McMurrich/Monteith request for membership

Resolution # 2026-021

Moved by: Luke Preston

Seconded by: Glenn Miller

Be it resolved that this committee does hereby direct CBO to pursue McMurrich/Monteith request for membership and bring back a staff report to the next meeting.

Carried

JOINT BUILDING COMMITTEE MEETING

Minutes

Thursday, September 17, 2026 at 6:00 p.m.
Township of Strong Office

9. Correspondence

9.1 Strong – R2026-243 Audit Results

Received

10. Closed Session

No closed session was required.

11. Adjournment

Resolution # 2026-022

Moved by: Glenn Miller

Seconded by: Peral Ivens

Be it resolved that this committee does hereby adjourn at 6:34 pm to meet again on October 15, 2026 at 6:00 pm or at the call of the Chair.

Carried

Budd Brown, Chair

Jennifer Martin, Secretary

Sundridge Strong Joly Restructuring Committee Meeting

Minutes

Monday, August 10, 2026 – 6:30 pm

Township of Strong Office

NOTICE: Zoom Link to attend the virtual meeting is available on the website at <https://events.strongtownship.com/meetings>

Present: Sundridge Council Rep – Luke Preston (arrived at 6:41PM)
Sundridge Council Rep – Vicki Whitmell
Sundridge Staff Rep – Robyn Ferrante
Strong Council Rep - Tim Bryson
Strong Council Rep – Jim Ronholm
Joly Council Rep - Budd Brown
Joly Council Rep – Chris Nicholson
Joly Staff Rep – Katey Brimacombe
MMAH Rep - Sarah Cormier (virtual)

Absent: Sundridge Staff Rep – Nancy Millar

Staff Present: Derek Hnatiuk, Treasurer for Township of Strong

Guests Present: None

1.0 Meeting Declared Open at 6:35 PM by Chair Tim Bryson

2.0 Pecuniary Interest Declared

None

3.0 Adoption of Agenda

R2026-031R

Moved by: Jim Ronholm

Seconded: Vicki Whitmell

Be it resolved that the SSJ Restructuring Committee approve the August 10, 2026 regular meeting agenda, as circulated.

Carried

4.0 Adoption of Minutes

4.1 R2026-032R

Moved by: Jim Ronholm

Seconded by: Budd Brown

Be it resolved that the SSJ Restructuring Committee hereby adopt the minutes of the July 29, 2026 regular meeting, as circulated.

Carried

5.0 Delegation

None

6.0 Public Engagement #2 Slideshow, Q&A – J Ball Consulting

The Committee reviewed the draft slides from J Ball Consulting and directed the Secretary to submit some working and logo changes.

Sundridge Strong Joly Restructuring Committee Meeting

Minutes

Monday, August 10, 2026 – 6:30 pm

Township of Strong Office

R2026-033R

Moved By: Vicki Whitmell

Seconded by: Jim Ronholm

That the SSJ Restructuring Committee receive the Public Engagement #2 draft slideshow and Q&A outline, prepared by J Ball Consulting Inc.

Carried

7.0 Public Engagement #2 Planning Discussion

Attendance at the event was confirmed, and set up plans.

R2026-034R

Moved By: Luke Preston

Seconded by: Jim Ronholm

Be it resolved that the SSJ Restructuring Committee hereby discuss planning of Public Engagement #2.

Carried

8.0 Financial Study Review – Derek Hnatiuk, Township of Strong Treasurer

R2026-035R

Moved By: Jim Ronholm

Seconded by: Luke Preston

Be it resolved that the SSJ Restructuring Committee hereby receive staff report 2026-006SSJR regarding the 2026 Mock Amalgamation Budget including Appendix A-C.

Carried

9.0 Work Plan Update

A correction to the document was noted.

10.0 Correspondence

None

11.0 New Business

11.1 Next Meeting Date: September 21, 2026

12.0 Adjournment

R2026-036R

Moved By: Jim Ronholm

Seconded by: Chris Nicholson

Be it resolved that the SSJ Restructuring Committee does hereby adjourn at 8:22 p.m. to meet again on September 21, 2026 at 6:00 p.m. or at the call of the Chair.

Carried

Caitlin Haggart, Secretary

Tim Bryson, Chair

SSJ Restructuring – Workplan Overview

Purpose

To map out a restructuring plan for the SSJ Restructuring Committee to consider.

✓ = completed; P = In Progress; green = intended timeline

Objective

To explore restructuring the Village of Sundridge, the Township of Strong and the Township of Joly into a single municipality. **The plan assumes an end goal of restructuring**, aligning key deliverables to an approved Minister's Restructuring Order by January 1, 2026. Finalized restructuring would be effective January 1, 2027.

Nothing in this plan would bind the parties to restructuring.

Key Deliverables	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	2022											
Hold a joint meeting to discuss potential restructuring							✓					
Engage Ministry of Municipal Affairs and Housing							✓					
MMAH to provide information package to Restructuring Committee							✓					
Establish a formal Restructuring Committee									✓	✓	✓	
	2023											
MMAH to provide a process overview to the Restructuring Committee			✓									
MMAH comments on Terms of Reference and suggestions for financial analysis			✓									
Adopt a terms of reference for the Restructuring Committee			✓									
Municipal staff perform initial financial analysis (re: assessment, taxes per household, avg. taxes, median taxes, taxes per \$100K in assess., assets by class, revenues, expenses, debts, reserves)					✓	✓						
Discuss initial financial analysis with MMAH					✓							
Municipal Staff perform additional financial analysis												✓
Discuss results from additional analysis with MMAH												
Restructuring Committee establishes key objectives of the potential restructuring												✓
Restructuring Committee adopts amended terms of reference	✓											
	2024											
Letter to First Nations re: intention to explore restructuring, overview of work to date, and seeking formal support to move forward									✓			
Municipal staff review and analyze core services and staffing		✓										
Restructuring Committee Meeting with First Nations												
Staff perform additional analysis of core services and develop final report							✓					
Present additional financial analysis and recommendations to Restructuring Committee							✓					
Staff to prepare organizational chart re: Level of Staffing	✓											
Staff to investigate implication of Union – Collective Agreement	✓											

SSJ Restructuring – Workplan Overview

Key Deliverables	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Present core services analysis and final report to Restructuring Committee		✓										
Staff perform analysis of assets and liabilities		✓										
Staff perform additional analysis of assets and liabilities and prepare final report							✓					
Municipal Staff perform analysis and prediction regarding tax ratios and OMPF							✓					
Present assets and liabilities analysis and final report to Restructuring Committee							✓					
MMAH to engage MOF regarding tax ratios and OMPF							✓					
Restructuring Committee discusses and decides on potential new name			✓									
Staff prepare draft restructuring order			✓									
2025												
Letter to First Nations re: intention to explore restructuring, overview of work to date, and seeking formal support to move forward	✓				✓				✓			
Restructuring Committee Meeting with First Nations				✓								
Hold Tri-Council Town Hall on work completed to date					✓				✓			
Financial Consultant Hired										✓		
Meetings with Municipal Representatives from Amalgamated Municipalities					✓		✓					
Consultation held by Restructuring Committee	✓											
Results of Consultations released to public			✓									
Consultation Questions answered by Committee									✓	✓	✓	✓
2026												
Completion of Financial Study and Consultation Questions					✓	✓						
Public Engagement Session 2								✓				
Review of Public Engagement Session 2												

Items for future Councils:

- October 26, 2026 Municipal Election – status quo for Sundridge, Strong and Joly
- November 2026 – Inaugural meeting and Committee Assignments
- December 2026 – SSJ Committee meeting with new Committee
- Review of research and consultations completed to date
- Preparation of Draft Restructuring Order
- Final Draft Restructuring Order available to public and reviewed by MMAH Staff
- SSJ Restructuring Committee consider approval of submission of Restructuring Order – hold Tri-Council. Resolution from each Municipality required with intention to restructure.
- If approved, Restructuring Order submitted to MMAH. If not approved, Committee to discuss future plans
- If approved, Restructuring Order submitted to Minister of Municipal Affairs and Housing by January 1, 2029
- Deadline to submit boundary changes December 31, 2029
- Establish a Transition Committee to discuss the composition of the transitional council, and to provide a

SSJ Restructuring – Workplan Overview

range of recommendations including ward structure versus at large, service levels, transitional tax rates, phase-ins, positions, notifying MPAC and Ministries, composition of council for 2030 election, etc. Restructuring Committee should also decide on the authority of the Transition Committee.

- October 2030, election of new Council.
- Transition work on-going, if approved.

Regular Meeting of the Village of Sundridge Council

Wednesday, September 9, 2026 at 6:00 p.m.

Village of Sundridge Council Chambers

Council Meetings will be audio recorded and recordings will be posted on the municipal website. If connection is lost during the meeting, it will proceed and if possible, a recording of the meeting will be made available. The minutes will remain the official record of the meeting.

Join Zoom Meeting

<https://us02web.zoom.us/j/81471699666?pwd=kveDaKFsGUldUFPpBOoFzKenesWg5S.1>

COUNCIL AGENDA

1) CALL TO ORDER

The Chair, Mayor Shawn Jackson called the meeting to order at

LAND ACKNOWLEDGEMENT

The Village of Sundridge would like to acknowledge that we are meeting on Williams Treaty Lands and they are the traditional home of the Anishinabek First Nations. We wish to honour the original inhabitants, thanking them for their land stewardship and recognizing our responsibilities to promote the healing of our communities through earnest and sincere application of the Truth and Reconciliation Commission recommendations. Miigwech."

2) APPROVAL OF AGENDA

Moved By: Choose an item.

Seconded By:

THAT the agenda for the September 9, 2026 regular meeting be approved as circulated.

Recorded Vote

For

Against

Abstain

Preston, Luke

Smith, Sharon

Whitmell, Vicki

Williamson, Fraser

Jackson, Shawn

3) DECLARATION OF PECUNIARY INTEREST

4) PLANNING MATTERS - None

5) DELEGATIONS - None

6) PRESENTATIONS - None

7) CONSENT ITEMS

[Items from the Consent List may be moved by members to be discussed under Section 9 – New Business/Action Items]

7 (E.1) Follow Up List – September 4, 2026

7 (E.2) Letter from Solicitor General re 2027 OPP Billing

7 (E.3) DSSAB August 2026 CAO Report

7 (E.4) JBC – July Summary

7 (E.5) JBC – Annual Summary as of July 2026

7 (E.6) SSJ Arena & Hall 2025 Audit Findings Report 2025

7 (E.6.1) SSJ Arena & Hall Audited Financial Statements 2025

7 (E.7) Labour Market Group June 2026 Report

7 (E.8) Township of Strong R2026-243 re 2025 Audit Review

7 (E.9) Township of Strong R2026-250 Joint Emergency Information Plan

7 (E.10) Association of Municipalities of Ontario – Policy Update August 2026

7 (E.11) Joint Building Committee Audit Findings Report 2025

7 (E.12) Joint Building Committee Audited Financial Statements 2025

7 (E.13) Joint Building Committee July Permit Summary

7 (E.14) Federation of Northern Ontario Municipalities – Statement on U.S. Tariffs

7 (E.15) Ministry of Environment, Conservation and Parks – Municipal
Environmental Assessment Requirements – January 1, 2027

7 (E.16) SSJ Arena & Hall Committee Resolution #26-88 – CBRE Agreement

8) APPROVAL OF CONSENT ITEMS

Moved By: Choose an item.

Seconded By:

THAT Items listed as Consent Items for September 9, 2026 and the recommendations contained therein be received;

AND THAT any Items for which pecuniary interest has been declared are deemed not to have been voted on or discussed by the individual making the declaration.

Recorded Vote
Preston, Luke
Smith, Sharon

For

Against

Abstain

**Whitmell, Vicki
Williamson, Fraser
Jackson, Shawn**

9) NEW BUSINESS/ACTION ITEMS

- 9.1. Reliability of Cellular Service in Sundridge and Rural Northern Ontario
[motion introduced by Luke Preston August 19, 2026]

**Moved By: Luke Preston
Seconded By:**

WHEREAS reliable cellular and telecommunications service has become essential infrastructure for residents, businesses, visitors and emergency communications throughout rural and Northern Ontario;

AND WHEREAS residents of the Village of Sundridge and surrounding communities have reported ongoing concerns regarding unreliable cellular service, including dropped calls, interrupted calls, inconsistent connectivity and instances where cellular service may appear available despite voice communications being unreliable;

AND WHEREAS unreliable cellular service affects residents' daily lives, the ability of businesses and individuals to conduct business, and the overall economic and social connectivity of rural communities;

AND WHEREAS the reliability of cellular networks is particularly important in rural and Northern Ontario, where distances are greater, alternative communications infrastructure may be limited, and cellular phones may be relied upon to contact 9-1-1 and other emergency services;

AND WHEREAS telecommunications providers have encouraged and facilitated a broader transition away from traditional landline telephone services toward cellular and internet-based communications, increasing the importance of ensuring that cellular networks provide reliable and resilient service;

AND WHEREAS ongoing telecommunications infrastructure upgrades, network changes and other technical or capacity-related issues should not result in prolonged or recurring degradation of service for rural and Northern Ontario residents;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Village of Sundridge formally express its concern regarding the reliability and

disruption of cellular service experienced within Sundridge and rural Northern Ontario and request that cellular telecommunications providers investigate reported service issues and identify measures necessary to improve network reliability, capacity and resiliency;

AND FURTHER THAT residents experiencing dropped calls, service disruptions or other cellular reliability issues be encouraged to report these occurrences directly to their telecommunications service provider so that providers receive documented evidence regarding the frequency, location and nature of service concerns;

AND FURTHER THAT Council encourage residents, where appropriate, to also share documented service concerns with the Village so that recurring or widespread issues can help inform municipal advocacy efforts;

AND FURTHER THAT the Village of Sundridge advocate with telecommunications providers and the appropriate provincial and federal authorities for reliable cellular infrastructure and service standards that recognize the unique needs and public-safety considerations of rural and Northern Ontario communities;

AND FURTHER THAT the Village request the support of the Association of Municipalities of Ontario (AMO), Rural Ontario Municipal Association (ROMA), and Federation of Northern Ontario Municipalities (FONOM) in advocating for improved cellular reliability, network resiliency and telecommunications infrastructure throughout rural and Northern Ontario;

AND FURTHER THAT this resolution be circulated to neighbouring municipalities and other municipalities experiencing similar cellular service concerns, with a request for their support and endorsement;

AND FURTHER THAT a copy of this resolution be forwarded to the appropriate cellular telecommunications providers, the Canadian Radio-television and Telecommunications Commission (CRTC), the Government of Canada, the Province of Ontario, the local Member of Parliament, the local Member of Provincial Parliament, AMO, ROMA and FONOM.

Recorded Vote	For	Against	Abstain
Preston, Luke			
Smith, Sharon			
Whitmell, Vicki			
Williamson, Fraser			
Jackson, Shawn			

- 9.2. Housing-Enabling Infrastructure and Federal Funding Opportunity
[motion introduced by Luke Preston August 19, 2026]

Moved By: Luke Preston

Seconded By:

WHEREAS the Government of Canada has announced a new \$1 billion funding stream intended to support municipalities that do not levy development charges, recognizing the infrastructure costs municipalities face in enabling new housing development;

AND WHEREAS the Village of Sundridge does not currently levy development charges and, as a small rural municipality, has limited financial capacity to undertake significant infrastructure investments required to support future residential growth;

AND WHEREAS the Village has undertaken work to review and modernize its municipal planning and regulatory framework, including proceeding with the development of a new Comprehensive Zoning By-law, with the objective of ensuring that municipal policies and regulations appropriately support responsible community growth and development;

AND WHEREAS identifying infrastructure constraints and opportunities in advance of future residential development would further support the Village's efforts to become housing-ready and better position the municipality to respond to future development and funding opportunities;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Village of Sundridge direct staff to review the recently announced federal funding opportunity for municipalities that do not levy development charges, including its eligibility requirements and application timelines;

AND FURTHER THAT staff be directed to identify and report back to Council on potential housing-enabling infrastructure needs, constraints or opportunities within the Village that could support or unlock future residential development, including any projects that may be eligible for funding through this program;

AND FURTHER THAT this work be considered alongside the Village's ongoing planning and regulatory modernization efforts and provide information that may assist future Council in considering housing, infrastructure and community development priorities;

AND FURTHER THAT Council encourage the Government of Canada to ensure that the program recognizes the unique infrastructure needs, financial capacity and circumstances of small, rural and Northern Ontario municipalities.

Recorded Vote	For	Against	Abstain
Preston, Luke			
Smith, Sharon			
Whitmell, Vicki			
Williamson, Fraser			
Jackson, Shawn			

<https://www.canada.ca/en/housing-infrastructure-communities/news/2026/08/the-government-of-canada-and-ontario-investing-1-billion-to-help-non-development-charge-municipalities-build-more-homes.html>

9.3. District of Parry Sound Municipal Association Fall 2026 Meeting

Moved By: Choose an item.

Seconded By: Choose an item.

THAT the Council for the Corporation of the Village of Sundridge receives the agenda and registration for the District of Parry Sound Municipal Association's Fall Meeting, to take place September 25, 2026 at the Township of Carling Community Centre;

AND THAT the following members of Council and staff will attend:

Recorded Vote	For	Against	Abstain
Preston, Luke			
Smith, Sharon			
Whitmell, Vicki			
Williamson, Fraser			
Jackson, Shawn			

9.4. Donation Request Application from Phragmites Working Group

Moved By: Choose an item.

Seconded By: Choose an item.

THAT the Council for the Corporation of The Village of Sundridge receives the donation request from the Phragmites Working Group,

AND THAT the donation request is being sought to cover a shortfall in operating funds for the 2026 season.

Recorded Vote	For	Against	Abstain
Preston, Luke			
Smith, Sharon			
Whitmell, Vicki			
Williamson, Fraser			
Jackson, Shawn			

10) COMMITTEE REPORTS/MINUTES

Moved By: Choose an item.

Seconded By:

THAT Items 10 (A.1) to 10 (B.2) be received and discussed.

10 (A.1) Almaguin Highlands Health Committee – June 4, 2026

10 (A.2) Sundridge & District Medical Centre Aug. 13/26 Special Meeting

10 (A.3) SSJ Arena & Hall – September 2, 2026

10 (B.1) Regular Council Meeting – August 19, 2026

10 (B.2) Closed Session Meeting – August 19, 2026

Recorded Vote	For	Against	Abstain
Preston, Luke			
Smith, Sharon			
Whitmell, Vicki			
Williamson, Fraser			
Jackson, Shawn			

11) STAFF REPORTS - None

12) BY-LAWS

(12.1) Moved By: Choose an item.

Seconded By:

THAT By-Law No. 2026-037, being a by-law to authorize the execution of an Agreement with The Town of Parry Sound as Administrators of the Provincial Court – Sundridge, Strong, Joly Arena, 14 Albert Street, be approved,

AND THAT the Mayor or designate and the Clerk Administrator be authorized to sign the agreement.

Recorded Vote	For	Against	Abstain
Preston, Luke			
Smith, Sharon			
Whitmell, Vicki			
Williamson, Fraser			
Jackson, Shawn			

13) ANNOUCEMENTS

- **Shawn Jackson**
- **Sharon Smith**
- **Luke Preston**
- **Fraser Williamson**
- **Vicki Whitmell**
- **Nancy Millar, Clerk Administrator**

14) INTRODUCTION OF FUTURE MOTIONS

15) CONFIRMING BY-LAW

Moved By: Choose an item.

Seconded By:

THAT By-Law No. 2026-038, being a by-law to confirm the proceedings of Council of the Corporation of the Village of Sundridge at its regular meeting of **September, 9, 2026**, be adopted.

Recorded Vote	For	Against	Abstain
Preston, Luke			
Smith, Sharon			
Whitmell, Vicki			
Williamson, Fraser			
Jackson, Shawn			

16) CONSIDERATION OF A CLOSED SESSION

Moved By: Choose an item.

Seconded By:

THAT Council hold a Closed Session meeting as provided for by Section 239 (2)(a) of the Municipal Act, 2001, as amended, and the Village of Sundridge Procedural By-law No. 2021-051, immediately following this council meeting to deal with:

1. personal matters about an identifiable individual, including municipal or local board employees.

Recorded Vote	For	Against	Abstain
Preston, Luke			
Smith, Sharon			
Whitmell, Vicki			
Williamson, Fraser			
Jackson, Shawn			

17) ADJOURNMENT

Moved By: Choose an item.

Seconded By:

THAT we do now adjourn at p.m. until the Regular Council Meeting on September, 23, 2026, or at the call of the Mayor.

Recorded Vote	For	Against	Abstain
Preston, Luke			
Smith, Sharon			
Whitmell, Vicki			
Williamson, Fraser			
Jackson, Shawn			

**Staff Follow Up
And Report to Council Master List**

Council Date

April 23, 2025

Item

Employee Recognition Policy WHEREAS the Village of Sundridge values the dedication and long-term commitment of its staff;

AND WHEREAS it is important to formally recognize years of service and show appreciation through milestone awards and annual staff events;

AND WHEREAS the proposed Employee Recognition Policy outlines recognition at 5, 10, 15, and 20-year milestones, with formal in-person presentations and gifts at key intervals, and includes an annual Christmas luncheon to be organized at the Clerk's discretion and paid for by the Village as part of the staff recognition program;

NOW THEREFORE BE IT RESOLVED THAT Council directs staff to develop an Employee Recognition Policy for review and consideration by council at a future regular meeting.

Resolution Number

2025-112

Assigned to

Deputy Clerk

Status *Assigned *In Progress *Complete

In progress

Ad Hoc Committee (1 Rep Sundridge, 2 Strong) to be meeting to discuss Staff bonuses including employee recognition for all municipal and shared services employees.

Date Expected to Return to Council

September 23, 2026

Council Date

Jan 28, 2026

Item

WHEREAS the Village of Sundridge is undertaking a broader effort to modernize outdated by-laws and regulatory framework to ensure they reflect current community needs, housing trends, and long-term sustainability goals: and

WHEREAS housing affordability, demographic change, and shifting market conditions require municipalities to periodically review zoning, development standards, and regulatory barriers that may unintentionally limit new housing supply or innovative housing forms;

NOW THEREFORE BE IT RESOLVED THAT:

- 1.) Council direct staff to undertake a targeted review of existing housing-related by-laws and regulations, including relevant provisions within the Zoning By-law, to identify potential constraints, gaps, or opportunities for modernization as part of the Village's broader regulatory update exercise;
- 2.) That staff prepare a summary report outlining key housing-related regulatory provisions currently in effect, with high-level observations on where updates or refinements may be warranted to better align with evolving community needs specifically as it relates to more affordable and attainable housing opportunities;
- 3.) That staff also prepare a Municipal Lands Inventory Report identifying municipally owned parcels, including (where available): a.) property size and location b.) current zoning and permitted uses c.) current use of status (active, surplus, reserve), and d.) estimated or approximate market value.
- 4.) And that the findings from both the housing by-law review and municipal lands inventory be presented to Council in a future meeting for consideration as part of the Village's exercise of phased Housing and Development Modernization and Innovation Framework.

Resolution Number

2026-017

Assigned to

Clerk Administrator

Status *Assigned *In Progress *Complete

In progress.

Date Expected to Return to Council

To Be Determined – Municipal Planner to complete Open House and Consultation with Council regarding Zoning By-Law Governance Document Update

Council Date

Apr 08, 2026

Item

Whereas the Village of Sundridge has approved an Official Plan that includes priorities related to housing and community growth;

And Whereas Council has identified the need to modernize planning and regulatory frameworks to better enable a range of housing options;

And Whereas the current zoning by-law may present barriers to innovative and attainable housing forms, including smaller unit sizes and alternative housing models;

Therefore, Be It Resolved That Council directs staff to initiate a comprehensive review of the village's zoning by-law, with a focus on enabling housing development,

And further that the review include consideration of minimum dwelling size requirements, density, and other regulatory provisions that may limit attainable and diverse housing options,

And further that staff report back to council with recommended amendments and an implementation approach.

Resolution Number

2026-092

Assigned to

Clerk Administrator

Status *Assigned *In Progress *Complete

Assigned

Date Expected to Return to Council

To Be Determined – Municipal Planner to complete Open House and Consultation with Council regarding Zoning By-Law Governance Document Update

Council Date

Apr 22, 2026

Item**Investigation of Full Services**

Whereas the Village of Sundridge has a wastewater collection and treatment system which protects Lake Bernard from contamination. The village is not a full-service municipality as it does not have a municipal water service. And that having water service provides safe reliable drinking water eliminates the need for bottled water, and that having municipal water along with wastewater systems enables growth to a municipality which would attract potential builds of businesses, senior's apartment buildings and more homes. And that having a municipal water system would also include the installation of fire hydrants, which would increase safety and reduce owner and tenant insurance rates. And that studies show municipal water systems help protect local groundwater that flows into Lake Bernard, keeping Lake Bernard safe from contamination. And further that the initial costs of setting up a water service is costly the benefits outweigh the cost. Be it resolved that the Council of the Village of Sundridge instruct staff to research the costs for the installation of a municipal water service. And that the Village of Sundridge direct staff to research grants from the provincial and federal government for full or partial coverage of the set-up costs and present it to a future meeting of council.

Resolution Number

Res.2026-100

the original motion is postponed until a public survey is conducted to obtain resident input on the need for municipal water and their interest in knowing more about municipal water services.

Assigned to

Clerk Administrator

Status *Assigned *In Progress *Complete

Assigned

Date Expected to Return to Council

To Be Determined

Council Date

Item

Resolution Number

Assigned to

Status *Assigned *In Progress *Complete

Date Expected to Return to Council

Solicitor General

Office of the Solicitor General

25 Grosvenor Street, 18th Floor
Toronto ON M7A 1Y6
Tel: 416 326-5000
Toll Free: 1 866 517-0571
Minister.SOLGEN@ontario.ca

Solliciteur général

Bureau du solliciteur général

25, rue Grosvenor, 18^e étage
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Tél. : 416 326-5000
Sans frais : 1 866 517-0571
Minister.SOLGEN@ontario.ca



132-2026-3665

By email

August 14, 2026

Dear Heads of Council, Chief Administrative Officers and Clerks of OPP-Policed Municipalities:

I am writing to provide you with an update on OPP municipal policing costs for 2027.

Our government recognizes the importance of providing municipalities with predictability as you plan your budgets, while ensuring the OPP has the resources it requires to continue delivering high-quality policing services and keeping communities safe.

With that in mind, we are taking action to limit increases in OPP policing costs for municipalities in 2027.

For the 2027 calendar year, no OPP-policed municipality will see its total amount owed for OPP policing increase by more than 11 per cent compared to 2026, excluding costs associated with any additional policing services a municipality has chosen to receive through a separate agreement with the OPP.

This is a time-limited measure for the 2027 OPP billing cycle, intended to provide municipalities with cost certainty to support local budget planning.

To implement this change, an amendment has been made to Ontario Regulation 413/23: Amount Payable by Municipalities for Policing from Ontario Provincial Police, made under the *Community Safety and Policing Act, 2019* (CSPA). The amendment is being filed with the Registrar of Regulations and will be publicly available through the [e-Laws](#) page in the coming days.

The OPP is currently preparing 2027 annual billing statements, which are expected to be provided to municipalities this fall.

We value the important partnership between the province, municipalities and the OPP in keeping Ontario communities safe. We also recognize the importance of ensuring policing costs are sustainable and predictable for municipalities, and we will continue working with our municipal partners on these shared priorities.

Should you have any questions about the regulatory updates, please reach out to solgeninput@ontario.ca. Questions regarding your municipality's annual OPP billing statement can be directed to OPP Municipal Policing at opp.municipalpolicing@opp.ca.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael S. Kerzner", with a long horizontal flourish extending to the right.

The Honourable Michael S. Kerzner
Solicitor General

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

Thomas Carrique, C.O.M.
Commissioner, Ontario Provincial Police



Chief Administrative Officer's Report

August 2026

Mission Statement

To foster healthier communities by economically providing caring human services that empower and enable the people we serve to improve their quality of life.

A decorative horizontal bar at the bottom of the page, consisting of a solid blue bar with a light blue curved shape on the right side.

'Everyday Impact'

In the ever-changing world of maintenance, Steven consistently approaches each day with a positive attitude, a smile, and a willingness to tackle whatever comes his way. His extensive knowledge, strong work ethic, and problem-solving skills make him an invaluable member of the team.

Whether the task is straightforward or presents unexpected challenges, Steven takes the time to assess the situation, find practical solutions, and see the job through to completion. His attention to detail and pride in his workmanship are evident in everything he does. Even when projects don't go as planned, Steven remains persistent, resourceful, and committed to achieving the best possible outcome.

Beyond his technical expertise, Steven is known for the compassion and respect he shows our tenants. He takes the time to listen to their concerns, treats everyone with professionalism and kindness, and is always willing to help whenever he can. His friendly demeanor and genuine care for others help build positive relationships, making tenants feel heard, valued, and comfortable whenever he is working in their homes.

Steven's dedication, knowledge, and commitment to both quality service and tenant care make a meaningful impact every day. We are grateful to have him as part of our team.



Licensed Child Care Programs

Total Children Utilizing Directly Operated Child Care in the District June 2026						
Age Group	Fairview ELCC	First Steps ELCC	Highlands ELCC	Waubeeek ELCC	HCCP	Total
Infant (0-18m)	2	1	0	1	9	13
Toddler (18-30m)	7	8	5	8	21	68
Preschool (30M-4y)	21	20	25	48	42	151
# of Active Children	30	29	30	57	72	232

School Age Programs

June 2026	
Location	Enrollment
Mapleridge After School	26
Mapleridge Before School	11
Home Child Care	35
# of Active Children	82



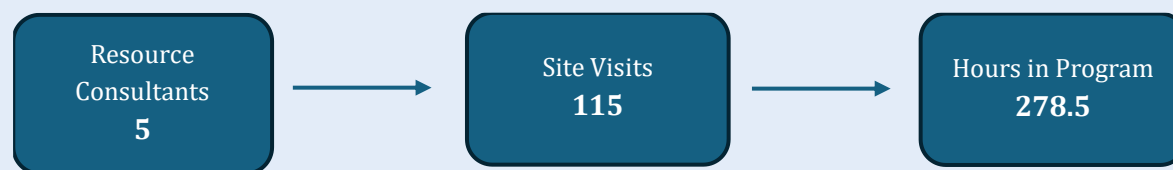
Inclusion Support Services – June 2026

Age Group	EarlyON	Licensed ELCC	Monthly Total	Discharges	Referrals	Waitlist
Infant (0–18 months)	0	1	1	0	1	0
Toddler (18–30 months)	2	5	7	0	1	0
Preschool (30–47 months)	8	43	51	0	1	0
JK/SK (48 months–6 years)	1	22	23	0	0	0
School Age (6 years+)	1	1	2	0	1	0
Monthly Total	12	72	84	0	4	0
Year to Date	15	77	94	6	29	0

Active Caseload: 84 Children

Referrals: 4 (*children may be referred for more than one reason*)

- 4 Speech and Language Delays,
- 2 Social Emotional/Self Regulation



EarlyON Child and Family Centre Reporting Month: June 2026

Activity	Monthly Total	Year to Date
Number of Child Visits	1041	5698
Number of Unique Children served this month	236	
Number of Adult Visits	739	4213
Number of Unique Adults served this month	302	
Number of Professionals	40	181
Number of Virtual Programming Events	9	20
Number of engagements Through social media	116	1941
Number of views Through social media	21,130	127,605

Funding Sources for District Wide Childcare Spaces

Child Care Service Management

Total Children by Funding Source

June 2026

ACTIVE

Funding Source	# of Children	# of Families
CWELCC	52	50
CWELCC Full Fee	239	236
Extended Day Fee Subsidy	1	1
Fee Subsidy	26	22
Full Fee	17	15
Ontario Works	3	3
Total Active:	338	327

NEW

Funding Source	# of Children	# of Families
CWELCC	4	4
CWELCC Full Fee	13	13
Extended Day Fee Subsidy	0	0
Fee Subsidy	8	6
Full Fee	0	0
Ontario Works	0	0
Total New:	25	23

EXITS

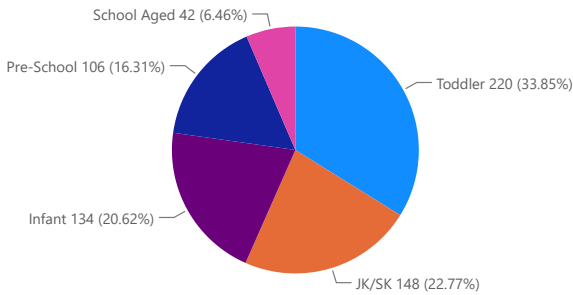
Funding Source	# of Children	# of Families
CWELCC	2	2
CWELCC Full Fee	1	1
Extended Day Fee Subsidy	0	0
Fee Subsidy	0	0
Full Fee	15	13
Ontario Works	0	0
Total Exits:	18	16

The District of Parry Sound Child Care Application Portal was launched on July 24, 2024. Since implementation, operators and child care service management staff have been working to "clean" the Application Portal by removing duplicates, training staff and assisting families with updating their profiles.

Data for June2026

Children Waiting for Primary Care	Additions to Application Portal
166	19
Unique Children Waiting for Care	
476	
Waiting for Care - This number represents the unique children who are currently applied for care. This includes children who may already be placed in a program and have applied to another. This also includes the number of children pre-registered for future care.	
Children Waiting for Future Care	
308	
Total Number of Children past preferred start date (Unique)	
178	

Waitlist by Age Category



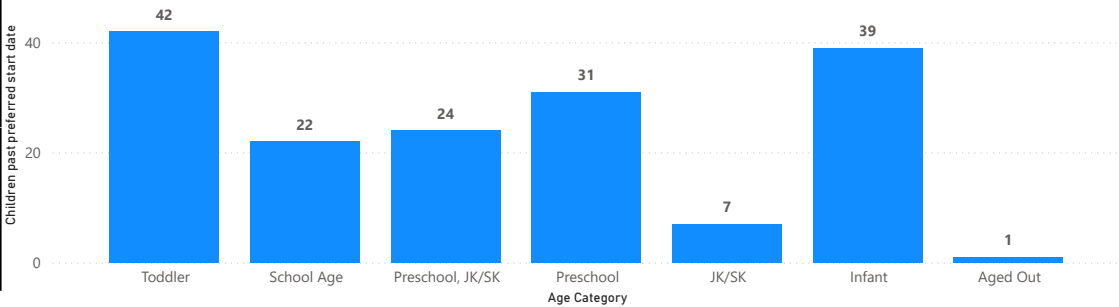
Year, Month

Multiple selections

Month

June

Number of Children past their preferred start date by age



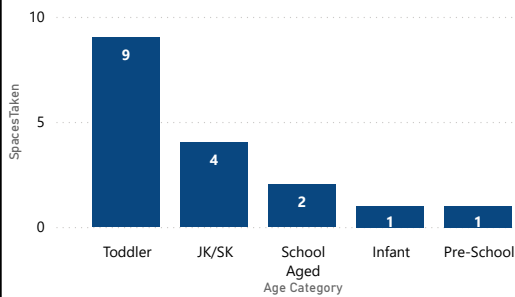
Year

2026

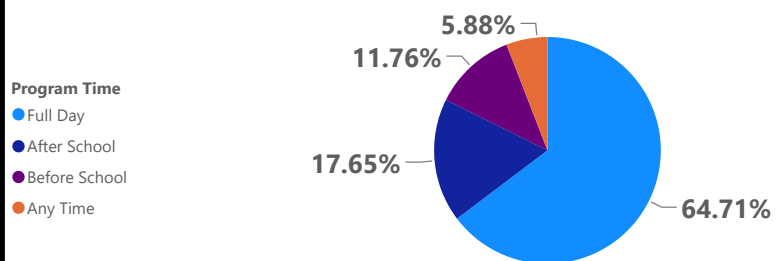
Month

June

Spaces Filled by Age Category



Spaces Filled by Program Time



Children Placed

16

Spaces Filled

17

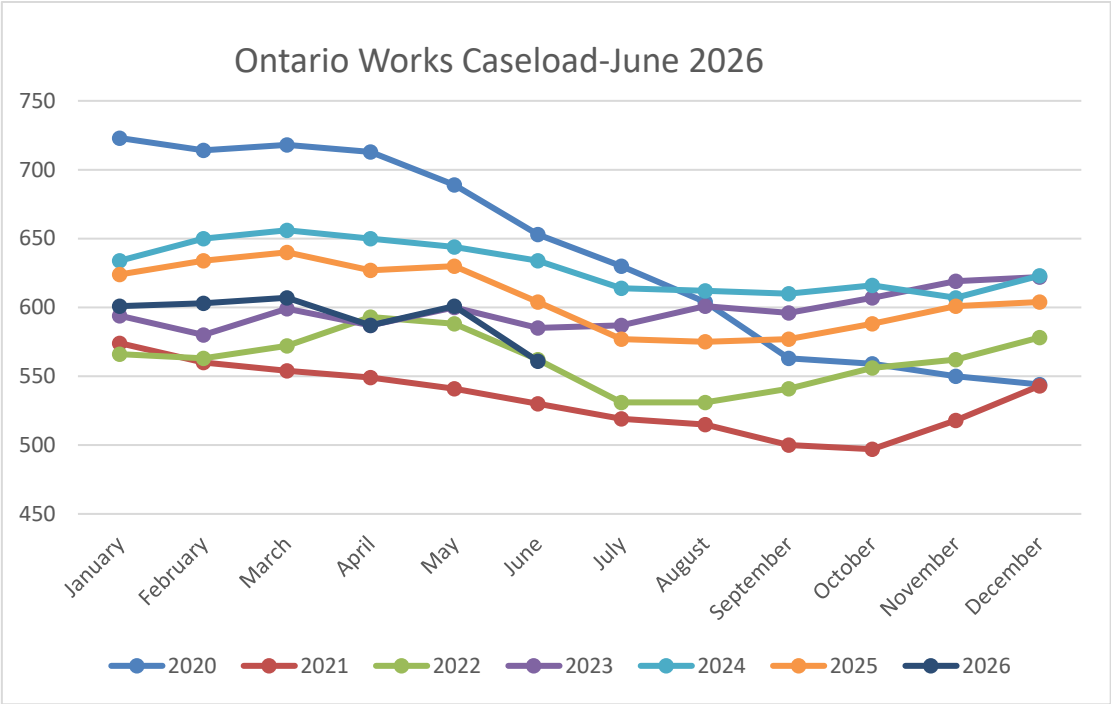
Children Placed - The number of unique children placed in a program.

Spaces Filled - The number of spaces filled by a child. A child may be placed in more than one space, ie: before school space and after school space.

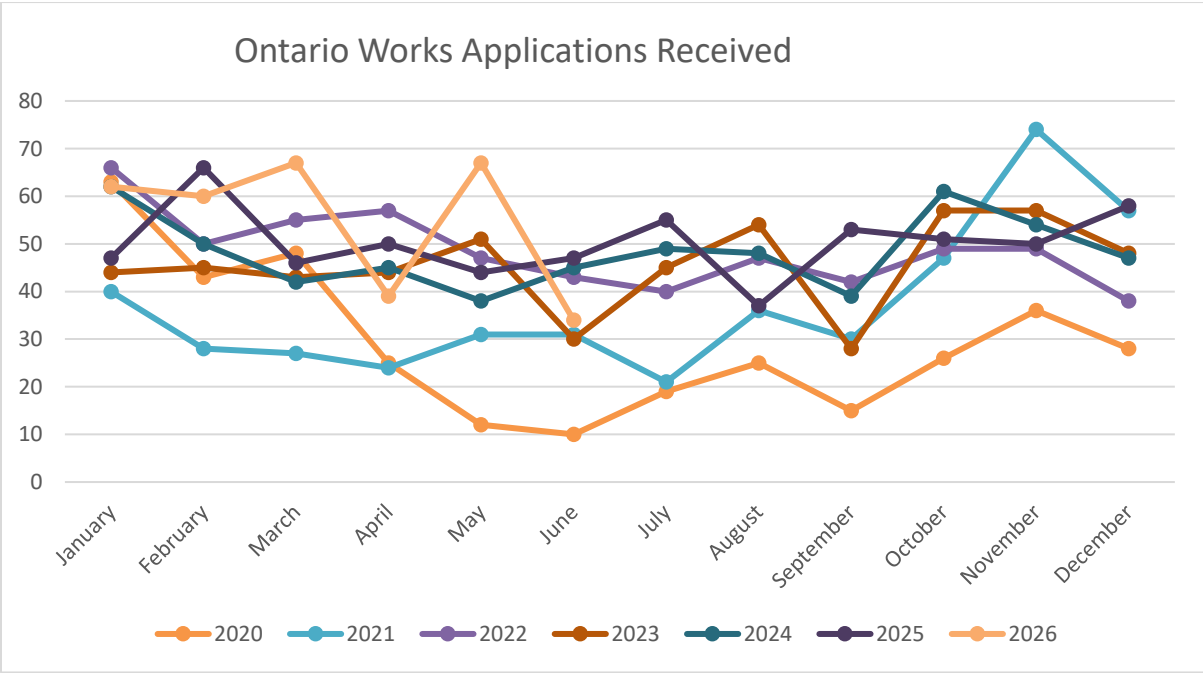
Expectation of Future Care

Number of children with a preferred start date within 1 month, 2-6 months, 6 months to a year, or more than a year.

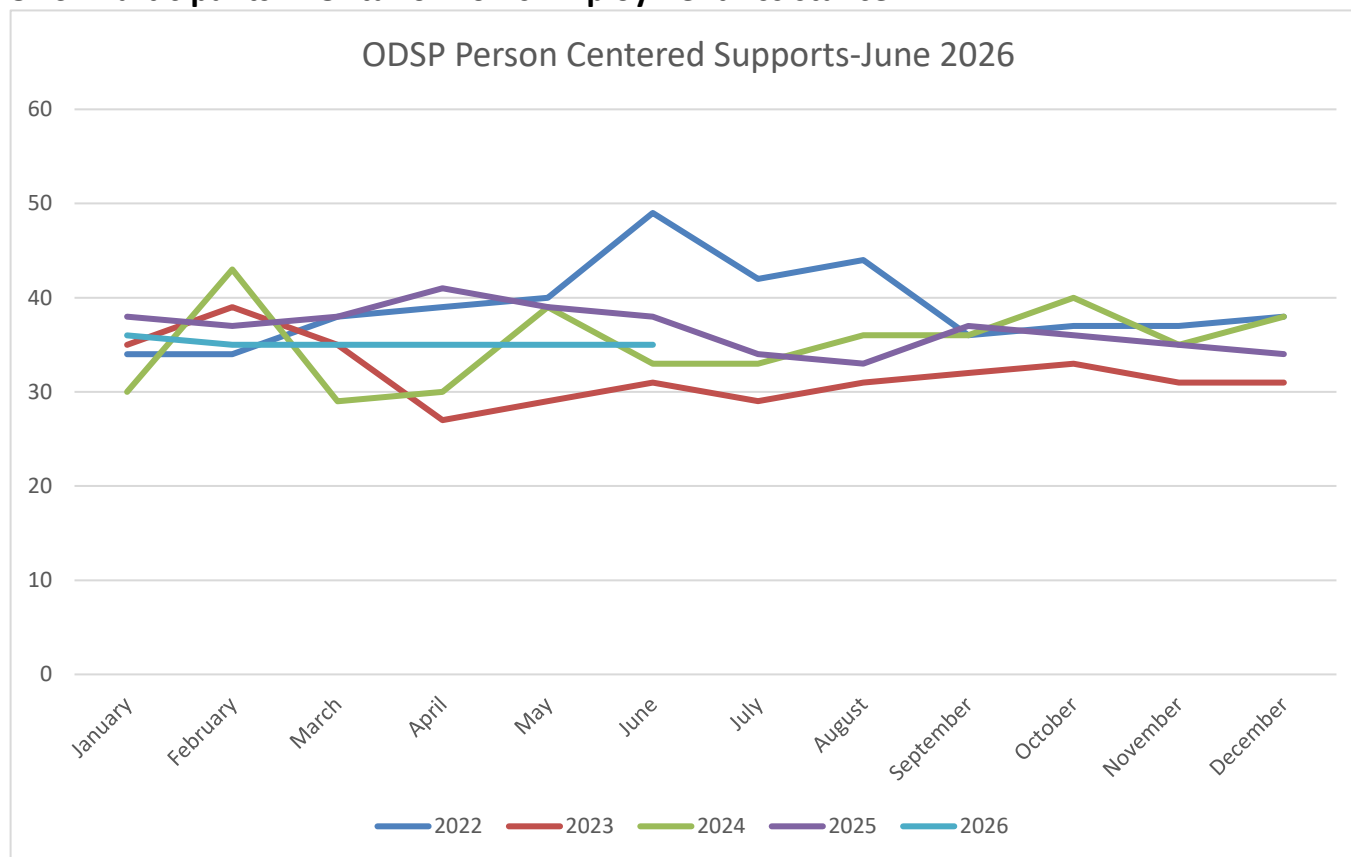




Ontario Works Intake - Social Assistance Digital Application (SADA) & Local Office Ontario Works Applications Received



ODSP Participants in Ontario Works Employment Assistance



The OW Caseload continue to hold steady at **571** cases. We are providing **35** ODSP participants Person-Centred Supports. We also have **56** Temporary Care Assistance cases. **34** applications were received through the province's Ontario Works Intake Unit (OWIU).

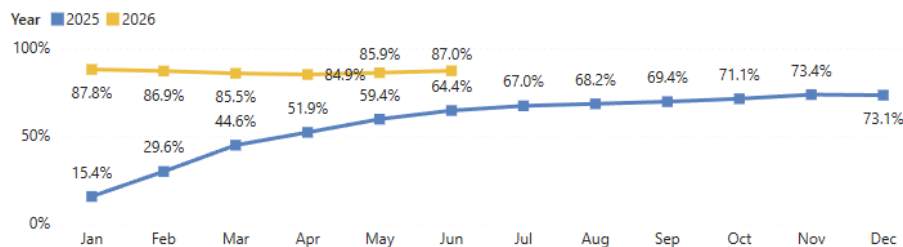
Ontario Works (OW) Performance Measures

On March 1st, 2025, as part of the province's Employment Services Transformation, we officially entered Integrated Employment Services model (IES) along with our Northeast DSSAB partners with our new Service System Manager College Boreal. This means that employment assistance for Social Assistance recipients now moves under the Employment Ontario umbrella. We are responsible for providing Person Centered Supports to SA Recipients in 4 Support Pillars.

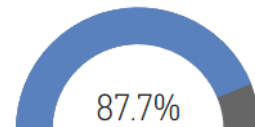
- Crisis & Safety-homelessness, personal safety
- Health-medical, mental health counselling, addiction treatment
- Life Skills-Literacy and Basic Skills such as budgeting, time management
- Community Supports-Housing, transportation and legal support

*NDA-Non-Disabled Adult

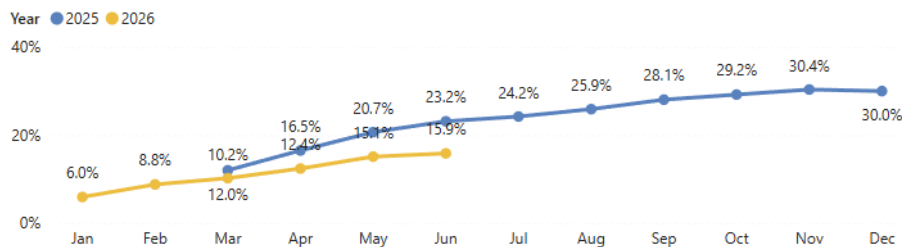
Percentage of OW + NDA Members with mandatory participation requirements that have created a Social Assistance Action Plan (Cumulative Year-to-Date)*



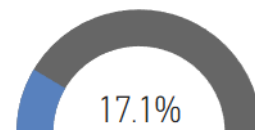
Provincial Value for Latest Month in Selected Range



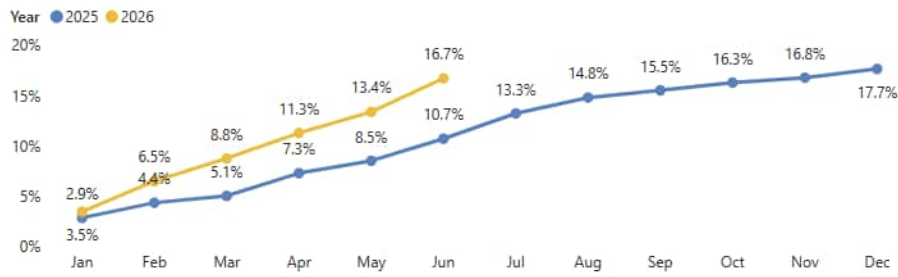
Percentage of OW + NDA Members with mandatory participation requirements that are referred to EO (Cumulative Year-to-Date)



Provincial Value for Latest Month in Selected Range



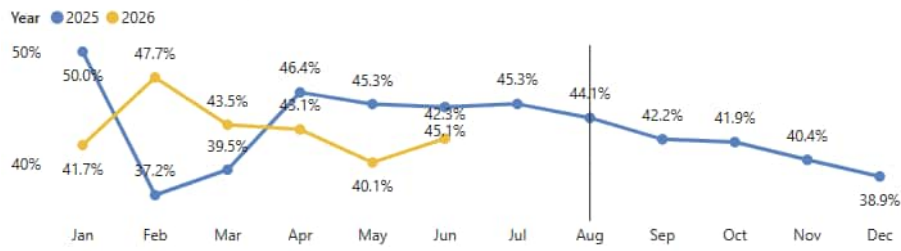
Percentage of Ontario Works cases exiting to employment (Cumulative Year-to-Date)



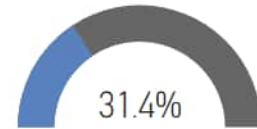
Provincial Value for Latest Month in Selected Range



Percentage of Ontario Works cases who exit the program and return within one year (Cumulative Year-to-Date)



Provincial Value for Latest Month in Selected Range



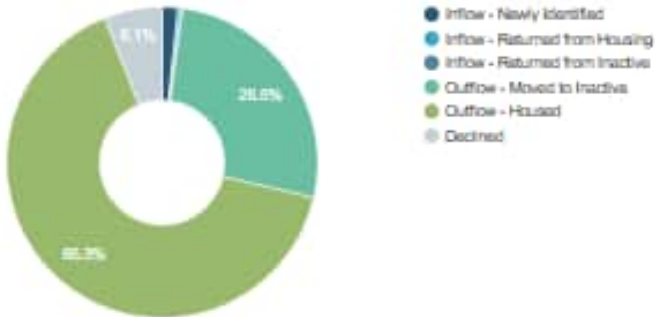
By Name List

The By Name List is real-time list of all known people who are experiencing homelessness in our community that are willing to participate in being on the list and connecting with our agency for ongoing support to obtain affordable and sustainable housing. The individuals who are connected to this program are provided Intense Case Management supports with the foundations from Coordinated Access towards housing focused solutions.



BNL INFLOW & OUTFLOW

Type	Clients
Inflow - Newly Identified	10
Inflow - Returned from Housing	2
Inflow - Returned from Inactive	1
Outflow - Moved to Inactive	162
Outflow - Housed	399
Declined	37



ACTIVE CLIENTS BY HOMELESS PRIORITY

Type	Clients
Chronic	6
Approaching Chronic	0
Temporary	7
N/A	0

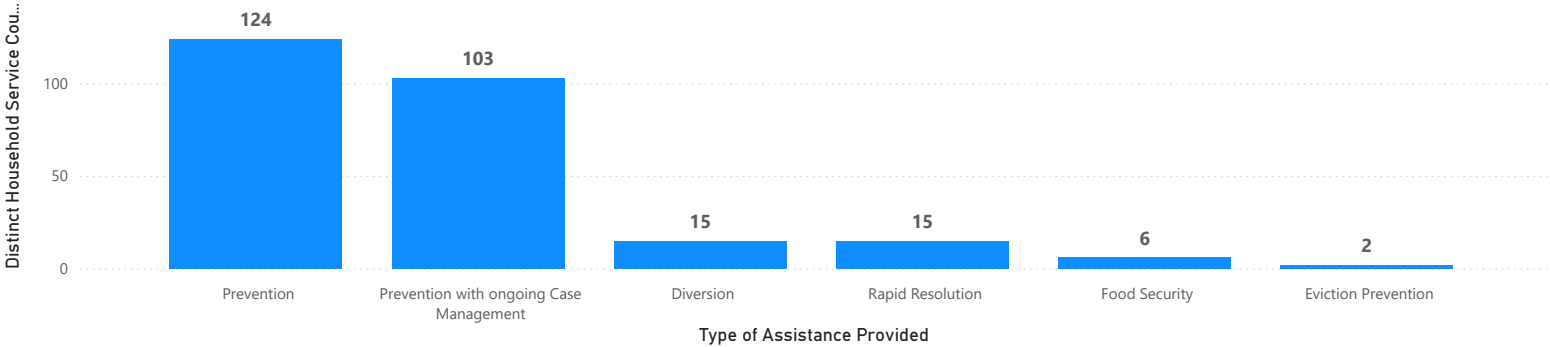


Year, Month

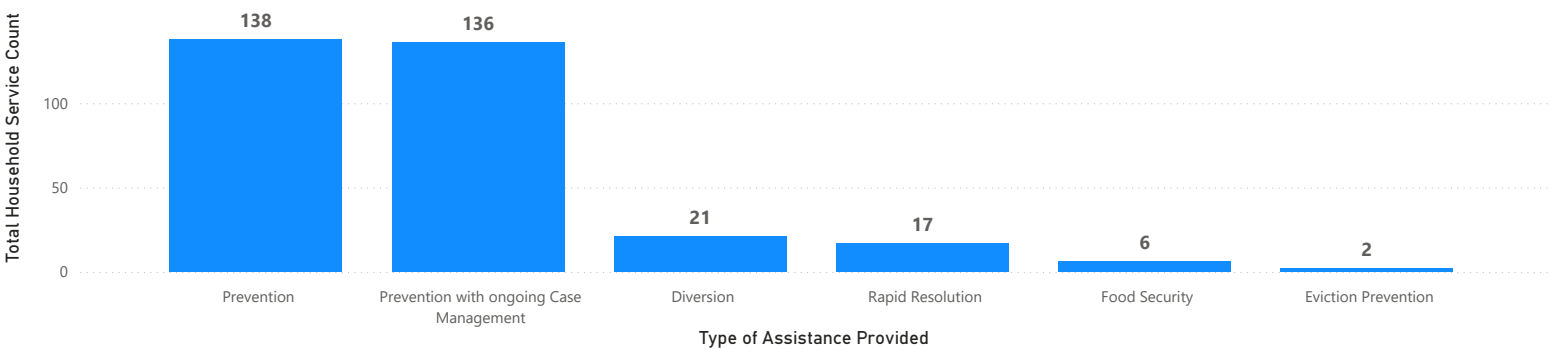
Multiple selections

▼

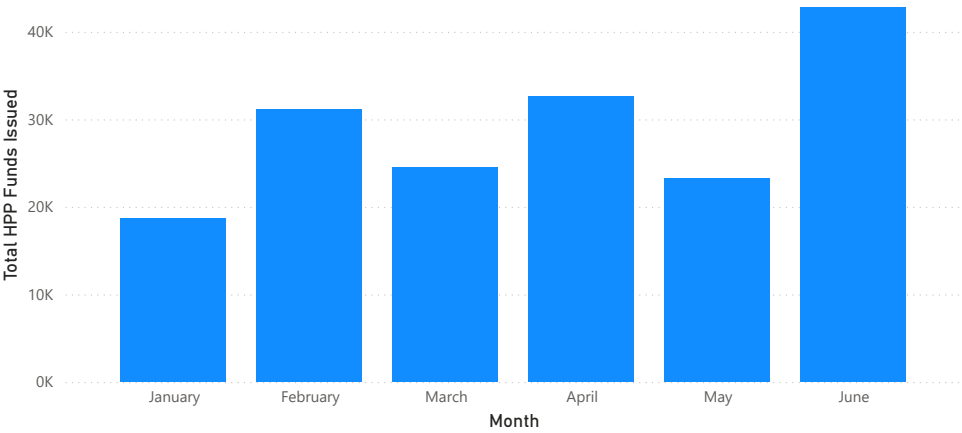
Distinct Household Service Count by Type of Assistance Provided



Total Household Service Count by Type of Assistance Provided



Total HPP Funds Issued by Month



Type of Assistance-HPP

All

Year, Month

Multiple selections

172,986.49

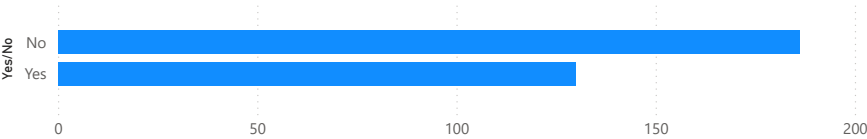
Total HPP Funds Issued

Provincial Priority Groups	Unique Households Served
Chronic Homelessness	10
Indigenous	11
Transitioning from Provincial Institution	4
Youth aged 16-25	16
Total	40

Income Source	Unique Households Served	Total HPP Funds Issued
OW	98	86,478.92
ODSP	62	57,630.20
Low Income Non Senior	51	13,873.81
Low Income Senior	37	15,003.56
Total	241	172,986.49

Housing Status	Unique Households Served
At Risk of Homelessness	218
Experiencing Homelessness (and not currently on BNL)	23
On BNL	12
Total	241

Has the client been issued HPP in the past?



Type of Assistance Provided	Low Income Non Senior	Low Income Senior	ODSP	OW	Total
Diversion	3	4	4	4	15
Eviction Prevention			1	1	2
Food Security			2	4	6
Prevention	32	31	46	17	124
Prevention with ongoing Case Management	14	5	12	74	103
Rapid Resolution	5		7	3	15
Total	54	40	72	103	265

Year, Month

Multiple selections

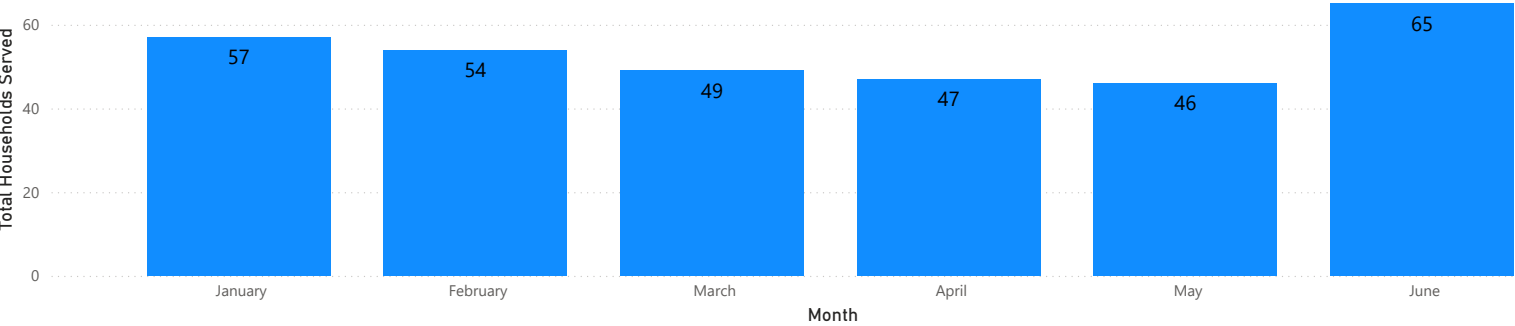
241

Unique Households Served

318

Total Households Served

Total Households Supported through HPP by Month-All



Housing Programs Update—June 2026

Social Housing Centralized Wait List Report			
	East	West	TOTAL
	Parry Sound	Parry Sound	
June 2026			
Seniors	55	152	207
Families	185	525	710
Individuals	673	187	863
TOTAL	916	864	1780
Total Wait List Unduplicated			478

Social Housing Centralized Wait List (CWL) 2025-2026 Comparison Applications and Households Housed from the CWL												
Month 2025	New APP	New SPP	Cancelled	Housed	SPP Housed	Month 2026	New App	New SPP	Cancelled	Housed	SPP Housed	
Jan	9			2		Jan	6	0	9			
Feb	8		2	3		Feb	11	2	5	1		
Mar	9	1	4	1		Mar	9		5	3	1	
Apr	6	1	10			Apr	4			1	1	
May	11		1	2		May	21	1				
June	12	2	1	2		June	14		8	3		
Jul	14			2	1	Jul						
Aug	9	1	1	2	1	Aug						
Sept	7	4	1	2	2	Sept						
Oct	8		1	1		Oct						
Nov	1	1	1			Nov						
Dec	7		5	2	1	Dec						
Total	101	10	27	19	5	Total	65	3	27	8	2	
						SPP = Special Priority Placement						

Summary:

- There were fourteen new approved applications to the centralized waitlist in the month of June. There were also an additional six incomplete applications processed, however, deemed ineligible.
- Eight applications were cancelled due to the following reasons: six were cancelled at the applicant's request, one was found to have social housing arrears, and one was cancelled due to no contact.
- Three applicants were housed from the waitlist in June.

HOUSING OPERATIONS AND SERVICE MANAGEMENT

June 2026 Statistical Information

Activity for Tenant Services

	CURRENT MONTH	YEAR TO DATE
Move-Outs	3	17
Move In (Centralized Waitlist along with Internal transfers)	2	10
L1/L2 Hearings	0	4
N4 Delivered to tenant or filed with the LTB– Notice of eviction for non-payment of rent	0	4
N5 Filed with the LTB– notice of eviction disturbing the quiet enjoyment of the other occupants	1	12
N6 Filed with the LTB –notice of eviction for illegal acts or misrepresenting income for RGI housing	0	1
N7 Filed with the LTB – notice of eviction for willful damage to unit	0	0
Repayment Agreements (new) (Formal & informal)	2	5
No Trespass Order	0	0
Mediation/Negotiation/Referrals	24	200
Tenant Home Visits/Wellness checks	118	312
Tenant Engagements/Education	8	51

Activity for Property Maintenance

Pest Control		Monthly pest control inspections were completed at 9 buildings. 36 units were inspected. Of the 36 units, 3 units required treatment.
Vacant LHC units	13	Vacancy includes units requiring capital repairs
Vacant units: TMV	3	
After Hours Calls	12	monitoring station offline, leak, power outage, EMS requesting entry, flooded basement, faulty smoke detector
Work Orders	171	Work orders are created for our staff to complete routine maintenance repairs for all DSSAB/LHC Buildings
Purchase Orders	241	Purchase Orders are for services, and materials required outside of the Housing Operations Department scope of work for the LHC/DSSAB properties
Fire Inspections	0	0 Fire inspections completed on properties in June with Huronia Alarms/FPO's. Monthly inspections continue at every building.
Annual Inspections	104	Annual inspections completed in June
Inspections (Other)	11	Housing keeping, Fire Prevention Officer follow up, pests, and preconstruction/postconstruction
Incident Reports	0	

Capital Projects Monthly Report - June 2026

Monthly Board Report

This monthly report provides an overview of capital project activities undertaken during June 2026. The month focused on continued advancement of the approved 2026 capital program through tender close-out, contractor coordination, quotation review, completion of larger site work, and progression of several priority building repair and renewal scopes. Key activity included closure of consultant tenders, completion of larger paving work, approval to manufacture windows for a major window replacement project, commencement of a larger driveway project, progression of a new build into Phase 2, closure of a structural repair project, scheduling of a district-wide heat-loss investigation, continued remediation and abatement follow-up, and further coordination of exterior, mechanical, electrical, roofing, eavestrough, and site infrastructure priorities.

Hazardous Material Remediation and Water Damage Repairs

Remediation activity continued during June through completion, quotation, repair coordination, and follow-up on outstanding abatement and water-damage-related scopes. One remediation and repair scope was completed during the reporting period, while another location remained active through quotation for repair following prior investigation. Attic-related remediation also remained under review, with roofing and smaller abatement follow-up still required before the remaining associated repair path can be fully closed. Additional remediation items remained active where prior ceiling and flooring removals had been completed and further repair direction was still required. These scopes continued to require coordination between investigation, abatement, repair, maintenance turnover, and final direction before all related work can be fully resolved.

Plumbing, HVAC, and Duct Maintenance

Plumbing and mechanical work progressed during June through completion, quotation, award-stage coordination, and scheduling of broader building-performance review. One domestic hot water heater replacement was completed during the reporting period, while another domestic hot water heater scope advanced through quotation and award coordination after pricing was received. Previously completed backflow preventor work remained closed, with no major new backflow scope closed during the reporting period. A district-wide heat-loss investigation was also scheduled, supporting further review of building performance, mechanical efficiency, and future capital planning requirements across the portfolio.

Doors, Siding, Painting, and Cosmetic Upgrades

Exterior finish-related scopes continued to advance during June through approval, scheduling, start-up, and quotation. One siding scope advanced from quotation approval into construction start-up, while another siding scope advanced through quote recommendation approval and remained scheduled for later implementation. Exterior door quotation activity also continued for one site, while several other exterior finish items remained pending further pricing or final direction. Sealant and beam-refinishing items remained outstanding, with no quotes received during the reporting period. Exterior wall repair and kitchen replacement items also remained pending. These items continue to form part of the broader exterior and interior repair program and will require coordinated pricing, funding confirmation, and procurement sequencing before implementation.

Generator and Electrical Work

Generator and electrical activity continued during June through inspection follow-up, completion tracking, and outstanding deficiency coordination. One generator repair passed inspection during the reporting period, with a minor exhaust extension requested before the item can be fully closed. A childcare facility generator backup connection was operational, with final electrical inspection still pending. Lighting and ceiling-related scopes remained active across the portfolio, with some work previously completed, some work partially completed, and other items still requiring quotation review. No major new electrical panel replacement was completed during June. Electrical and generator scopes will continue to be tracked through inspection, deficiency correction, quotation, approval, and final close-out as required.

Roofing and Eavestrough Projects

Roofing and eavestrough activity remained active during June through quotation, re-quotation, emergency pricing, and coordination with remediation requirements. Attic-related remediation continued to require roofing review, including confirmation of decking and re-shingling requirements before associated work can proceed. Additional roofing and smaller abatement follow-up also remained outstanding. Shed shingling work remained pending quotation. Eavestrough work continued through re-quotation after initial pricing exceeded available budget and contractor capacity concerns required additional pricing review. One additional eavestrough item advanced through emergency quote request in June. Eavestrough and roofing scopes remain connected to broader building envelope planning, particularly where exterior renewal, remediation, drainage, and budget pressure intersect.

Structural Repairs, Infrastructure and Foundation Assessments

Structural and site infrastructure work advanced significantly during June through completion, commencement, quotation receipt, and project close-out. Larger paving work was completed during the reporting period, while other asphalt and concrete items continued to be tracked through district-wide review. Quotes were received in June for several paving and concrete locations, with additional sites remaining pending quotation or further review. A larger driveway project commenced in June, with the scope moving into active work and continued coordination required. Masonry work at multiple sites also commenced following award coordination. One structural repair project was closed, marking a significant completion milestone for the month. Remaining infrastructure priorities, including driveways not yet fully assessed, exterior wall repairs, sealants, beams, and concrete-related items, continued to require quotation, review, or final direction.

Security Enhancements

No new security enhancement projects were undertaken during June. Existing measures remained in place and operational, with ongoing monitoring continuing to support building safety and access control across the portfolio. Any future security-related work will continue to be coordinated through the approved capital plan and reported as procurement, scheduling, or implementation milestones occur.

Consulting and Engineering Contracts

Consultant and engineering coordination remained a significant component of the capital program during June. Consultant tenders closed during the reporting period, supporting progression of major exterior renewal scopes through the next phase of procurement and review. A major window replacement project was also given approval to manufacture the windows, advancing the project from design and coordination into manufacturing readiness. The new build progressed into Phase 2, representing continued movement through the broader development process. The district-wide heat-loss investigation was scheduled, supporting future technical review of building performance and capital planning requirements. Consultant, contractor, and engineering coordination continued to support remediation, siding, windows, paving, driveways, roofing, eavestroughs, masonry, structural repair, and broader capital renewal planning.

Childcare Capital Acceleration

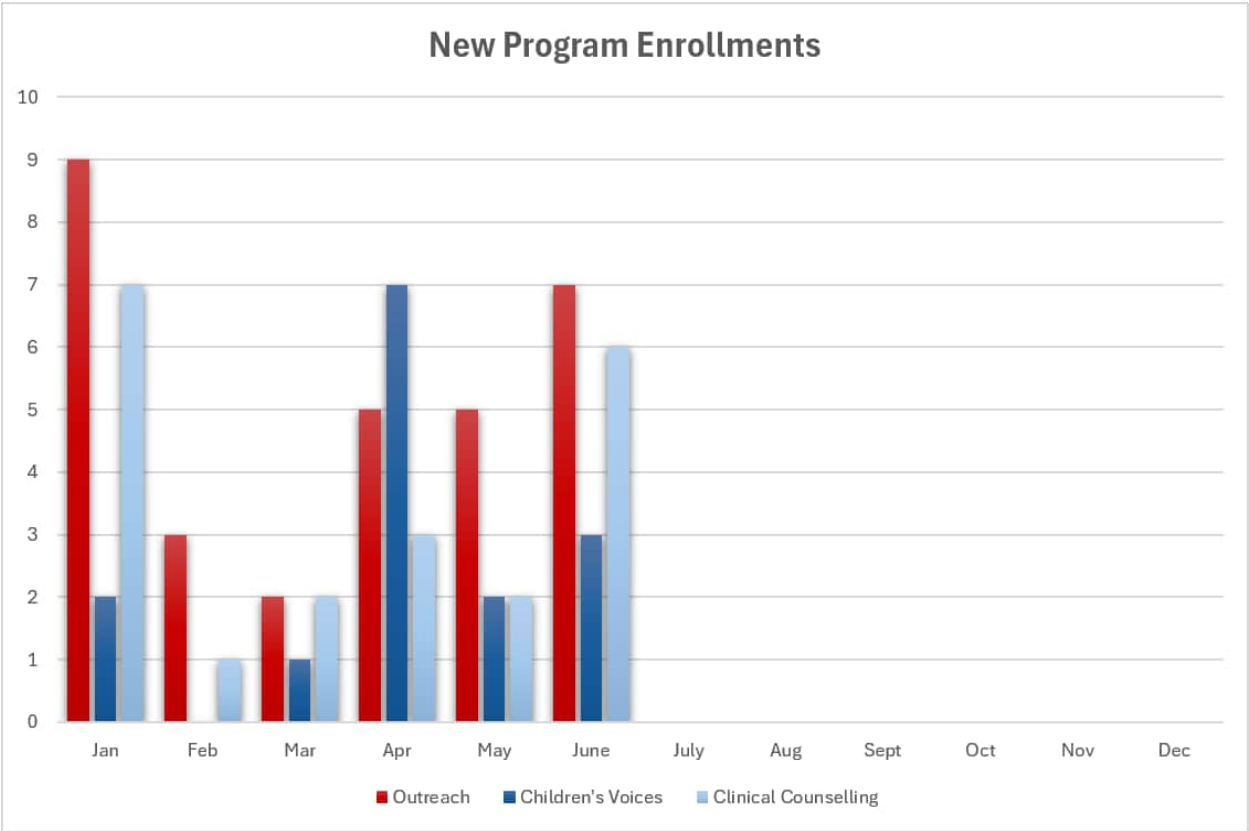
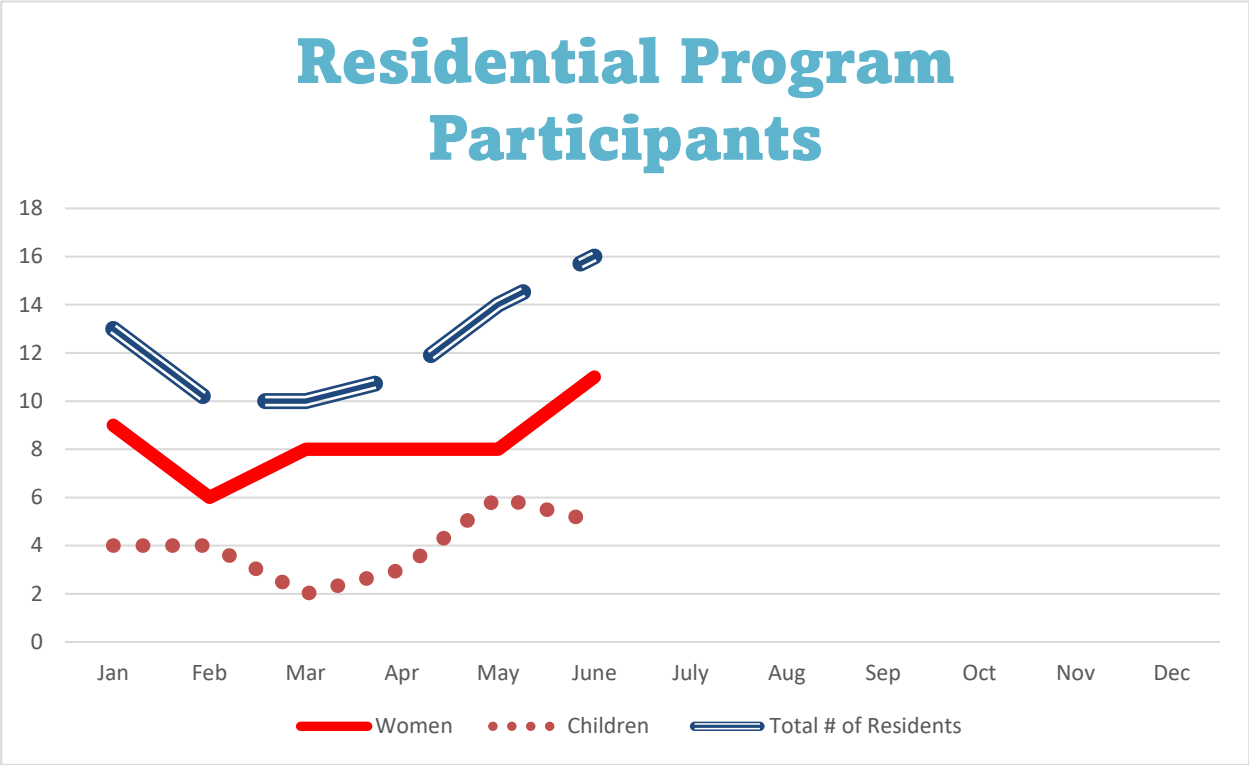
Childcare-related capital activity remained selective during June. One childcare facility generator backup connection was operational, with final electrical inspection still pending before full close-out. The major window replacement project also advanced through approval to manufacture windows, which will continue to be monitored where it intersects with childcare operations, access, scheduling, communication, or building envelope coordination. Other childcare-related capital priorities remained subject to the approved capital plan and will continue to be reported as procurement, scheduling, inspection, or implementation milestones occur.

Completion Highlights (June 2026)

June was defined by continued movement of the 2026 capital program through completion, commencement, tender close-out, quotation, inspection, manufacturing approval, and broader planning. Key accomplishments included closure of consultant tenders, completion of larger paving work, approval to manufacture windows for a major window replacement project, commencement of a larger driveway project, progression of the new build into Phase 2, closure of a structural repair project, completion of one domestic hot water heater replacement, completion of one remediation and repair scope, start-up of one siding scope, commencement of masonry work, scheduling of the district-wide heat-loss investigation, and continued generator inspection follow-up. The month also clarified several items requiring continued quotation, re-quotation, repair coordination, or final direction, including roofing and abatement follow-up, remediation and kitchen replacement items, eavestroughs, shed shingling, exterior wall repairs, sealants, beams, lighting and ceiling work, and remaining district-wide asphalt and concrete locations.

In summary, June demonstrated meaningful progress across the approved 2026 capital program, with several larger scopes advancing from preparation into completion, commencement, tender close-out, manufacturing approval, or next-phase coordination. The next reporting period will focus on follow-up from the closed consultant tenders, continued coordination of the window replacement manufacturing process, ongoing driveway work, outstanding paving and concrete quotation review, generator inspection close-out, heat-loss investigation coordination, remediation and roofing follow-up, remaining eavestrough pricing, and continued implementation of exterior, mechanical, electrical, structural, and infrastructure priorities.

Esprit Place Family Resource Centre Update – June 2026



Social Media Stats

Facebook –District of Parry Sound Social Services Administration	JAN 2026	FEB 2026	MAR 2026	APR 2026	MAY 2026	JUN 2026
Total Page Followers	819	837	841	849	865	884
Post Reach this Period (# of people who saw post)	26,803	56,115	16,807	9473	10,273	9353
Post Engagement this Period (# of reactions, comments, shares)	913	1,760	847	261	743	391

Facebook -Esprit Place Family Resource Centre	JAN 2026	FEB 2026	MAR 2026	APR 2026	MAY 2026	JUN 2026
Total Page Followers	250	251	251	251	252	252
Post Reach this Period (# of people who saw post)	884	308	1972	275	354	186
Post Engagement this Period (# of reactions, comments, shares)	10	3	15	2	8	11

DSSAB LinkedIN Stats https://bit.ly/2YyFHIE	JAN 2026	FEB 2026	MAR 2026	APR 2026	MAY 2026	JUN 2026
Total Followers	594	598	601	604	609	613
Search Appearances (in last 7 days)	154	80	60	35	51	37
Total Page Views	44	50	33	9	32	31
Post Impressions	1521	1735	1465	666	1282	1024
Total Unique Visitors	21	20	16	7	12	20

Instagram - Esprit Place Family Resource Centre https://www.instagram.com/espritplace/	JAN 2026	FEB 2026	MAR 2026	APR 2026	MAY 2026	JUN 2026
Total Followers	117	120	122	122	123	124
# of accumulated posts	81	81	82	82	83	84

JOINT BUILDING COMMITTEE PERMIT SUMMARY

Municipality of Sundridge

Jul-26

[illegible]

**JOINT BUILDING COMMITTEE
ANNUAL PERMIT SUMMARY
2026**

Month	No. of Permits	Permit Fees	Project Values	Size (sq.m)
January	3	\$1,950.00	\$110,000.00	137
February	3	\$5,380.50	\$338,765.00	154
March	5	\$17,286.00	\$1,032,400.00	553
April	6	\$13,185.00	\$845,000.00	1882
May	14	\$24,507.00	\$1,540,460.00	1140
June	14	\$32,960.00	\$2,104,000.00	3387
July	17	\$48,245.00	\$3,109,700.00	1923
August	0	\$0.00	\$0.00	0
September	0	\$0.00	\$0.00	0
October	0	\$0.00	\$0.00	0
November	0	\$0.00	\$0.00	0
December	0	\$0.00	\$0.00	0
TOTALS	62	\$143,513.50	\$9,080,325.00	New Construction 9176 Demolitions 0

**JOINT BUILDING COMMITTEE
ANNUAL PERMIT SUMMARY
2026**

Month	No. of Permits	Permit Fees	Project Values	SFD'S, Seasonal Dwellings and Multi-Unit Dwellings	
				<u>2025</u>	<u>2026</u>
Burks Falls	4	\$5,075.00	\$225,000.00	2	1
Joly	5	\$24,867.00	\$1,624,500.00	1	4
South River	7	\$10,810.00	\$680,000.00	1	1
Machar	12	\$19,680.00	\$1,232,000.00	8	1
Strong	19	\$43,723.00	\$2,794,860.00	3	5
Ryerson	10	\$34,163.50	\$2,210,965.00	4	4
Sundridge	5	\$5,195.00	\$313,000.00	3	0
TOTALS	62	\$143,513.50	\$9,080,325.00		16
Permit activity at end of July 31, 2026					
TOTALS	79	\$244,075.50	\$15,361,172.00	22	
Permit activity at end of July 31, 2025					
TOTALS	17	\$100,562.00	\$6,280,847.00		-6
Difference from previous year					



AUDIT FINDINGS REPORT

Presented to the Sunridge-Strong-Joly Arena & Hall

Prepared by Baker Tilly SNT
August 11, 2026

PURPOSE OF THE REPORT

We have been engaged to express an audit opinion on the financial statements of Sundridge-Strong-Joly Arena & Hall ("the entity") for the year ended December 31, 2025. We have substantially completed our audit and are pleased to report our findings to date.

The purpose of this report is to summarize certain aspects of the audit that we believe to be of interest to the entity. This report should be read in conjunction with the draft financial statements and our audit report thereon.

We have received full cooperation during the course of our audit and unrestricted access to all documents, books and records. We did not encounter any significant difficulties during the audit.

This report is intended for use by the entity only.





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Responsibilities

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Our Audit Approach

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Significant Findings from the Audit

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RESPONSIBILITIES

AUDITOR	BOARD OF DIRECTORS	MANAGEMENT
Express an opinion on whether the financial statements present fairly, in all material respects, the financial position and its results of its operations and its cash flows for the year in accordance with Canadian Public Sector Accounting Standards	Act as an objective, independent liaison between the auditor and management	Ensure financial statements are prepared and presented in accordance with Canadian Public Sector Accounting Standards
Perform the audit in accordance with Canadian generally accepted auditing standards	Assist in the planning process when appropriate	Ensure completeness of information with regards to financial records and data and provide information on non-compliance, illegal acts, related party transactions
Assess risk that the financial statements may contain material misstatements that, individually or in the aggregate are material to the financial statements as a whole	Meet with the auditors prior to the release and approval of the audited financial statements to review the audit, disclosure and compliance issues	Ensure proper controls are in place to prevent and detect fraud and error, assess risk and provide information on any fraud or suspected fraud



RESPONSIBILITIES (continued)

AUDITOR	BOARD OF DIRECTORS	MANAGEMENT
Assessing the accounting policies used and their application	Review selection of accounting policies	Ensure proper recognition, measurement and disclosure for selection of accounting policies, significant assumptions, future plans, related party transactions, any claims and possible claims and contingent gains and losses
Assessing the significant estimates made by management	Review and approve draft financial statements	Provide a written confirmation of significant representations to the auditor
Examine on a test basis, evidence supporting the amounts and disclosures in the financial statements	Advise auditor of any issues of disclosure, governance, fraud or illegal acts	

OUR AUDIT PROCESS

1 INITIAL PLANNING

- Assess and respond to engagement risk
- Assessment of audit management process
- Enhance understanding of the entity and accounting processes
- Determine planning materiality
- Perform walkthroughs
- Establish an overall audit strategy

2 DEVELOP THE AUDIT PLAN

- Assess risk at account balance and potential error levels
- Plan use of working papers
- Plan substantive and control tests

3 EXECUTE THE AUDIT PLAN

- Perform substantive and control tests including sampling techniques using the appropriate tools and software
- Review completion documents and working papers for areas with significant or high risk

4 REPORT & ASSESS PERFORMANCE

- Obtain management representations
- Complete engagement reporting
- Issue audit report and management letter
- Summarize audit results
- Assess engagement quality



OUR AUDIT APPROACH

We determined, based on our understanding of internal controls, that limited reliance would be placed on the system of internal controls due to the size of the entity.

Testing of internal controls was not, in our view, cost effective for the level of assurance such tests would provide.

We adopted a substantive approach for the audit.



AUDIT RISKS & RESULTS

There were no significant audit risks identified.

SIGNIFICANT FINDINGS FROM THE AUDIT

Audit Opinion

The Independent Auditor's Report will be issued without modification.

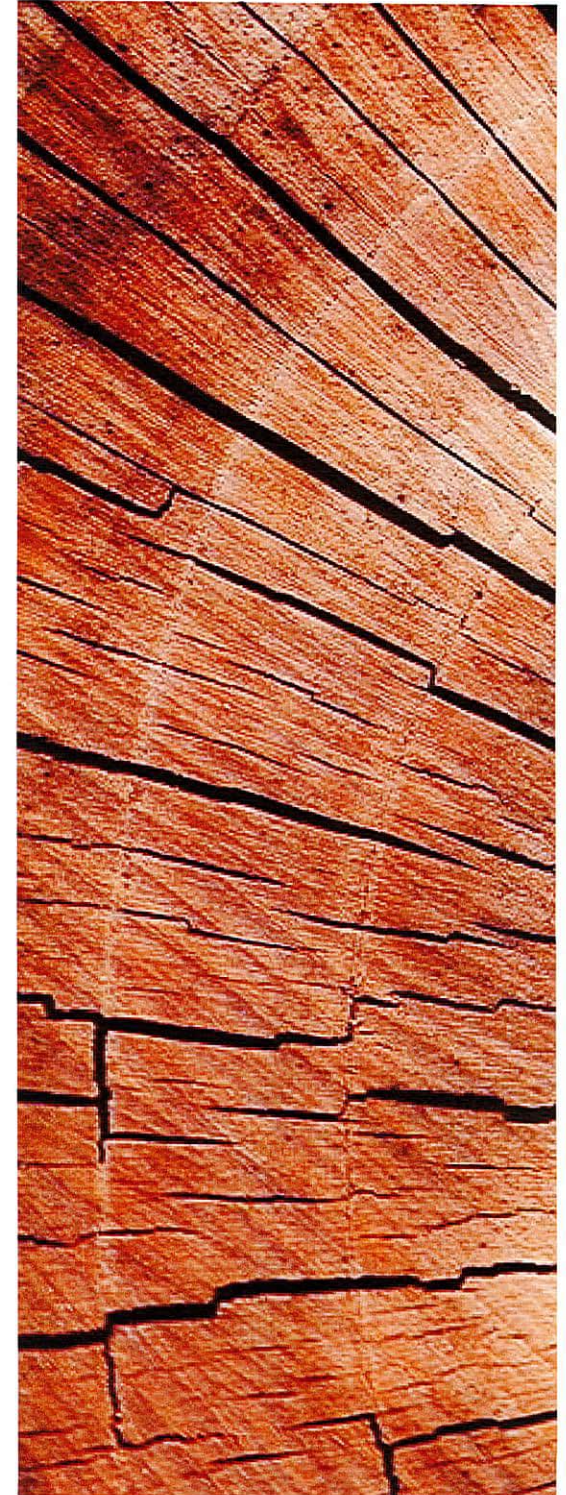
Accounting Policies

No new accounting policies were adopted in the current year.

Key Estimates

Key estimates in the financial statements include:

- Asset retirement obligations
- Useful life of tangible capital assets and related amortization
- Employee future benefits



MATERIALITY

Materiality is the term used to describe the significance of financial statement information to decision makers. An item of information, or an aggregate of items, is material if it is probable that its omission or misstatement would influence or change a decision. Materiality is a matter of professional judgement in the particular circumstances.

FACTORS	COMMENTS	AMOUNT
Basis for Calculation	Total expenses	\$ 503,387
Factors Used	Middle of the range accepted by Canadian Auditing Standards	3%
Overall Materiality	Level at which misstatements individually or in aggregate would affect the decisions of the users of the financial statements	\$ 15,000
Performance Materiality	Amount that is used when determining the extent of substantive testing	\$ 10,500 (70%)
Trivial Error Threshold	Matters identified during the audit, which are trivial	\$ 750 (5%)

MISSTATEMENTS

Misstatements are categorized as corrected audit misstatements and uncorrected audit misstatements. These include disclosure deficiencies as well.

Significant Misstatements

We have not found any material misstatements or unadjusted items that exceed materiality.

INDEPENDENCE

Canadian auditing standards require us to confirm our independence with the entity and those responsible with governance.

To our knowledge, Baker Tilly SNT has no independence issues in the following areas:

- Holding a financial interest, either directly or indirectly, in the entity;
- Holding a position, either directly or indirectly, that gives the right of responsibility to exert significant influence over the financial or account policies of the entity;
- Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with the entity;
- Economic dependence on the entity; and
- Provision of services in addition to the audit engagement.



OTHER MATTERS

Related Party Transactions

All related party transactions are disclosed in the notes to the financial statements.

Significant Unusual Transactions

No significant transactions were entered into by the entity that you should be aware of.

Significant Matters Discussed with Management

There were no significant matters arising from the audit discussed with management and no disagreements.

Written Representations Requested from Management

We request that management prepare a letter to us reaffirming various representations that were provided to us and we have relied upon.

Internal Control Recommendations and Management Letter

We will not be issuing a management letter, as we did not identify deficiencies in internal controls.

Other

No instances of illegal acts, fraud, intentional misstatements or errors were noted during the audit.

No instances of non-compliance of laws and regulation were identified during our audit.

CONCLUSION

We are ready to release the financial statements subject to completion of the following:

- Receipt of signed management representation letter
- Completing our discussion with the entity
- Receipt of evidence of the entity's approval of the financial statements

KEY DELIVERABLES

KEY DELIVERABLES

EXPECTED DATE

Present draft financial statements to the entity

August 11, 2026

Issue audited financial statements

August 13, 2026

We would like to take this opportunity to note our appreciation to management and administrative personnel for their cooperation and assistance.

We welcome any feedback on our performance as we strive to continually improve our service.



Tax

Our Tax Services are designed to meet your business tax compliance and consulting needs.

- Tax
- Advisory
- Indirect Tax
- Transfer Pricing
- Cross Border & International
- SR&ED
- Personal and Corporate Tax Compliance
- Tax Minimizing Strategies
- Corporate Reorganizations
- Tax Dispute Resolution

Transaction

Whether you are a buyer or a seller, knowledge is power and decisive action begins with clarity.

- Mergers and Acquisitions
- Capital Raising
- Transaction Support
- Valuations
- Corporate
- Finance
- Restructuring and Recovery

IT

Navigating through the maze of information technology needs and business optimization planning is a challenge to most businesses in today's evolving world.

- Security and Data Protection
- Network Assessment
- Infrastructure
- Recommendations and Implementation
- Backup Solutions

Assurance

When you're facing a changing global economy, it's important to have someone next to you who will help navigate through the evolving accounting standards and changing regulatory environment.

- Entrepreneurial
- Audit and Accounting
- Private Enterprise
- Public Markets

Data Analytics

At Baker Tilly, we strive to be up-to-date on the latest data analytic trends and software.

Techniques commonly performed include:

- Predictive modelling
- Key Performance Indicator (KPI) analysis
- Historical operational analysis
- Tax recovery
- Improved production line efficiency
- Reduction of unnecessary costs
- Analyze complex forex
- Data visualization
- Risk analysis
- Benchmarking
- System implementation

Advisory

Across our advisory service lines, we get to the essence of value drivers, so clients can realize optimal value and achieve their business objectives.

- Organizational Effectiveness & Productivity
- Operational Performance Reviews
- Business Development
- Social Enterprise Development
- Project Management
- Corporate and Organizational Governance
- Human Resources
- Financial and Risk Management
- Government
- Funding Applications
- Succession Planning
- Marketing and Client Strategy

BT Advantage

As a business owner, you need information that's timely and relevant to drive daily decisions. Baker Tilly Advantage addresses that need by leveraging best-in-class technologies to deliver customized accounting, finance and operational assistance. Traditional accounting solutions focus on where you have been. Baker Tilly Advantage transforms this approach into proactive solutions that focus on where you are going. The difference is a powerful combination of innovative cloud technology, financial expertise and industry insight delivered by experienced advisors, who are committed to helping you gain a competitive advantage.

3 offices | 18 partners | 100 professionals

THANK YOU

 **Now, for tomorrow**

 **bakertilly**

Sundridge-Strong-Joly Arena & Hall

Independent Auditor's Report and Financial Report

December 31, 2025

Sundridge-Strong-Joly Arena & Hall

Financial Report

December 31, 2025

Management's Responsibility for the Financial Statements

Independent Auditor's Report

Statement of Financial Position	1
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Statement of Operations and Accumulated Surplus	2
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Statement of Cash Flows	3
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Statement of Change in Net Debt	4
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Notes to the Financial Statements	5-16
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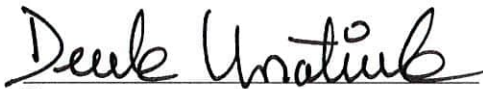
Management's Responsibility for the Financial Statements

The accompanying financial statements of the Sundridge-Strong-Joly Arena & Hall (the "Arena") are the responsibility of the Arena's management and have been prepared in accordance with Canadian Public Sector Accounting Standards established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada, as described in Note 2 to the financial statements.

The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Arena's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized, and recorded in accordance with Canadian Public Sector Accounting Standards established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management. The Arena's Board meets with management and the external auditor to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by Baker Tilly SNT LLP, independent external auditor appointed by the Arena. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Arena's financial statements.

A handwritten signature in black ink, appearing to read "Derek Unatub", written over a horizontal line.

Treasurer

August 11, 2026

Baker Tilly SNT LLP / s.r.l.

1850 Bond, Unit / Unité A

North Bay, ON, Canada P1B 4V6

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F: +1 705.494.8783

www.bakertilly.ca

Independent Auditor's Report

To the Members of the Sundridge-Strong-Joly Arena & Hall

Opinion

We have audited the financial statements of the Sundridge-Strong-Joly Arena & Hall, which comprise the statement of financial position as at December 31, 2025, and the statements of operations and accumulated surplus, cash flows, and change in net debt for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Sundridge-Strong-Joly Arena & Hall as at December 31, 2025, and its results of operations and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Arena in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

ACCOUNTING • TAX • ADVISORY

Baker Tilly SNT LLP is a member of Baker Tilly Canada Cooperative, which is a member of the global network of Baker Tilly International Limited. All members of Baker Tilly Canada Cooperative and Baker Tilly International Limited are separate and independent legal entities.

COMPTABILITÉ • FISCALITÉ • SERVICES-CONSEILS

Baker Tilly SNT s.r.l. est membre de la Coopérative Baker Tilly Canada, qui fait partie du réseau mondial Baker Tilly International Limited. Les membres de la Coopérative Baker Tilly Canada et de Baker Tilly International Limited sont tous des entités juridiques distinctes et indépendantes.

Independent Auditor's Report (continued)

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Public Sector Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Arena's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Arena or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Arena's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Arena's internal control.

Independent Auditor's Report (continued)

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Arena's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Arena to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

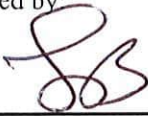
North Bay, Ontario
August 11, 2026

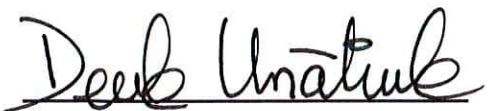
Baker Tilly SNT LLP
CHARTERED PROFESSIONAL ACCOUNTANTS,
LICENSED PUBLIC ACCOUNTANTS

Sundridge-Strong-Joly Arena & Hall
Statement of Financial Position
December 31, 2025

	<u>2025</u>	<u>2024</u>
Financial Assets		
Cash	\$ 152,457	\$ 157,921
Accounts receivable (note 3)	<u>35,446</u>	<u>10,420</u>
	<u>187,903</u>	<u>168,341</u>
Liabilities		
Accounts payable and accrued liabilities (note 4)	57,579	50,361
Deferred revenues (note 5)	27,800	-
Long-term debt (note 6)	148,684	229,329
Employee future benefits payable (note 7)	1,399	18,681
Asset retirement obligations (note 8)	<u>48,823</u>	<u>45,501</u>
	<u>284,285</u>	<u>343,872</u>
Net Debt	<u>(96,382)</u>	<u>(175,531)</u>
Non-Financial Assets		
Tangible capital assets (note 9)	1,526,708	1,420,475
Prepaid expenses	4,381	3,244
Inventories of supplies	<u>4,308</u>	<u>4,308</u>
	<u>1,535,397</u>	<u>1,428,027</u>
Accumulated Surplus (note 10)	<u>\$ 1,439,015</u>	<u>\$ 1,252,496</u>

Approved by:





The accompanying notes are an integral part of these financial statements.

Sundridge-Strong-Joly Arena & Hall
Statement of Operations and Accumulated Surplus
For The Year Ended December 31, 2025

	2025		2024
	Budget	Actual	Actual
	(Unaudited)		
Revenues			
Municipal contributions			
- Township of Joly	\$ 51,489	\$ 51,489	\$ 49,989
- Township of Strong	257,443	257,443	249,945
- Village of Sundridge	205,955	205,955	199,956
Government grants and transfers - Provincial	109,308	27,000	-
User fees	38,475	52,557	52,316
Other	97,085	95,582	101,428
Loss on disposal of tangible capital assets	-	(120)	-
Total revenues	<u>759,755</u>	<u>689,906</u>	<u>653,634</u>
Expenses			
Salaries, wages and employee benefits	247,252	176,950	193,599
Interest on long-term debt	7,300	7,046	10,050
Materials and supplies	175,264	184,272	174,676
Contracted services	41,959	48,844	31,570
Rents and financial expenses	900	4,675	2,872
Amortization of tangible capital assets	81,600	81,600	66,935
Total expenses	<u>554,275</u>	<u>503,387</u>	<u>479,702</u>
Annual surplus	205,480	186,519	173,932
Accumulated surplus, beginning of year	<u>1,252,496</u>	<u>1,252,496</u>	<u>1,078,564</u>
Accumulated surplus, end of year	<u><u>\$ 1,457,976</u></u>	<u><u>\$ 1,439,015</u></u>	<u><u>\$ 1,252,496</u></u>

The accompanying notes are an integral part of these financial statements.

Sundridge-Strong-Joly Arena & Hall
Statement of Cash Flows
For The Year Ended December 31, 2025

	<u>2025</u>	<u>2024</u>
Operating transactions		
Annual surplus	\$ 186,519	\$ 173,932
Cash provided by (applied to)		
Non-cash items:		
Employee future benefits payable	(17,282)	(1,428)
Accretion expense	2,002	1,918
Remeasurement adjustment	1,320	-
Amortization of tangible capital assets	81,600	66,935
Loss on disposal of tangible capital assets	120	-
Change in non-cash working capital balances		
Decrease (increase) in accounts receivable	(25,026)	35
Increase (decrease) in accounts payable and accrued liabilities	7,218	(819)
Increase in deferred revenues	27,800	-
Increase in prepaid expenses	(1,137)	(3,244)
Decrease in inventories of supplies	-	3,220
Cash provided by operating transactions	<u>263,134</u>	<u>240,549</u>
Capital transactions		
Acquisition of tangible capital assets	<u>(187,953)</u>	<u>(171,238)</u>
Cash applied to capital transactions	<u>(187,953)</u>	<u>(171,238)</u>
Financing transactions		
Long-term debt repaid	<u>(80,645)</u>	<u>(77,650)</u>
Cash applied to financing transactions	<u>(80,645)</u>	<u>(77,650)</u>
Decrease in cash	(5,464)	(8,339)
Cash, beginning of year	<u>157,921</u>	<u>166,260</u>
Cash, end of year	<u><u>\$ 152,457</u></u>	<u><u>\$ 157,921</u></u>

The accompanying notes are an integral part of these financial statements.

Sundridge-Strong-Joly Arena & Hall
Statement of Change in Net Debt
For The Year Ended December 31, 2025

	<u>2025</u> <u>Budget</u> (Unaudited)	<u>2025</u> <u>Actual</u>	<u>2024</u> <u>Actual</u>
Annual surplus	\$ 205,480	\$ 186,519	\$ 173,932
Amortization of tangible capital assets	81,600	81,600	66,935
Loss on disposal of tangible capital assets	-	120	-
Acquisition of tangible capital assets	(248,198)	(187,953)	(171,238)
Change in prepaid expenses	-	(1,137)	(3,244)
Change in inventories of supplies	-	-	3,220
Decrease in net debt	38,882	79,149	69,605
Net debt, beginning of year	<u>(175,531)</u>	<u>(175,531)</u>	<u>(245,136)</u>
Net debt, end of year	<u><u>\$ (136,649)</u></u>	<u><u>\$ (96,382)</u></u>	<u><u>\$ (175,531)</u></u>

The accompanying notes are an integral part of these financial statements.

Sundridge-Strong-Joly Arena & Hall

Notes to the Financial Statements

December 31, 2025

1. Status and Nature of Activities

The Sundridge-Strong-Joly Arena & Hall (the "Arena") is a joint board of the Corporation of the Village of Sundridge, the Corporation of the Township of Strong, and the Corporation of the Township of Joly. Its mandate is to arena and hall services.

The contributions towards the Arena are in the following proportions:

	<u>2025</u>	<u>2024</u>
The Corporation of the Township of Joly	10 %	10 %
The Corporation of the Township of Strong	50 %	50 %
The Corporation of the Village of Sundridge	40 %	40 %

2. Significant Accounting Policies

These financial statements of the Arena are the representation of management prepared in accordance with accounting policies recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Since precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial statements necessarily involves the use of estimates and approximations. These have been made using careful judgement.

(a) Basis of Accounting

(i) Accrual Basis

The accrual basis of accounting recognizes revenues as they become available and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services, and the creation of a legal obligation to pay.

(ii) Cash

Cash includes cash on hand and balances held at financial institutions.

(iii) Deferred Revenues

Deferred revenues represent grants, and user fees that have been collected for which the related services have yet to be performed. Revenue is recognized in the period when the services are performed.

Sundridge-Strong-Joly Arena & Hall

Notes to the Financial Statements

December 31, 2025

2. Significant Accounting Policies (Continued)

(a) Basis of Accounting (Continued)

(iv) Employee Future Benefits

The Arena makes contributions to the Ontario Municipal Employees Retirement Fund (OMERS) which is a multi-employer contributory defined benefit program with contributions expensed as incurred. Obligations for sick leave and employee retirement gratuities are accrued as the eligible employees render the services necessary to earn the benefits.

(v) Asset Retirement Obligations

Asset retirement obligations represent the legal obligations associated with the retirement of a tangible capital asset that result from its acquisition, construction, development, or normal use.

The liability associated with an asset retirement obligation is measured with reference to the best estimate of the amount required to ultimately remediate the liability at the financial statement date to the extent that all recognition criteria are met. Asset retirement obligations are only recognized when there is a legal obligation for the Arena to incur costs in relation to a specific tangible capital asset, when the past transaction or event causing the liability has already occurred, when economic benefits will need to be given up in order to remediate the liability, and when a reasonable estimate of such amount can be made. The best estimate of the liability includes all costs directly attributable to the remediation of the asset retirement obligation, based on the most reliable information that is available as at the applicable reporting date. Where cash flows are expected over future periods, the liability is recognized using a present value technique.

When a liability for an asset retirement obligation is initially recognized, a corresponding adjustment to the related tangible capital asset is also recognized. Through the passage of time in subsequent reporting periods, the carrying value of the liability is adjusted to reflect accretion expenses incurred in the current period. This expense ensures that the time value of money is considered when recognizing outstanding liabilities at each reporting date. The capitalized asset retirement cost within tangible capital assets is also simultaneously depreciated on the same basis as the underlying asset to which it relates.

At remediation, the Arena derecognizes the liability that was established. In some circumstances, gains or losses may be incurred upon settlement related to the ongoing measurement of the liability and corresponding estimates that were made and are recognized in the statement of operations and accumulated surplus.

Sundridge-Strong-Joly Arena & Hall

Notes to the Financial Statements

December 31, 2025

2. Significant Accounting Policies (Continued)

(a) Basis of Accounting (Continued)

(vi) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the annual surplus, provides the change in net debt for the year.

i) *Tangible Capital Assets*

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development, or betterment of the asset, and legally or contractually required retirement activities. The costs, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Land improvements	20 years
Buildings	10 to 50 years
Machinery and equipment	10 to 20 years

One half of the annual amortization is charged in the year of acquisition and in the year of disposal. Work in progress is not amortized until the asset is available for productive use. Tangible capital assets received as donations are recorded at their fair value at the date of receipt and also are recorded as revenue.

ii) *Inventories of Supplies*

Inventories of supplies held for consumption are recorded at the lower of cost and replacement cost.

iii) *Prepaid Expenses*

Prepaid expenses represent amounts paid in advance for a good or service not yet received. The expense is recognized once the goods have been received or the services have been performed.

Sundridge-Strong-Joly Arena & Hall

Notes to the Financial Statements

December 31, 2025

2. Significant Accounting Policies (Continued)

(a) Basis of Accounting (Continued)

(vii) Other Revenues

User fees are recognized in the period in which the revenue relates.

Other income is recognized when earned and collection is reasonably assured.

(viii) Government Grants and Transfers

Government transfers, such as municipal contributions and grants, are recognized in the financial statements in the period in which events giving rise to the transfer occurs, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made, except when, and to the extent that stipulations associated with the transfer give rise to a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. The transfer revenue is recognized in the statement of operations and accumulated surplus as the stipulations giving rise to the liabilities are settled.

(ix) Use of Estimates

The preparation of financial statements in conformity with the Canadian Public Sector Accounting Standards requires management to make estimates and assumptions. These estimates and assumptions are based on management's best information and judgement and may differ significantly from actual results. Accounts subject to significant estimates include the useful life of tangible capital assets and the related amortization, employee future benefits payable, and asset retirement obligations. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in the periods in which they become known.

(x) Financial Instruments

Financial instruments are classified at either fair value or amortized cost.

Financial instruments classified at amortized cost include cash, accounts receivable, accounts payable and accrued liabilities, and long-term debt. They are initially recorded at their fair value and subsequently carried at amortized cost using the effective interest rate method, less impairment. Transaction costs are added to the carrying value of the instrument.

Sundridge-Strong-Joly Arena & Hall

Notes to the Financial Statements

December 31, 2025

3. Accounts Receivable

	<u>2025</u>	<u>2024</u>
Federal government	\$ 17,326	\$ 1,132
Other municipalities	-	1,802
Other	<u>18,120</u>	<u>7,486</u>
	<u><u>\$ 35,446</u></u>	<u><u>\$ 10,420</u></u>

4. Accounts Payable and Accrued Liabilities

	<u>2025</u>	<u>2024</u>
Federal government	\$ 5,084	\$ -
Province of Ontario	2,351	1,674
Other municipalities	305	1,198
Trade payables	35,022	32,005
Accrued interest	470	724
Other	<u>14,347</u>	<u>14,760</u>
	<u><u>\$ 57,579</u></u>	<u><u>\$ 50,361</u></u>

5. Deferred Revenues

Deferred revenues set-aside for specific purposes are comprised of the following:

	<u>Balance as at December 31, 2024</u>	<u>Amounts received during the year</u>	<u>Recognized as revenues during the year</u>	<u>Balance as at December 31, 2025</u>
Ontario Trillium Foundation	<u>\$ -</u>	<u>\$ 54,800</u>	<u>\$ 27,000</u>	<u><u>\$ 27,800</u></u>

Sundridge-Strong-Joly Arena & Hall

Notes to the Financial Statements

December 31, 2025

6. Long-Term Debt

	<u>2025</u>	<u>2024</u>
Debenture loan, repayable in monthly instalments of \$7,329, including interest at the fixed rate of 3.79%, maturing September 1, 2027	<u>\$ 148,684</u>	<u>\$ 229,329</u>

Principal instalments required to be paid over the next two years are as follows:

2026	\$ 83,755
2027	<u>64,929</u>
Total	<u>\$ 148,684</u>

7. Employee Future Benefits Payable

Under the sick leave benefits policy, employees hired prior to January 1, 2014 can accumulate unused sick leave without limit and are entitled to one-half of their accumulated time, to a maximum of 30 days when they leave the Arena's employment. The sick leave liability estimates the use of accumulated sick leave prior to retirement, as well as any lump sum payments upon retirement, and assumes that both the appropriate discount rate and future salary and wage levels will increase by 2% per annum.

Under the retirement gratuity policy, qualifying employees are entitled to a payout, upon retirement, based on length of service and rate of pay. The retirement gratuity liability estimates the lump-sum payments upon retirement, and assumes that both the appropriate discount rate and future salary and wage levels will increase by 2% per annum.

	<u>2025</u>	<u>2024</u>
Sick leave	\$ 1,399	\$ 12,724
Retirement gratuity	<u>-</u>	<u>5,957</u>
	<u>\$ 1,399</u>	<u>\$ 18,681</u>

Sundridge-Strong-Joly Arena & Hall

Notes to the Financial Statements

December 31, 2025

8. Asset Retirement Obligations

	<u>2025</u>	<u>2024</u>
Balance, beginning of year	\$ 45,501	\$ 43,583
Remeasurement adjustment	1,320	-
Accretion expense	<u>2,002</u>	<u>1,918</u>
Balance, end of year	<u><u>\$ 48,823</u></u>	<u><u>\$ 45,501</u></u>

The asset retirement obligation is as follows:

	<u>2025</u>	<u>2024</u>
Asbestos removal	<u><u>\$ 48,823</u></u>	<u><u>\$ 45,501</u></u>

Asbestos removal

The Arena owns buildings which contain asbestos, and therefore, the Arena is legally required to perform abatement activities upon renovation or demolition of these assets. Abatement activities include handling and disposing of the asbestos in a prescribed manner when it is disturbed. A discount rate of 4.85% (2024 - 4.4%) and an inflation rate of 2.7% (2024 - 2.6%) has been used in the calculation.

Sundridge-Strong-Joly Arena & Hall

Notes to the Financial Statements

December 31, 2025

9. Tangible Capital Assets

	Cost				Accumulated Amortization				Net Book Value	
	Balance, beginning of year	Additions	Transfers / Disposals	Balance, end of year	Balance, beginning of year	Amortization	Disposals	Balance, end of year	December 31, 2025	December 31 2024
Land and land improvements	\$ 10,015	\$ -	\$ -	\$ 10,015	\$ 163	\$ 326	\$ -	\$ 489	\$ 9,526	\$ 9,852
Buildings	1,609,026	7,602	(1,172)	1,615,456	541,081	42,004	(1,052)	582,033	1,033,423	1,067,945
Machinery and equipment	812,647	153,351	-	965,998	473,388	39,270	-	512,658	453,340	339,259
Work in progress	3,419	27,000	-	30,419	-	-	-	-	30,419	3,419
	<u>\$ 2,435,107</u>	<u>\$ 187,953</u>	<u>\$ (1,172)</u>	<u>\$ 2,621,888</u>	<u>\$ 1,014,632</u>	<u>\$ 81,600</u>	<u>\$ (1,052)</u>	<u>\$ 1,095,180</u>	<u>\$ 1,526,708</u>	<u>\$ 1,420,475</u>

Sundridge-Strong-Joly Arena & Hall

Notes to the Financial Statements

December 31, 2025

10. Accumulated Surplus

	<u>2025</u>	<u>2024</u>
Surplus		
Invested in tangible capital assets	\$ 1,526,708	\$ 1,420,475
General (a)	74,823	91,142
Unfunded liabilities		
Long-term debt	(148,684)	(229,329)
Asset retirement obligations	(48,823)	(45,501)
Employee future benefits payable	(1,399)	(18,681)
Total surplus	<u>1,402,625</u>	<u>1,218,106</u>
Reserves		
Ball field capital	410	410
Rubber flooring	24,000	22,000
Working capital	11,980	11,980
Total reserves	<u>36,390</u>	<u>34,390</u>
Accumulated Surplus	<u>\$ 1,439,015</u>	<u>\$ 1,252,496</u>

(a) General Surplus:

The general surplus of \$74,823 (2024 - \$91,142) at the end of the year is comprised of the following:

	<u>2025</u>	<u>2024</u>
Opening balance	\$ 91,142	\$ 100,673
Annual surplus	186,519	173,932
Transfer to reserves	(2,000)	(2,000)
Net change in tangible capital assets	(106,233)	(104,303)
Decrease in unfunded liabilities	(94,605)	(77,160)
Closing balance	<u>\$ 74,823</u>	<u>\$ 91,142</u>

Sundridge-Strong-Joly Arena & Hall

Notes to the Financial Statements

December 31, 2025

11. Related Party Transactions

The related party transactions below are in the normal course of operations and are measured at their exchange amount, which is the amount of consideration established and agreed to by the related parties.

The following table summarizes the Arena's related party transactions with its contributing municipalities during the year:

	<u>2025</u>	<u>2024</u>
Municipal contributions		
Township of Joly	\$ 51,489	\$ 49,989
Township of Strong	257,443	249,945
Village of Sundridge	205,955	199,956
Expenses		
Township of Strong		
Administration	\$ 4,200	\$ 4,100
Village of Sundridge		
Wastewater levy	3,545	3,459
Court security costs (recovery)	-	(1,802)
At the end of the year, amounts due to (from) are as follows:		
Township of Strong	\$ 266	\$ 39
Village of Sundridge	-	(643)

12. Pension Agreements

The Arena makes contributions to the Ontario Municipal Employees Retirement Fund (OMERS), which is a multi-employer plan, on behalf of all qualifying members of its staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. The OMERS Administration Corporation Board of Directors, representing plan members and employers, is responsible for overseeing the management of the pension plan, including investment of the assets and administration of the benefits. OMERS provides pension services to approximately 665,000 active and retired members and approximately 1,000 employers.

Sundridge-Strong-Joly Arena & Hall

Notes to the Financial Statements

December 31, 2025

12. Pension Agreements (Continued)

Each year an independent actuary determines the funding status of OMERS Primary Pension Plan ("the Plan") by comparing the actuarial value of invested assets to the estimated present value of all pension benefits that members have earned to date. On December 31, 2025, the estimated accrued pension obligation for all members of the Plan was \$149,575 million (2024 - \$140,766 million). The Plan had an actuarial value of net assets at that date of \$148,253 million (2024 - \$137,853 million) indicating an actuarial deficit of \$1,322 million (2024 - \$2,913 million). The Plan is a multi-employer plan, therefore any pension plan surpluses or deficits are a joint responsibility of Ontario municipal organizations and their employees. As a result, the Arena does not recognize any share of the OMERS pension surplus or deficit.

The amount contributed by the Arena to OMERS for 2025 was \$11,940 (2024 - \$14,480) for current services and is included as an expense on the statement of operations and accumulated surplus.

13. Financial Instruments

Risks arising from financial instruments and risk management

The Arena is exposed to a variety of financial risks including credit risk, liquidity risk and market risk.

There have been no changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

Credit risk

Credit risk is the risk of losses resulting from a counterparty's failure to honour its contractual obligations. The Arena is exposed to credit risk to the extent that accounts receivable are not collected in a timely manner. The Arena's financial assets consisting of cash and accounts receivable are subject to credit risk. The carrying amounts of financial assets on the statement of financial position represent the maximum credit risk of the Arena at the date of the statement of financial position. The Arena does not believe it is subject to significant credit risk.

Liquidity risk

Liquidity risk is the risk that the Arena will not be able to meet its financial obligations as they become due. The Arena's financial liabilities include accounts payable and accrued liabilities, and long-term debt. The Arena maintains sufficient resources to meet its obligations. The Arena does not believe it is subject to significant liquidity risk.

Sundridge-Strong-Joly Arena & Hall

Notes to the Financial Statements

December 31, 2025

13. Financial Instruments (Continued)

Market risk

Market risk is the risk of changes in the fair value of financial instruments resulting from fluctuations in the market. The Arena is exposed to currency risk, interest risk, and price risk to the extent that the fair value of a financial instrument will fluctuate as a result of market factors. The Arena's financial instruments consisting of cash, accounts receivable, accounts payable and accrued liabilities, and long-term debt are subject to market risk. The Arena does not believe it is subject to significant market risk.

14. Budget Figures

Budget figures have been provided for comparison purposes and have been derived from the budget approved by the Arena. The budget approved by the Arena is based on a model used to manage spending within the guidelines of the model. Given the differences between the model and generally accepted accounting principles established by the Public Sector Accounting Board, the budget figures presented have been adjusted to conform with this basis of accounting that is used to prepare the financial statements. The budget figures are unaudited.

	<u>2025</u>	<u>2024</u>
Budget By-law surplus for the year	\$ -	\$ -
Add: Acquisition of tangible capital assets	248,198	213,578
Municipal debt repaid	80,644	77,650
Contributions to reserves	2,000	2,000
Less: Amortization of tangible capital assets	(81,600)	(66,935)
Contributions from general surplus	<u>(43,762)</u>	<u>(80,000)</u>
 Budget surplus per statement of operations and accumulated surplus	 <u>\$ 205,480</u>	 <u>\$ 146,293</u>

15. Comparative Figures

The presentation of certain accounts of the previous year has been changed to conform with the presentation adopted for the current year.

July 2026

LABOURFOCUS


The Labour Market Group

JOBS REPORT JUNE 2026

TOTAL NUMBER OF JOB POSTINGS

731

NIPISSING

195

PARRY SOUND

154

from May

38

from May

TOP INDUSTRY WITH VACANCIES

NIPISSING

Health Care & Social Assistance (27.5%)

PARRY SOUND

Health Care & Social Assistance (23.1%)

To view the full report, visit our website
www.thelabourmarketgroup.ca
readysethired.ca

Questions or concerns?
Feel free to contact us at
info@thelabourmarketgroup.ca



T. 705.478.9713

150 First Ave. West
Suite 103, North Bay, ON
P1B 3B9

The Labour Market Group is funded by:



CONSTRUCTION LABOUR MARKET SHOWS SEASONAL RECOVERY IN Q2

Ontario's construction labour market improved during the second quarter as seasonal hiring increased. The unemployment rate fell to 5.5%, while both the labour force and employment grew compared with the previous quarter.

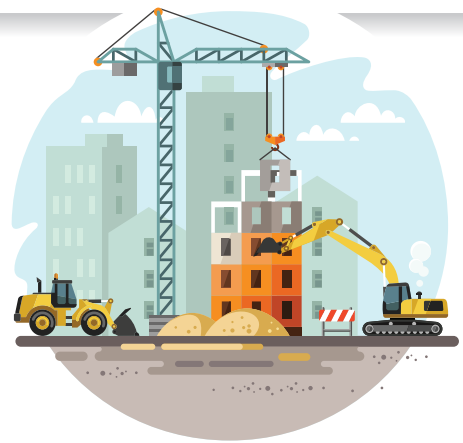
Older workers accounted for most of the labour force growth, while youth continued to face the highest unemployment rate despite improved hiring. Women also recorded gains in both labour force participation and employment.

Construction Labour Market Overview

Ontario's construction unemployment rate fell to 5.5% in June, down from 6.8% in March at the end of the first quarter.

The construction labour force increased by approximately 27,600 workers compared with the previous quarter. However, it remained 30,800 workers lower than at the same time last year.

Construction employment increased by approximately 33,400 jobs, or 6.1%,



since March 2026. Despite this seasonal improvement, employment remained 4.7% below the level recorded one year earlier.

Ontario's Construction Labour Force (unadjusted)



Source: Statistics Canada. Table 14-10-0022-01 Labour force characteristics by industry, monthly, unadjusted for seasonality (x 1,000). Graph produced by the Ontario Construction Secretariat.

www.thelabourmarketgroup.ca

MORE FROM THE JUNE JOBS REPORT:

TOP OCCUPATIONS

NIPISSING

Sales & Service (28.6%)

Trades, Transportation, and Equipment Operators (17.2%)

Health Occupations (15.2%)

PARRY SOUND

Sales & Service (34.4%)

Trades, Transportation, and Equipment Operators (16.9%)

Health Occupations (15.9%)

To view the full report, visit our website
www.thelabourmarketgroup.ca
readysethired.ca

Questions or concerns?
Feel free to contact us at
info@thelabourmarketgroup.ca



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150 First Ave. West
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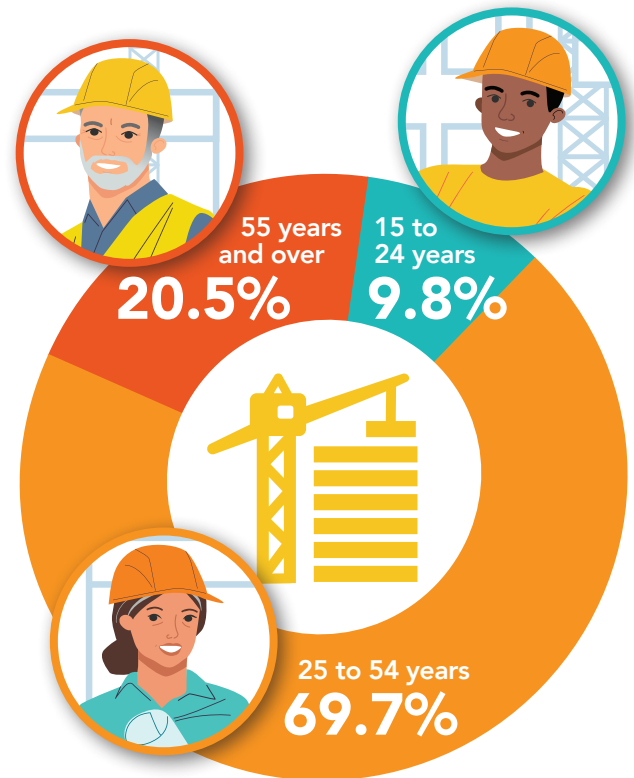
COMPOSITION OF THE CONSTRUCTION LABOUR FORCE

The second quarter brought the expected increase in construction activity as the summer building season began. Both the labour force and employment increased across all age groups compared with the previous quarter.

Workers aged 25 to 54 recorded the strongest employment increase among all age groups recording the lowest unemployment rate at 5.2%.

Looking at the longer-term trend, Ontario's construction workforce continues to age. Compared with one year ago, the number of young workers declined by 24,400, while the number of workers aged 55 and over increased by 12,200. If this trend continues, fewer young entrants combined with an aging workforce could contribute to future labour shortages.

Composition of Construction Labour Force by Age, Ontario, June 2026 (unadjusted)

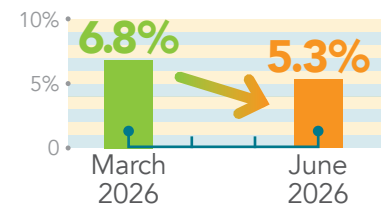


WOMEN IN CONSTRUCTION

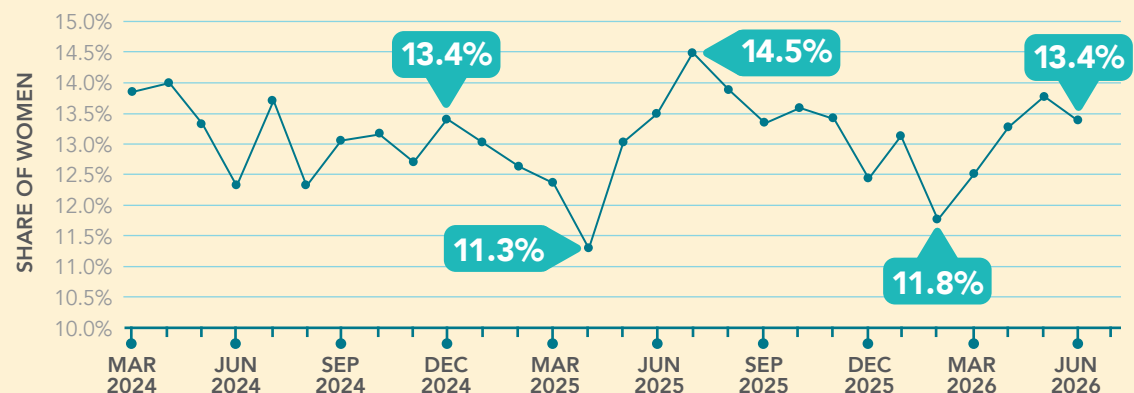
Women accounted for 13.4% of Ontario's construction labour force in June, up 1.3 percentage points from March and nearly unchanged from one year ago.

Approximately 8,800 more women participated in the construction labour force during the second quarter, while the number of women employed increased by 9,200.

Unemployment rate for women in construction



Share of Women in Construction Labour Force, Ontario (unadjusted)



Source: Statistics Canada. Table 14-10-0022-01 Labour force characteristics by industry, monthly, unadjusted for seasonality (x 1,000).

www.thelabourmarketgroup.ca



28 Municipal Lane,
P.O. Box 1120, Sundridge, Ontario P0A 1Z0
705-384-5819 Fax 705-384-5892
www.strongtownship.com

Township of Strong Council Resolution
August 11, 2026 Regular Meeting
8.0 Discussion Items

5.1 Baker Tilly SNT (2025 Audit Review)

**5.1.1 Approve 2025 Financial Statements
R2026-243**

Moved By: Jim Ronholm

Seconded by: Jeff McLaren

Be it resolved that the Council for the Township of Strong hereby receive the delegation by Jessica Dion at Baker Tilly SNT, re: 2025 Consolidated Financial Statements and 2025 Year End Audit Findings Report and Comparative Analysis; and

That Council approve the Draft Consolidated Financial Statements for the year ended December 31, 2025; and

That Council approve the Draft Joint Building Committee Financial Statements for the year ended December 31, 2025; and

That Council approve the Draft SSJ Arena Financial Statements for the year ended December 31, 2025; and

That Council have received and read the Report to Council regarding the Audit Results.

Carried



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P.O. Box 1120, Sundridge, Ontario P0A 1Z0
705-384-5819 Fax 705-384-5892
www.strongtownship.com

Township of Strong Council Resolution
August 11, 2026 Regular Meeting
7.0 Report of Committees

7.4 Emergency Management Program Committee – July 16

**7.4.1 Approve Joint Emergency Information Plan
R2026-250**

Moved By: Kevin Noaik Seconded by: Marianne Stickland

Be it resolved that the Council for the Township of Strong have received and read the Joint Emergency Information Plan (EIP) for the Townships of Joly and Strong, Villages of South River and Sundridge; and

Hereby approve this plan, as circulated.

Carried

MHIP Non-DC Stream, AMO Responds to new Tariffs, Provincial Rideshare Consultation, Support for Ontario's Forestry Sector

Policy Update • August 28, 2026

Top Insights:

- Municipalities that do not levy development charges will be able to apply to a new \$1 billion infrastructure funding stream for projects that preserve or grow housing supply.
- AMO has written to Prime Minister Carney and Premier Ford to express support for their leadership responding to the challenging trade environment, and outlining the importance of municipalities in supporting our economy.
- MTO is consulting on proposed enhancements and the expansion of the Provincial Rideshare Framework to all municipalities.
- AMO has written to the province in support of efforts to protect and grow Ontario's forestry industry, recognizing that the sector supports jobs and housing construction.

Infrastructure Funding for Non-Development Charges Levying Municipalities

The governments of Ontario and Canada announced \$1 billion in infrastructure funding for municipalities that do not levy development charges at the AMO conference. The funding supports the construction, rehabilitation and expansion of infrastructure that preserves or grows housing supply, including roads, bridges, drinking water, wastewater and stormwater assets. The maximum total eligible costs for a project is \$20 million. AMO

welcomes this new Municipal Housing Infrastructure Program funding stream (Non-DC Stream) as we continue to advocate for long-term, predictable and sustainable infrastructure funding for the sector.

Applications for the program will open on October 29 and close on December 2, 2026. Additional intakes under the Non-DC Stream will be available in the future. [Program guidelines](#) and [FAQs](#) are now available online. Questions about the program can be directed to mhip@ontario.ca.

To support the sector with their applications, AMO will jointly host two webinars with the Ministry of Infrastructure for municipal CAOs and treasurers. The first webinar is scheduled for September 16 before the program launches, with a second webinar taking place in November before the application window closes. Registration information will be shared shortly.

Building Canada Strong Through Economic Uncertainty

AMO [has written to](#) Prime Minister Carney and Premier Ford to express support for their leadership in responding to an increasingly uncertain and challenging trade environment and to outline the importance of municipalities in supporting Canada's economy. As a sector, municipalities invest \$68 billion annually in the infrastructure and services our communities rely on. They know the importance of building strong, resilient communities that can adapt to changing economic conditions.

AMO and its members are prepared to work with the province and federal government to build a stronger, more competitive, and more prosperous future.

Provincial Rideshare Framework Consultations

The Ministry of Transportation (MTO) is exploring future enhancements and expansion of the [Provincial Rideshare Framework](#) currently in effect along the Northlander train corridor. Under this expansion, the province would upload the regulation of rideshare services across Ontario. MTO is seeking municipal feedback on its proposal with a [survey open until September 30](#) and invites municipalities to [register for a municipal consultation session](#).

AMO [has called for](#) clarity on how the province will provide oversight and enforcement of rideshare services, and to coordinate with municipalities to ensure the framework does not undermine the viability of existing transportation options like public transit and local taxi businesses in favour of US-based rideshare companies.

AMO Supports Provincial Action to Protect Ontario's Forestry Sector

AMO [has written to](#) the province in support of efforts to protect Ontario's forestry sector from challenges caused by trade uncertainty and tariffs on key exports like softwood lumber. Municipalities recognize that the forestry sector contributes to our economy by creating jobs across the province, while supporting manufacturing and housing construction. We encourage the province to continue working closely with municipalities on the important work of protecting and growing Ontario's economic potential.

Contact:

AMO Policy

policy@amo.on.ca

T 416.971.9856

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ENFORCEMENT

AMO Advocacy on
Automated Speed
Enforcement, Federal
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Federal Government
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IESO Releases Final LT2
Documents, Trade and
Tariff Webinar



TARIFFS AND TRADE
ECONOMIC DEVELOPMENT
LAND USE PLANNING

Province Introduces Bill
30

Announcements, Federal-Provincial- Territorial Housing Forum Commitments, and Blue Box Amendments

SEP 10, 2025 • POLICY UPDATE

JUL 4, 2025 • POLICY UPDATE

MAY 29, 2025 • POLICY
UPDATE



TARIFFS AND TRADE
ECONOMIC DEVELOPMENT

Submissions on Bills 5 and 2

MAY 28, 2025 • POLICY
UPDATE



AUDIT FINDINGS REPORT

**Presented to the Burk's Falls, Joly, Machar, Ryerson, South
River, Strong and Sunridge Joint Building Committee**

Prepared by Baker Tilly SNT

August 11, 2026

PURPOSE OF THE REPORT

We have been engaged to express an audit opinion on the financial statements of Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge Joint Building Committee ("the entity") for the year ended December 31, 2025. We have substantially completed our audit and are pleased to report our findings to date.

The purpose of this report is to summarize certain aspects of the audit that we believe to be of interest to the entity. This report should be read in conjunction with the draft financial statements and our audit report thereon.

We have received full cooperation during the course of our audit and unrestricted access to all documents, books and records. We did not encounter any significant difficulties during the audit.

This report is intended for use by the entity only.

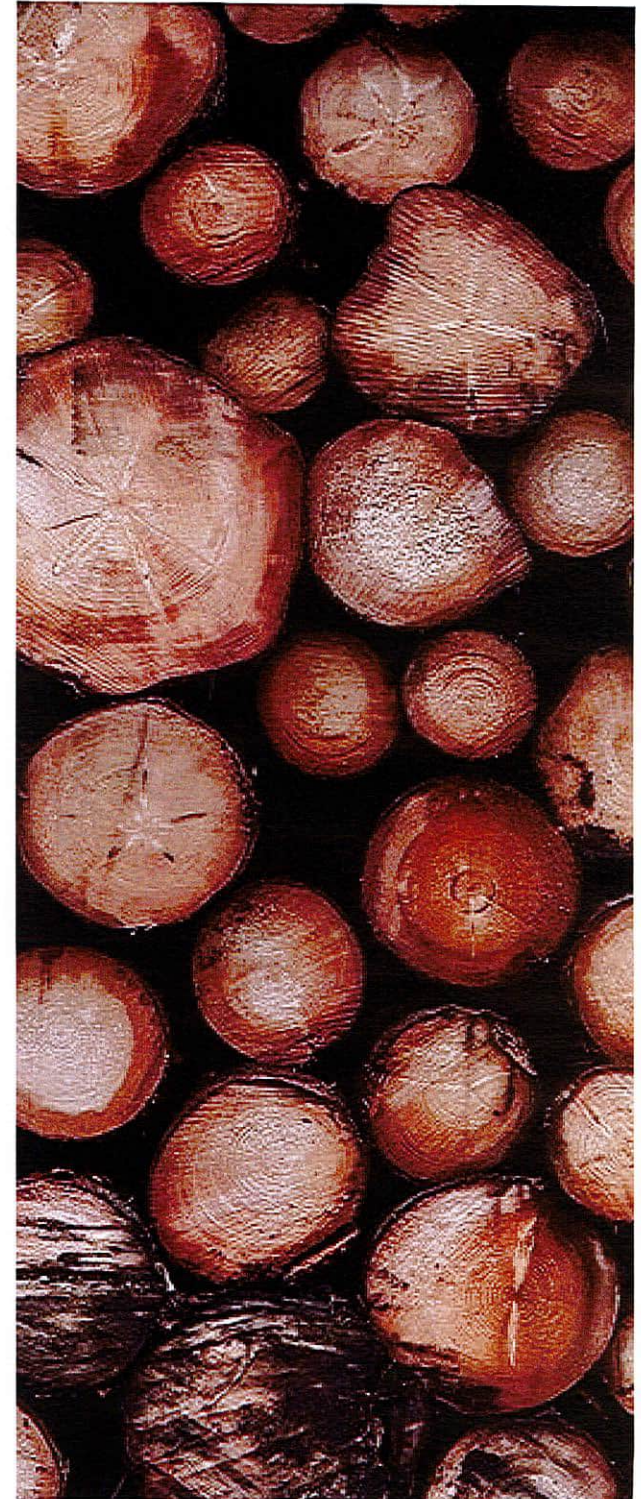




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RESPONSIBILITIES

AUDITOR	BOARD OF DIRECTORS	MANAGEMENT
Express an opinion on whether the financial statements present fairly, in all material respects, the financial position and its results of its operations and its cash flows for the year in accordance with Canadian Public Sector Accounting Standards	Act as an objective, independent liaison between the auditor and management	Ensure financial statements are prepared and presented in accordance with Canadian Public Sector Accounting Standards
Perform the audit in accordance with Canadian generally accepted auditing standards	Assist in the planning process when appropriate	Ensure completeness of information with regards to financial records and data and provide information on non-compliance, illegal acts, related party transactions
Assess risk that the financial statements may contain material misstatements that, individually or in the aggregate are material to the financial statements as a whole	Meet with the auditors prior to the release and approval of the audited financial statements to review the audit, disclosure and compliance issues	Ensure proper controls are in place to prevent and detect fraud and error, assess risk and provide information on any fraud or suspected fraud



RESPONSIBILITIES (continued)

AUDITOR	BOARD OF DIRECTORS	MANAGEMENT
Assessing the accounting policies used and their application	Review selection of accounting policies	Ensure proper recognition, measurement and disclosure for selection of accounting policies, significant assumptions, future plans, related party transactions, any claims and possible claims and contingent gains and losses
Assessing the significant estimates made by management	Review and approve draft financial statements	Provide a written confirmation of significant representations to the auditor
Examine on a test basis, evidence supporting the amounts and disclosures in the financial statements	Advise auditor of any issues of disclosure, governance, fraud or illegal acts	

OUR AUDIT PROCESS

1

INITIAL PLANNING

- Assess and respond to engagement risk
- Assessment of audit management process
- Enhance understanding of the entity and accounting processes
- Determine planning materiality
- Perform walkthroughs
- Establish an overall audit strategy

2

DEVELOP THE AUDIT PLAN

- Assess risk at account balance and potential error levels
- Plan use of working papers
- Plan substantive and control tests

3

EXECUTE THE AUDIT PLAN

- Perform substantive and control tests including sampling techniques using the appropriate tools and software
- Review completion documents and working papers for areas with significant or high risk

4

REPORT & ASSESS PERFORMANCE

- Obtain management representations
- Complete engagement reporting
- Issue audit report and management letter
- Summarize audit results
- Assess engagement quality



OUR AUDIT APPROACH

We determined, based on our understanding of internal controls, that limited reliance would be placed on the system of internal controls due to the size of the entity.

Testing of internal controls was not, in our view, cost effective for the level of assurance such tests would provide.

We adopted a substantive approach for the audit.



AUDIT RISKS & RESULTS

There were no significant audit risks identified.

SIGNIFICANT FINDINGS FROM THE AUDIT

Audit Opinion

The Independent Auditor's Report will be issued without modification.

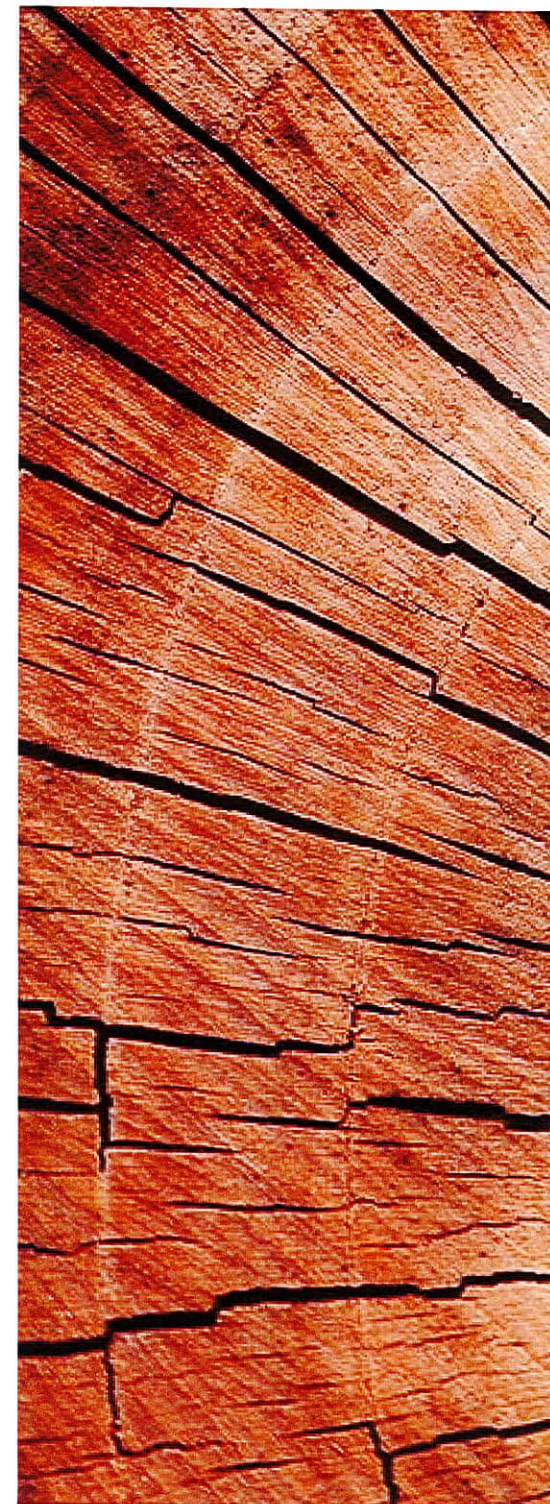
Accounting Policies

No new accounting policies were adopted in the current year.

Key Estimates

Key estimates in the financial statements include:

- Useful life of tangible capital assets and related amortization
- Employee future benefits



MATERIALITY

Materiality is the term used to describe the significance of financial statement information to decision makers. An item of information, or an aggregate of items, is material if it is probable that its omission or misstatement would influence or change a decision. Materiality is a matter of professional judgement in the particular circumstances.

FACTORS	COMMENTS	AMOUNT
Basis for Calculation	Total expenses	\$ 335,399
Factors Used	Upper of the range accepted by Canadian Auditing Standards	3%
Overall Materiality	Level at which misstatements individually or in aggregate would affect the decisions of the users of the financial statements	\$ 10,000
Performance Materiality	Amount that is used when determining the extent of substantive testing	\$ 7,000 (70%)
Trivial Error Threshold	Matters identified during the audit, which are trivial	\$ 500 (5%)

MISSTATEMENTS

Misstatements are categorized as corrected audit misstatements and uncorrected audit misstatements. These include disclosure deficiencies as well.

Significant Misstatements

We have not found any material misstatements or unadjusted items that exceed materiality.



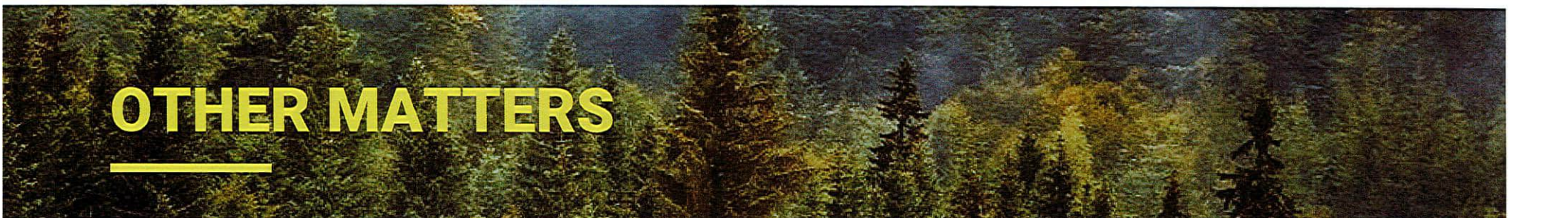
INDEPENDENCE

Canadian auditing standards require us to confirm our independence with the entity and those responsible with governance.

To our knowledge, Baker Tilly SNT has no independence issues in the following areas:

- Holding a financial interest, either directly or indirectly, in the entity;
- Holding a position, either directly or indirectly, that gives the right of responsibility to exert significant influence over the financial or account policies of the entity;
- Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with the entity;
- Economic dependence on the entity; and
- Provision of services in addition to the audit engagement.





OTHER MATTERS

Related Party Transactions

All related party transactions are disclosed in the notes to the financial statements.

Significant Unusual Transactions

No significant transactions were entered into by the entity that you should be aware of.

Significant Matters Discussed with Management

There were no significant matters arising from the audit discussed with management and no disagreements.

Written Representations Requested from Management

We request that management prepare a letter to us reaffirming various representations that were provided to us and we have relied upon.

Internal Control Recommendations and Management Letter

We will not be issuing a management letter, as we did not identify deficiencies in internal controls.

Other

No instances of illegal acts, fraud, intentional misstatements or errors were noted during the audit.

No instances of non-compliance of laws and regulation were identified during our audit.

CONCLUSION

We are ready to release the financial statements subject to completion of the following:

- Receipt of signed management representation letter
- Completing our discussion with the entity
- Receipt of evidence of the entity's approval of the financial statements

KEY DELIVERABLES

KEY DELIVERABLES

EXPECTED DATE

Present draft financial statements to the entity

August 11, 2026

Issue audited financial statements

August 13, 2026

We would like to take this opportunity to note our appreciation to management and administrative personnel for their cooperation and assistance.

We welcome any feedback on our performance as we strive to continually improve our service.



Tax

Our Tax Services are designed to meet your business tax compliance and consulting needs.

- Tax
- Advisory
- Indirect Tax
- Transfer Pricing
- Cross Border & International
- SR&ED
- Personal and Corporate Tax Compliance
- Tax Minimizing Strategies
- Corporate Reorganizations
- Tax Dispute Resolution

Transaction

Whether you are a buyer or a seller, knowledge is power and decisive action begins with clarity.

- Mergers and Acquisitions
- Capital Raising
- Transaction Support
- Valuations
- Corporate
- Finance
- Restructuring and Recovery

IT

Navigating through the maze of information technology needs and business optimization planning is a challenge to most businesses in today's evolving world.

- Security and Data Protection
- Network Assessment
- Infrastructure
- Recommendations and Implementation
- Backup Solutions

Assurance

When you're facing a changing global economy, it's important to have someone next to you who will help navigate through the evolving accounting standards and changing regulatory environment.

- Entrepreneurial
- Audit and Accounting
- Private Enterprise
- Public Markets

Data Analytics

At Baker Tilly, we strive to be up-to-date on the latest data analytic trends and software.

Techniques commonly performed include:

- Predictive modelling
- Key Performance Indicator (KPI) analysis
- Historical operational analysis
- Tax recovery
- Improved production line efficiency
- Reduction of unnecessary costs
- Analyze complex forex
- Data visualization
- Risk analysis
- Benchmarking
- System implementation

Advisory

Across our advisory service lines, we get to the essence of value drivers, so clients can realize optimal value and achieve their business objectives.

- Organizational Effectiveness & Productivity
- Operational Performance Reviews
- Business Development
- Social Enterprise Development
- Project Management
- Corporate and Organizational Governance
- Human Resources
- Financial and Risk Management
- Government
- Funding Applications
- Succession Planning
- Marketing and Client Strategy

BT Advantage

As a business owner, you need information that's timely and relevant to drive daily decisions. Baker Tilly Advantage addresses that need by leveraging best-in-class technologies to deliver customized accounting, finance and operational assistance. Traditional accounting solutions focus on where you have been. Baker Tilly Advantage transforms this approach into proactive solutions that focus on where you are going. The difference is a powerful combination of innovative cloud technology, financial expertise and industry insight delivered by experienced advisors, who are committed to helping you gain a competitive advantage.

3 offices | 18 partners | 100 professionals

THANK YOU

**Burk's Falls, Joly, Machar, Ryerson, South
River, Strong and Sundridge Joint
Building Committee**

Independent Auditor's Report and Financial Report

December 31, 2025

Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge Joint Building Committee

Financial Report

December 31, 2025

Management's Responsibility for the Financial Statements

Independent Auditor's Report

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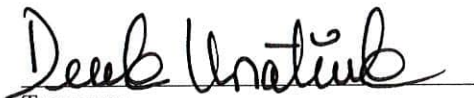
Management's Responsibility for the Financial Statements

The accompanying financial statements of the Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge Joint Building Committee (the "Committee") are the responsibility of the Committee's management and have been prepared in accordance with Canadian Public Sector Accounting Standards established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada, as described in Note 2 to the financial statements.

The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Committee's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized, and recorded in accordance with Canadian Public Sector Accounting Standards established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management. The Committee's Board meets with management and the external auditor to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by Baker Tilly SNT LLP, independent external auditor appointed by the Committee. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Committee's financial statements.

A handwritten signature in black ink, appearing to read "Deeb Unatub", written over a horizontal line.

Treasurer
August 11, 2026

Baker Tilly SNT LLP / s.r.l.

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Independent Auditor's Report

**To the Members of the Burk's Falls, Joly, Machar,
Ryerson, South River, Strong and Sundridge Joint
Building Committee**

Opinion

We have audited the financial statements of the Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge Joint Building Committee, which comprise the statement of financial position as at December 31, 2025, and the statements of operations and accumulated surplus, cash flows, and change in net debt for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge Joint Building Committee as at December 31, 2025, and its results of operations and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Committee in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

ACCOUNTING • TAX • ADVISORY

Baker Tilly SNT LLP is a member of Baker Tilly Canada Cooperative, which is a member of the global network of Baker Tilly International Limited. All members of Baker Tilly Canada Cooperative and Baker Tilly International Limited are separate and independent legal entities.

COMPTABILITÉ • FISCALITÉ • SERVICES-CONSEILS

Baker Tilly SNT s.r.l. est membre de la Coopérative Baker Tilly Canada, qui fait partie du réseau mondial Baker Tilly International Limited. Les membres de la Coopérative Baker Tilly Canada et de Baker Tilly International Limited sont tous des entités juridiques distinctes et indépendantes.

Independent Auditor's Report (continued)

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian Public Sector Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Committee's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Committee or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Committee's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Committee's internal control.

Independent Auditor's Report (continued)

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Committee's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Committee to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

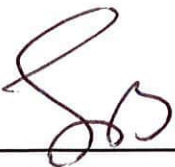
North Bay, Ontario
August 11, 2026

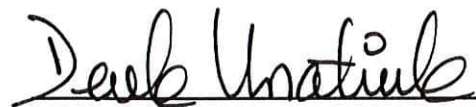
Baker Tilly SNT LLP
CHARTERED PROFESSIONAL ACCOUNTANTS,
LICENSED PUBLIC ACCOUNTANTS

**Burk's Falls, Joly, Machar, Ryerson, South River, Strong and
Sundridge Joint Building Committee**
Statement of Financial Position
December 31, 2025

	<u>2025</u>	<u>2024</u>
Financial Assets		
Cash	\$ 469,077	\$ 456,694
Other investments (note 3)	214,440	204,904
Accounts receivable (note 4)	<u>4,891</u>	<u>11,671</u>
	<u>688,408</u>	<u>673,269</u>
Liabilities		
Accounts payable and accrued liabilities (note 5)	29,151	13,348
Deferred revenues - obligatory reserve funds (note 6)	660,408	661,559
Employee future benefits payable (note 7)	<u>41,936</u>	<u>42,077</u>
	<u>731,495</u>	<u>716,984</u>
Net Debt	<u>(43,087)</u>	<u>(43,715)</u>
Non-Financial Assets		
Tangible capital assets (note 8)	55,092	57,654
Prepaid expenses	<u>1,151</u>	<u>1,638</u>
	<u>56,243</u>	<u>59,292</u>
Accumulated Surplus (note 9)	<u>\$ 13,156</u>	<u>\$ 15,577</u>

Approved by:





The accompanying notes are an integral part of these financial statements.

Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge Joint Building Committee

Statement of Operations and Accumulated Surplus For The Year Ended December 31, 2025

	2025		2024
	Budget	Actual	Actual
	(Unaudited)		
Revenues			
Building permits and fines (note 10)	\$ 334,850	\$ 308,549	\$ 301,317
Other	25,000	24,429	32,451
Gain on disposal of tangible capital assets	-	-	11,532
Total revenues	359,850	332,978	345,300
Expenses			
Salaries, wages, and employee benefits	281,760	281,226	256,454
Materials and supplies	27,090	14,075	14,617
Contracted services	30,500	23,826	29,540
Rents and financial expenses	8,000	8,008	7,718
Amortization of tangible capital assets	8,264	8,264	6,375
Total expenses	355,614	335,399	314,704
Annual surplus (deficit)	4,236	(2,421)	30,596
Accumulated surplus (deficit), beginning of year	15,577	15,577	(15,019)
Accumulated surplus, end of year	\$ 19,813	\$ 13,156	\$ 15,577

The accompanying notes are an integral part of these financial statements.

**Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge
Joint Building Committee**
Statement of Cash Flows
For The Year Ended December 31, 2025

	<u>2025</u>	<u>2024</u>
Operating transactions		
Annual surplus (deficit)	\$ (2,421)	\$ 30,596
Cash provided by (applied to)		
Non-cash items:		
Employee future benefits payable	(141)	2,938
Amortization of tangible capital assets	8,264	6,375
Gain on disposal of tangible capital assets	-	(11,532)
Change in non-cash working capital balances		
Decrease (increase) in accounts receivable	6,780	(7,901)
Increase (decrease) in accounts payable and accrued liabilities	15,803	(5,152)
Decrease in deferred revenues - obligatory reserve funds	(1,151)	(15,481)
Decrease (increase) in prepaid expenses	487	(1,193)
Cash provided by (applied to) operating transactions	<u>27,621</u>	<u>(1,350)</u>
Capital transactions		
Acquisition of tangible capital assets	(5,702)	(56,377)
Proceeds on disposal of tangible capital assets	-	28,000
Cash applied to capital transactions	<u>(5,702)</u>	<u>(28,377)</u>
Investing transactions		
Acquisition of other investments	<u>(9,536)</u>	<u>(101,534)</u>
Cash applied to investing transactions	<u>(9,536)</u>	<u>(101,534)</u>
Increase (decrease) in cash	12,383	(131,261)
Cash, beginning of year	<u>456,694</u>	<u>587,955</u>
Cash, end of year	<u><u>\$ 469,077</u></u>	<u><u>\$ 456,694</u></u>

The accompanying notes are an integral part of these financial statements.

**Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge
Joint Building Committee**
Statement of Change in Net Debt
For The Year Ended December 31, 2025

	<u>2025</u> <u>Budget</u> (Unaudited)	<u>2025</u> <u>Actual</u>	<u>2024</u> <u>Actual</u>
Annual surplus (deficit)	\$ 4,236	\$ (2,421)	\$ 30,596
Amortization of tangible capital assets	8,264	8,264	6,375
Gain on disposal of tangible capital assets	-	-	(11,532)
Proceeds on disposal of tangible capital assets	-	-	28,000
Acquisition of tangible capital assets	(12,500)	(5,702)	(56,377)
Change in prepaid expenses	<u>-</u>	<u>487</u>	<u>(1,193)</u>
Decrease (increase) in net debt	-	628	(4,131)
Net debt, beginning of year	<u>(43,715)</u>	<u>(43,715)</u>	<u>(39,584)</u>
Net debt, end of year	<u><u>\$ (43,715)</u></u>	<u><u>\$ (43,087)</u></u>	<u><u>\$ (43,715)</u></u>

The accompanying notes are an integral part of these financial statements.

Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge Joint Building Committee

**Notes to the Financial Statements
December 31, 2025**

1. Status and Nature of Activities

The Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge Joint Building Committee (the "Committee") is a joint committee of the Corporation of the Municipality of the Village of Burk's Falls, the Corporation of the Township of Joly, the Corporation of the Township of Machar, the Corporation of the Township of Ryerson, the Corporation of the Village of South River, the Corporation of the Township of Strong, and the Corporation of the Village of Sundridge. Its mandate is to provide building services. The revenue/expense of the Committee is allocated to the participating municipalities annually based on the permit fees collected for the participant as a percentage of the total permit fees collected by all participating parties.

2. Significant Accounting Policies

These financial statements of the Committee are the representation of management prepared in accordance with accounting policies recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Since precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial statements necessarily involves the use of estimates and approximations. These have been made using careful judgement.

(a) Basis of Accounting

(i) Accrual Basis

The accrual basis of accounting recognizes revenues as they become available and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services, and the creation of a legal obligation to pay.

(ii) Cash

Cash includes cash on hand and balances held at financial institutions.

(iii) Deferred Revenues - Obligatory Reserve Funds

The Committee receives certain government grants, transfers and other revenues under the authority of legislation. These funds, by their nature, are restricted in their use and, until applied to specific expenses, are recorded as deferred revenues. Amounts applied to qualifying expenses are recorded as revenue in the fiscal period they are expended.

**Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge
Joint Building Committee**
Notes to the Financial Statements
December 31, 2025

2. Significant Accounting Policies (Continued)

(a) Basis of Accounting (Continued)

(iv) Employee Future Benefits

The Committee makes contributions to the Ontario Municipal Employees Retirement Fund (OMERS) which is a multi-employer contributory defined benefit program with contributions expensed as incurred. Obligations for sick leave and employee retirement gratuities are accrued as the eligible employees render the services necessary to earn the benefits.

(v) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the annual surplus, provides the change in net debt for the year.

i) Tangible Capital Assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development, or betterment of the asset, and legally or contractually required retirement activities. The costs, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Vehicles	8 years
Equipment	5 to 10 years

One half of the annual amortization is charged in the year of acquisition and in the year of disposal. Assets under construction are not amortized until the asset is available for productive use. Tangible capital assets received as donations are recorded at their fair value at the date of receipt and also are recorded as revenue.

ii) Prepaid Expenses

Prepaid expenses represent amounts paid in advance for a good or service not yet received. The expense is recognized once the goods have been received or the services have been performed.

**Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge
Joint Building Committee**
Notes to the Financial Statements
December 31, 2025

2. Significant Accounting Policies (Continued)

(a) Basis of Accounting (Continued)

(vi) Other Revenues

Building permits and fines are recognized in the period in which the revenue relates.

Other income is recognized when earned and collection is reasonably assured.

(vii) Government Grants and Transfers

Government transfers, such as municipal contributions and grants, are recognized in the financial statements in the period in which events giving rise to the transfer occurs, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be made, except when, and to the extent that stipulations associated with the transfer give rise to a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. The transfer revenue is recognized in the statement of operations and accumulated surplus as the stipulations giving rise to the liabilities are settled.

(viii) Use of Estimates

The preparation of financial statements in conformity with the Canadian Public Sector Accounting Standards requires management to make estimates and assumptions. These estimates and assumptions are based on management's best information and judgement and may differ significantly from actual results. Accounts subject to significant estimates include the useful life of tangible capital assets and the related amortization, and employee future benefits payable. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in the periods in which they become known.

(ix) Financial Instruments

Financial instruments are classified at either fair value or amortized cost.

Financial instruments classified at amortized cost include cash, other investments, accounts receivable, and accounts payable and accrued liabilities. They are initially recorded at their fair value and subsequently carried at amortized cost using the effective interest rate method, less impairment. Transaction costs are added to the carrying value of the instrument.

**Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge
Joint Building Committee**
Notes to the Financial Statements
December 31, 2025

3. Other Investments

	<u>2025</u>	<u>2024</u>
Guaranteed Investment Certificates maturing July 5, 2026, and July 9, 2027, bearing accrued interest at 4.9% and 3.76% respectively	<u>\$ 214,440</u>	<u>\$ 204,904</u>

4. Accounts Receivable

	<u>2025</u>	<u>2024</u>
Federal government	\$ 4,891	\$ 11,546
Province of Ontario	<u>-</u>	<u>125</u>
	<u>\$ 4,891</u>	<u>\$ 11,671</u>

5. Accounts Payable and Accrued Liabilities

	<u>2025</u>	<u>2024</u>
Federal government	\$ 6,213	\$ -
Province of Ontario	2,585	2,323
Trade payables	6,136	214
Other	<u>14,217</u>	<u>10,811</u>
	<u>\$ 29,151</u>	<u>\$ 13,348</u>

**Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge
Joint Building Committee**
Notes to the Financial Statements
December 31, 2025

6. Deferred Revenues - Obligatory Reserve Funds

A requirement of the Chartered Professional Accountants Canada Public Sector Accounting Handbook, is that obligatory reserve funds be reported as deferred revenues. This requirement is in place as legislation and external agreements restrict how these funds may be used and under certain circumstances these funds may possibly be refunded. The balances in the obligatory reserve funds of the Committee are summarized below:

	Balance as at December 31, 2024	Amounts received during the year	Recognized as revenues during the year	Balance as at December 31, 2025
Building code act	\$ 661,559	\$ -	\$ 1,151	\$ 660,408
Total Deferred Revenues - Obligatory Reserve Funds	\$ 661,559	\$ -	\$ 1,151	\$ 660,408

7. Employee Future Benefits Payable

Under the sick leave benefits policy, employees hired prior to January 1, 2014 can accumulate unused sick leave without limit and are entitled to one-half of their accumulated time, to a maximum of 30 days when the leave the Committee's employment. The sick leave liability estimates the use of accumulated sick leave prior to retirement, as well as any lump sum payments upon retirement, and assumes that both the appropriate discount rate and future salary and wage levels will increase by 2% per annum.

Under the retirement gratuity policy, qualifying employees are entitled to a payout, upon retirement, based on length of service and rate of pay. The retirement gratuity liability estimates the lump-sum payments upon retirement, and assumes that both the appropriate discount rate, and future salary and wage levels will increase by 2% per annum.

	<u>2025</u>	<u>2024</u>
Sick leave	\$ 21,718	\$ 22,637
Retirement gratuity	<u>20,218</u>	<u>19,440</u>
	\$ 41,936	\$ 42,077

Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge Joint Building Committee
Notes to the Financial Statements
December 31, 2025

8. Tangible Capital Assets

	Cost				Accumulated Amortization				Net Book Value	
	Balance, beginning of year	Additions	Transfers / Disposals	Balance, end of year	Balance, beginning of year	Amortization	Disposals	Balance, end of year	December 31, 2025	December 31 2024
Vehicles	\$ 56,377	\$ -	\$ -	\$ 56,377	\$ 3,523	\$ 7,047	\$ -	\$ 10,570	\$ 45,807	\$ 52,854
Equipment	5,990	5,702	-	11,692	1,190	1,217	-	2,407	9,285	4,800
	<u>\$ 62,367</u>	<u>\$ 5,702</u>	<u>\$ -</u>	<u>\$ 68,069</u>	<u>\$ 4,713</u>	<u>\$ 8,264</u>	<u>\$ -</u>	<u>\$ 12,977</u>	<u>\$ 55,092</u>	<u>\$ 57,654</u>

**Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge
Joint Building Committee**
Notes to the Financial Statements
December 31, 2025

9. Accumulated Surplus

	<u>2025</u>	<u>2024</u>
Surplus		
Invested in tangible capital assets	\$ 55,092	\$ 57,654
Unfunded liabilities		
Employee future benefits payable	<u>(41,936)</u>	<u>(42,077)</u>
Accumulated Surplus	<u>\$ 13,156</u>	<u>\$ 15,577</u>

10. Building Permits and Fines

The composition of building permits and fines reported on the Statement of Operations and Accumulated Surplus is as follows:

	<u>2025</u>	<u>2024</u>
Permit fees and fines collected in the year		
Village of Burk's Falls	\$ 62,604	\$ 12,425
Township of Joly	7,143	10,095
Township of Machar	108,176	56,723
Township of Ryerson	45,764	46,087
Village of South River	8,662	29,054
Township of Strong	52,738	70,532
Village of Sundridge	<u>22,311</u>	<u>60,920</u>
	307,398	285,836
Transfers from deferred revenues - obligatory reserve funds	<u>1,151</u>	<u>15,481</u>
	<u>\$ 308,549</u>	<u>\$ 301,317</u>

**Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge
Joint Building Committee**
Notes to the Financial Statements
December 31, 2025

11. Related Party Transactions

The related party transactions below are in the normal course of operations and are measured at their exchange amount, which is the amount of consideration established and agreed to by the related parties.

The following table summarizes the Committee's related party transactions with its contributing municipalities during the year:

	<u>2025</u>	<u>2024</u>
Expenses		
Township of Strong		
Administration	\$ 10,000	\$ 10,000
Rent	7,836	7,490

12. Commitment

The Committee has entered into a lease agreement with the Township of Strong to lease the office space at 28 Municipal Lane, Sundridge Ontario. The agreement ending December 31, 2028, provides for annual costs as follows:

2026	\$ 7,360
2027	7,360
2028	7,360

13. Pension Agreements

The Committee makes contributions to the Ontario Municipal Employees Retirement Fund (OMERS), which is a multi-employer plan, on behalf of all qualifying members of its staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. The OMERS Administration Corporation Board of Directors, representing plan members and employers, is responsible for overseeing the management of the pension plan, including investment of the assets and administration of the benefits. OMERS provides pension services to approximately 665,000 active and retired members and approximately 1,000 employers.

**Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge
Joint Building Committee**
Notes to the Financial Statements
December 31, 2025

13. Pension Agreements (continued)

Each year an independent actuary determines the funding status of OMERS Primary Pension Plan ("the Plan") by comparing the actuarial value of invested assets to the estimated present value of all pension benefits that members have earned to date. On December 31, 2025, the estimated accrued pension obligation for all members of the Plan was \$149,575 million (2024 - \$140,766 million). The Plan had an actuarial value of net assets at that date of \$148,253 million (2024 - \$137,853 million) indicating an actuarial deficit of \$1,322 million (2024 - \$2,913 million). The Plan is a multi-employer plan, therefore any pension plan surpluses or deficits are a joint responsibility of Ontario municipal organizations and their employees. As a result, the Committee does not recognize any share of the OMERS pension surplus or deficit.

The amount contributed by the Committee to OMERS for 2025 was \$24,909 (2024 - \$22,735) for current services and is included as an expense on the statement of operations and accumulated surplus.

On January 1, 2025, the yearly maximum pension earnings increased to \$71,300 from \$68,500 in 2024. The contributions are calculated at a rate of 9.0% (2024 - 9.0%) for amounts up to the yearly maximum pension earnings stated above and at a rate of 14.6% (2024 - 14.6%) for amounts above the yearly maximum pension earnings.

14. Financial Instruments

Risks arising from financial instruments and risk management

The Committee is exposed to a variety of financial risks including credit risk, liquidity risk and market risk.

There have been no changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

Credit risk

Credit risk is the risk of losses resulting from a counterparty's failure to honour its contractual obligations. The Committee is exposed to credit risk to the extent that accounts receivable are not collected in a timely manner. The Committee's financial assets consisting of cash, other investments, and accounts receivable are subject to credit risk. The carrying amounts of financial assets on the statement of financial position represent the maximum credit risk of the Committee at the date of the statement of financial position. The Committee does not believe it is subject to significant credit risk.

**Burk's Falls, Joly, Machar, Ryerson, South River, Strong and Sundridge
Joint Building Committee**
Notes to the Financial Statements
December 31, 2025

14. Financial Instruments (Continued)

Liquidity risk

Liquidity risk is the risk that the Committee will not be able to meet its financial obligations as they become due. The Committee's financial liabilities include accounts payable and accrued liabilities. The Committee maintains sufficient resources to meet its obligations. The Committee does not believe it is subject to significant liquidity risk.

Market risk

Market risk is the risk of changes in the fair value of financial instruments resulting from fluctuations in the market. The Committee is exposed to currency risk, interest risk, and price risk to the extent that the fair value of a financial instrument will fluctuate as a result of market factors. The Committee's financial instruments consisting of cash, other investments, accounts receivable, and accounts payable and accrued liabilities are subject to market risk. The Committee does not believe it is subject to significant market risk.

15. Budget Figures

Budget figures have been provided for comparison purposes and have been derived from the budget approved by the Committee. The budget approved by the Committee is based on a model used to manage spending within the guidelines of the model. Given the differences between the model and generally accepted accounting principles established by the Public Sector Accounting Board, the budget figures presented have been adjusted to conform with this basis of accounting that is used to prepare the financial statements. The budget figures are unaudited.

	<u>2025</u>	<u>2024</u>
Budget By-law surplus for the year	\$ -	\$ -
Add: Acquisition of tangible capital assets	12,500	60,000
Less: Amortization of tangible capital assets	<u>(8,264)</u>	<u>(6,376)</u>
Budget surplus per statement of operations and accumulated surplus	<u>\$ 4,236</u>	<u>\$ 53,624</u>

16. Comparative Figures

The presentation of certain accounts of the previous year has been changed to conform with the presentation adopted for the current year.

**JOINT BUILDING COMMITTEE
ANNUAL PERMIT SUMMARY
2026**

Month	No. of Permits	Permit Fees	Project Values	Size (sq.m)
January	3	\$1,950.00	\$110,000.00	137
February	3	\$5,380.50	\$338,765.00	154
March	5	\$17,286.00	\$1,032,400.00	553
April	6	\$13,185.00	\$845,000.00	1882
May	14	\$24,507.00	\$1,540,460.00	1140
June	14	\$32,960.00	\$2,104,000.00	3387
July	17	\$48,245.00	\$3,109,700.00	1923
August	0	\$0.00	\$0.00	0
September	0	\$0.00	\$0.00	0
October	0	\$0.00	\$0.00	0
November	0	\$0.00	\$0.00	0
December	0	\$0.00	\$0.00	0
TOTALS	62	\$143,513.50	\$9,080,325.00	New Construction 9176 Demolitions 0

**JOINT BUILDING COMMITTEE
ANNUAL PERMIT SUMMARY
2026**

Month	No. of Permits	Permit Fees	Project Values	SFD'S, Seasonal Dwellings and Multi-Unit Dwellings	
				<u>2025</u>	<u>2026</u>
Burks Falls	4	\$5,075.00	\$225,000.00	2	1
Joly	5	\$24,867.00	\$1,624,500.00	1	4
South River	7	\$10,810.00	\$680,000.00	1	1
Machar	12	\$19,680.00	\$1,232,000.00	8	1
Strong	19	\$43,723.00	\$2,794,860.00	3	5
Ryerson	10	\$34,163.50	\$2,210,965.00	4	4
Sundridge	5	\$5,195.00	\$313,000.00	3	0
TOTALS	62	\$143,513.50	\$9,080,325.00		16
Permit activity at end of July 31, 2026					
TOTALS	79	\$244,075.50	\$15,361,172.00	22	
Permit activity at end of July 31, 2025					
TOTALS	17	\$100,562.00	\$6,280,847.00		-6
Difference from previous year					

FOR IMMEDIATE RELEASE

FONOM STATEMENT ON U.S. TARIFFS AND CANADA–U.S. TRADE

Iroquois Falls – August 24, 2026 - The Federation of Northern Ontario Municipalities (FONOM) supports the Government of Canada’s decision to stand firm in defence of Canadian industries, businesses, workers, communities, and our national sovereignty following the imposition of the latest U.S. tariffs.

FONOM recognizes the leadership of Prime Minister Mark Carney, Minister Dominic LeBlanc, and Canada’s trade negotiating team. We also recognize the support provided by Ontario Premier Doug Ford and Canada’s premiers as they work with the federal government through a Team Canada approach.

FONOM remains hopeful that Canada and the United States can eventually reach a fair, stable, and mutually beneficial agreement. However, no deal is better than a bad deal that compromises Canadian jobs, industries, sovereignty, or our ability to make decisions in Canada’s best interests.

This is not the time for partisan politics. FONOM calls on all federal political parties, provincial and territorial premiers, and Canadian political leaders to stand together in support of the Government of Canada’s position. A divided Canada would only weaken our negotiating position. Our strength will come from speaking with one clear and united Canadian voice.

Northeastern Ontario’s forestry, mining, manufacturing, steel, transportation, and resource sectors are especially vulnerable to tariffs and prolonged trade uncertainty. These industries support thousands of workers, families, Indigenous communities, municipalities, and businesses across the North. When a major employer reduces production or closes, the effects are felt throughout the entire community.

The federal government has already established tariff relief, worker assistance, financing, and industry-support programs. FONOM urges the Government of Canada to ensure that these measures are delivered quickly and effectively, with particular attention given to forestry and resource-dependent communities. Programs must be accessible to Northern businesses and workers before temporary disruptions become permanent job losses or plant closures.

Canada must also continue expanding its domestic supply chains, developing new



international markets and reducing its dependence on any single trading partner. Northern Ontario's critical minerals, forests, energy, transportation corridors, and skilled workforce will be essential to building a stronger and more self-reliant Canadian economy.

FONOM encourages residents, municipalities, governments, and businesses to Buy Canadian whenever possible. Supporting local businesses, choosing Canadian-made products, using Canadian resources, and investing in Canadian companies are practical ways we can protect Canadian jobs and strengthen our economy.

Federal, provincial, and municipal procurement policies should also give greater priority to Canadian businesses, workers, materials, steel, lumber, and manufactured products. Canadian taxpayer dollars should support Canadian jobs and communities wherever possible.

FONOM will continue working with the federal and provincial governments, NOMA, AMO, industry partners, and our 110 member municipalities to ensure the needs of Northeastern Ontario remain part of the national response.

Our position is clear: stand with the Government of Canada, support our workers and industries, Buy Canadian, and remain united as Canadians.

-30-

Media Contact:

Dave Plourde, President,
Federation of Northern Ontario Municipalities
705-335-1615 | fonom.info@gmail.com

About FONOM

The Federation of Northern Ontario Municipalities represents 110 municipalities across Northeastern Ontario. FONOM works to improve residents' quality of life and ensure Northern Ontario's future prosperity by advocating on behalf of its member municipalities.

Nancy Millar

From: EA Modernization (MECP) <EAModernization.MECP@ontario.ca>
Sent: August 6, 2026 3:46 PM
To: EA Modernization (MECP)
Subject: New regulation to focus municipal environmental assessment requirements

Good afternoon,

The Ministry of the Environment, Conservation and Parks (MECP) is continuing to modernize the environmental assessment framework by creating a [streamlined environmental assessment regulation for municipal infrastructure projects](#) that will help municipalities deliver critical infrastructure faster while protecting the environment.

Effective January 1, 2027, the new regulation will replace the Municipal Class Environmental Assessment (EA) with the Municipal Project Assessment Process (MPAP) for more complex municipal infrastructure projects. The new approach maintains strong environmental oversight while streamlining requirements and providing a clearer, more predictable process. For designated projects, public review and consultation can be completed in as little as five months.

The regulation also introduces an Archaeological Assessment Process (AAP) for certain other projects to identify potential impacts to archaeological resources and maintain opportunities for input from Indigenous communities.

Over the coming months, the ministry will develop guidance and work with Ontario municipalities and the municipal development sector to support implementation of the new framework and a smooth transition ahead of the January 1, 2027, effective date.

As part of our ongoing efforts to modernize the environmental assessment program, the ministry will be reviewing the remaining Class EA processes and will consult on any proposed changes before they are made. Streamlining approvals while maintaining strong environmental protections is part of the government's plan to protect Ontario by supporting housing, accelerating infrastructure delivery and driving economic growth across the province.

More information about these changes, including which projects will be subject to the new requirements, process details and transition provisions, is available on the [Environmental Registry of Ontario](#). Until the new regulation comes into force, the Municipal Class EA process will continue to apply.

If you have questions, please contact the EA Modernization team at:
EAmmodernization.mecp@ontario.ca.

Sincerely,



Annamaria Cross

Director, Environmental Assessment and Permissions Modernization Branch
Ministry of the Environment, Conservation and Parks



SUNDRIDGE STRONG JOLY ARENA AND HALL

Date Sept 2 2026 Resolution No. 88

Moved by: Jim

Seconded by: Brian

Be it resolved that we the SSJ Arena Committee do hereby ask the Townships of Strong & Joly and the Village of Sundridge to approve and sign the CBRE Agreement for the Ontario Realty Corporation Court to secure another 5-year lease with the daily amount being \$857.29/day effective start date November 1, 2026; and to add a Fifth Licence Extension.

Carried ✓

Defeated


Chairperson

Recorded Votes

	<u>YES</u>	<u>NO</u>
Bill Black	<u> </u>	<u> </u>
Brian McCabe	<u> </u>	<u> </u>
Jeff McLaren	<u> </u>	<u> </u>
Jim Ronholm	<u> </u>	<u> </u>
Sharon Smith	<u> </u>	<u> </u>
Vicki Whitmell	<u> </u>	<u> </u>



District of Parry Sound Municipal Association

c/o Township of McKellar, 701 Hwy 124 McKellar, ON P0G 1C0

President: Lynda Carleton

Secretary-Treasurer: Karlee Britton

Fall 2026 Agenda – 173rd Meeting – Friday, September 25, 2026

Hosted by the Township of Carling

Carling Community Centre; 4 Carling Bay Rd W, Carling, ON P0G 1G0

- 8:15-9:00** Registration / Coffee sponsored by **The Citta Group, RBC Dominion Securities Inc.**
- 9:00-9:10** Singing of O Canada
Introduction of the Head Table
Welcome and Opening Remarks from the Township of Carling
- 9:10-9:50** **Keynote Speaker: Jeff Lehman**, Chair of the District Municipality of Muskoka, with Q&A
- 9:50-10:05** **How 'Cross Border Network' Got Its Start: Telling the Stories of Municipal Leaders Across Canada** *presented by Christopher Brown, Editor-in-Chief, Cross Border Network*
- 10:05-10:25** **AI in Action: Practical Uses of Artificial Intelligence in Municipal Government** *presented by Forrest Pengra, Director of Strategic Initiatives, Township of Seguin*
- 10:25-10:45** Coffee break sponsored by **Planscape**
- 10:45-11:05** **Planning Ahead: New Official Plan Formats & Other Emerging Planning Topics** *presented by Stefan Szczerbak, MCIP, RPP, Principal and Debbie Vandernakker, MCIP, RPP, PMP, Manager of Planning, Planscape*
- 11:05-11:25** **Building Age-Friendly Communities: Updates from the District of Parry Sound Age Friendly Committee** *presented by Samantha Docherty, Community Health Promoter, North Bay Parry Sound District Health Unit*
- 11:25-11:40** **Making Municipal Dollars Work: Investing for Long-Term Financial Sustainability** *presented by Anthony Modugno, Associate Investment Advisor, RBC Dominion Securities Inc.*
- 11:40-12:00** **Financing Municipal Infrastructure, Big & Small: Opportunities Through Infrastructure Ontario** *presented by Sunjit Grover, Vice President, Client Relationship Management; and Mark Da Silva, Senior Vice President, Head of Lending, Infrastructure Ontario*
- 12:00-1:00** Enjoy a delicious chicken parmesan **lunch** prepared and served by **Jim Macoubrey**.
- 1:00-2:00** **Municipal Stories That Matter: Conversations from Communities Across the District of Parry Sound** facilitated by Cross Border Network featuring a panel discussion.
- 2:00** **Resolutions / Business Meeting**
- Adoption of the Minutes of the Spring 2026 Meeting
 - Treasurer's Report January 1, 2026 to August 1, 2026
 - Updates to DPSMA Constitution
- Draw for Mystery Door Prize: Must be present to claim!
- Date and Host of Next Meeting:** Friday, May 28, 2027 hosted by the Municipality of Magnetawan
- Adjournment

Cross Border Network at the DPSMA Fall 2026 Meeting

The District of Parry Sound Municipal Association is pleased to welcome Cross Border Network to the Fall 2026 Meeting. Cross Border Network is the municipal affairs network dedicated to speaking with Municipal Leaders and stakeholders from across Canada about their role in Municipal Government, and the day to day issues facing municipal governments across Canada. Check out their YouTube channel [here](#).

Cross Border Network is attending the meeting as an independent media organization, and speaker. The Association is reimbursing reasonable travel expenses and providing compensation for attendance only. Cross Border Network retains full editorial independence and sole discretion over its coverage and interview selection.

A panel discussion on municipal issues and regional governance in the District of Parry Sound will be featured during the afternoon session, bringing together delegates who have been acclaimed in the upcoming election; who are not seeking re-election; or are not running in the District of Parry Sound. The discussion will focus on key matters of municipal governance, public policy, and the experiences and perspectives of elected officials across the region. The session will air on a future episode of *Municipal Affairs* which will air across all Cross Border Network Platforms, and RogersTV across Canada.

Campaign messaging or election-related advocacy will not be permitted during the panel discussion, if captured during filming, will not be included in the final production.

Cross Border Network is also seeking up to (8) eight delegates to participate in an individual interview of approximately 10 minutes, for episodes of *Cross Border Interviews* to be conducted during the morning of the meeting in a separate room.

Questions will be provided in advance and will focus on municipal governance and regional issues, and your views on the role of municipal government in 2026. **All registered delegates are welcome to express their interest directly to Cross Border Network.** Interview participants will be selected solely at Cross Border Network's editorial discretion.

The District of Parry Sound Municipal Association does not direct or influence Cross Border Network's reporting or interview selection and is not providing a platform for election campaigning.

To schedule please contact:

crossborderphotography@gmail.com

or

Chris@crossbournetwork.ca



District of Parry Sound Municipal Association
c/o Township of McKellar

701 Hwy 124, McKellar, ON P0G 1C0
President: Lynda Carleton | **Secretary-Treasurer:** Karlee Britton

DPSMA 2026 Fall Meeting

The Spring Meeting of the District of Parry Sound Municipal Association will be held on **Friday, September 25, 2026** hosted by the Township of Carling. The location of the meeting is at the **Carling Community Centre**, 4 Carling Bay Road West Nobel, ON P0G 1G0.

Registration/coffee begins at 8:15 am with the Meeting starting at 9:00 am.

The cost is **\$50.00** per person and includes lunch and refreshment breaks. Please notify if a vegan, vegetarian or other dietary restriction option is needed.

_____ will be sending (Name of Municipality/Organization)

_____ delegates @ \$50.00 each, for a total of _____.

The following delegates will be attending:

Please confirm attendance on or by Friday, September 11, 2026, so that catering arrangements can be finalized.

Registration can be made by:

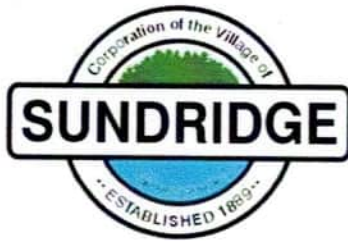
Email: clerk@mckellar.ca | Fax: 705-389-1244 | Phone: 705-389-2842 x4
By mail: 701 Highway 124 P.O. Box 69 McKellar, ON P0G 1C0

Payment to follow registration.

Cheques - please send cheques in the mail or bring to the event; payable to 'District of Parry Sound Municipal Association'

EFT - *new* please email Karlee your organization's vendor form to arrange payment

Payment is expected for all delegates registered, regardless of whether they attend, as meal payment is based on the registration.



Village of Sundridge Corporate Policy

APPENDIX A (to Policy CO-2023-002)

DONATION REQUEST APPLICATION

Group/Organization Applying: The Phragmites Working Group Lake Bernard

Address: 33 Main Street, P.O. Box 735, Sundridge Ontario POA 1Z0

Contact Person(s): 1) Marilee Koenderink, 2) Karin Mertins

Position(s): Co-chairs Phragmites Working Group Committee

Telephone or Email: 705-774-3878 or marilee.koenderink@gmail.com

What type of donation is being requested: Monetary ☒ "In-Kind"

Donation value being requested: up to: \$2,727.50

Please provide a summary of How Funds Will Be Used?

To pay the Invasive Phragmites Control Centre for the licensed applicators who treated the Japanese Knotweed along the creek between Belmont and Barrie Streets in Sundridge. We did not receive our grant for the Japanese Knotweed in 2023. Instead we used all of our fundraising account funds, increased donations, increased volunteer time to manage the Japanese Knotweed and proceeded. We are \$2,727.50 short and are asking for a donation.

Is Your Group Based in the Village of Sundridge?

☒ Yes

☐ No

If no, how does your group support the residents/businesses of the Village of Sundridge?

For 9 seasons we have been decreasing the Invasive phragmites and for the last 4 seasons, the Japanese Knotweed along the shore of Lake Bernard and on adjacent properties.



Village of Sundridge Corporate Policy

Is Your Group Not-For-Profit organization? ☒ Yes ☐ No

We are a collaborative with members from: 1) The Lake Bernard Property owners Association, 2) The Near North Enviro - Education Centre, 3) The Village of Sundridge 4) Township of Joly and 5) Township of Strong.

How Many Years Has Your Group/Organization Been in Operation?

This is our 9th year

What other sources of funding are used by your organization to provide its services?

- 1) Application annually for Invasive Species management grants.
- 2) Fund raising events / Donations
- 3) Volunteer hours
- 4) Donations of: equipment, disposables, ~~snack~~^{take} snacks, photography, signs
- 5) Services In kind

Note: we applied for 5 grants for 2026 and did receive 2 as listed:

- 1) Invasive Species Awareness Program - 2 students x 12 wks
- 2) Ontario Phragmites Action Program - \$10,570.00 to go to the management of Invasive Phragmites by herbicide application.

• We will continue to apply for grants to restore the creek area between Belmont and Barrie St. in 2027

**** Please be advised that effective January 1, 2025 all donation requests must be received at the Village office by **October 31** of the previous year.**



705-382-2900
www.almaguin-health.org

Minutes: June 4, 2026, 10:00 am via Zoom and at the Township of Perry Municipal Office

Present: Rod Ward (Chair), Margaret Ann MacPhail, Sean Cotton, Brad Kneller, Jim Ronholm, Cheryl Philip, Tom Bryson, Luke Preston, (Secretary), Craig White (alternate McMurrich Monteith).

Regrets: Vicky Roeder-Martin (Vice- Chair), Delynne Patterson, Norm Hofstetter.

Guest: Greg Stevens, Marsha Barnes, Deb Raynard, Cheryl Harrison, Courtney Metcalf, & Sandy Zurbrigg

Called to order at 10:00 a.m. by Chair R. Ward

1. 2026-16 Moved by Tom Bryson - Seconded by Cheryl Phillip.

THEREFORE BE IT RESOLVED THAT the Almaguin Highlands Health Council adopt the minutes from the regular meeting of May 7, 2026 as circulated. Carried.

2. **DECLARATION OF PECUNIARY OF INTEREST:** None

3. **DELEGATIONS:** None

4. **RESOLUTIONS PASSED:**

2026-17 Moved by Margaret Ann MacPhail - Seconded by Cheryl Philip

THEREFORE BE IT RESOLVED THAT the Almaguin Highlands Health Council approve the summer meeting day of August 6, 2026.

5. **ITEMS FOR DISCUSSION:**

- a) **MAHC Update | C. Harrison**

MAHC awaits provincial for capital development (CD) and this summer will be connecting with residents/visitors throughout the region. An information update on the oncology clinic was provided. Discussion of new hours for Burk's Falls X-Ray Clinic.

- b) **Almaguin Highlands FHT Update | D. Raynard**

The FHT continues to work on its unattached patient list (~500), is close to 5,000 in rostering, is creating an annual operating plan, and has connected with the AHHC chairs to discuss the longstanding PCP number question.

- c) **Patient Family Caregivers | S. Zurbrigg**

The MAOHT PFCPAC continues to seek additional members, participated in the Belonging Without Borders Fair (May 7th), will be participating in the WISE Healthy Living Fair (June 11th), and asked that if any meeting participants have palliative care experience stories to share to please send them to her.

d) **AHHC Infographic | C. Metcalfe**

The infographic has been shared with positive feedback from municipal councils as well as the West Parry District Council.

e) **Muskoka Almaguin OHT | Meeting with Dr. Jane Philpott | M. Barnes & G. Stevens**

Overview of the outcomes and key messages from the MAOHT meeting with Dr. Philpott in May 2026 including RNPGA contract challenges in Almaguin Highlands. Items of concern included compensation for physicians for taking people off the HCC list, AMO 2026 delegations, and a record of AHHC resolution to address challenges.

f) **Proposal under consideration by the Sundridge & District Medical Centre related to the Northeaster Ontario Mobile Cancer Screening Unit | J. Ronholm**

Overview of invitation for a mobile unit and requirements with a discussion on implementation options. Will request a 'spec sheet' with space requirements, timeline, as well as the types of cancer screenings that can be done. D. Raynard will reach out to S. MacKinnon to gather additional information.

g) **Local Share Reserve Funds Discussion – Hospital Foundation Feedback | R. Ward**

Discussion of what happens with the AHHC local share, upcoming Council changes & commitments, what other municipalities are doing, and potential options.

h) **Bruce Campbell (former AHHC chair) | R. Ward.**
Information shared on the passing of Bruce Campbell, former chair of AHHC. [Passing and Celebration of Life.](#)

i) **Confirmation of Summer Meeting of AHHC | R. Ward**

It was agreed that there would be no meeting in July.

2026-17 Moved by Margaret Ann MacPhail - Seconded by Cheryl Philip
THEREFORE BE IT RESOLVED THAT the Almaguin Highlands Health Council approve the summer meeting day of August 6, 2026.

6. ADJOURNMENT

2026-18 Moved by Margaret Ann MacPhail - Seconded by J. Ronholm
THEREFORE, BE IT RESOLVED THAT the Almaguin Highlands Health Council adjourn at 11:06 am to meet again on August 6, 2026, at 10:00 am at Perry Township. Carried.

SUNDRIDGE AND DISTRICT MEDICAL CENTRE MEETING

SPECIAL MEETING MINUTES - DRAFT

THURSDAY AUGUST 13, 2026 @ 6:00 P.M.

PRESENT: Township of Joly: Tom Bryson, Budd Brown
Township of Strong: Jim Ronholm, Jeff McLaren (for Tim Bryson)
Village of Sundridge: Shawn Jackson (electronic), Vicki Whitmell

REGRETS: Tim Bryson

STAFF: Christine Hickey (Recording Secretary)

GUESTS: Dr. Sarah MacKinnon

C1 Call to Order

The Chair called the meeting to order at 6:00 p.m.

C2 Approval of Agenda

Resolution #2026-015MC

Moved by: Jim Ronholm

Seconded by: Budd Brown

THAT the agenda for the Special Meeting of the Sundridge & District Medical Centre Committee August 13, 2026, be approved.

Recorded Vote:	For	Against	Abstain
Brown, Budd	x		
Jackson, Shawn (absent)			
Ronholm, Jim	x		
McLaren, Jeff	x		
Whitmell, Vicki	x		
Bryson, Tom			
CARRIED			

C3 Declaration of Pecuniary Interest - None

C4 Deputations - None

C5 Presentations – None

C6 Approval of Minutes - None

C7 New Business

a) Physician Update – Medical Centre - Office Updates (verbal)

Resolution #2026-016MC

Moved By: Jeff McLaren

Seconded By: Jim Ronholm

THAT the Sundridge and District Medical Centre Committee receive the Physician Update regarding Medical Centre - Office Updates;

AND THAT the office update renovation as presented be approved and that Dr. MacKinnon be authorized to proceed;

AND THAT the cost of the office updates be taken from the RNPG Program funding.

Recorded Vote:	For	Against	Abstain
Brown, Budd	x		
Jackson, Shawn	x		
Ronholm, Jim	x		
McLaren, Jeff	x		
Whitmell, Vicki	x		
Bryson, Tom	x		
CARRIED			

C8 Correspondence – None

C9 Budget Summary & Accounts Payable - None

C10 Announcements - None

C11 Notice of Future Motion - None

C12 Closed Session

Resolution #2026-017MC

Moved By: Budd Brown

Seconded By: Jeff McLaren

THAT the Sundridge & District Medical Centre Committee hold a Closed Session meeting at 6:18 p.m. as provided for by Section 239 (2) of the *Municipal Act*, 2001, as amended, and the Village of Sundridge Procedural By-law No. 2020-037 to deal with: (d) labour relations or employee negotiations and (b) personal matters about an identifiable individual, including municipal or local board employees;

Recorded Vote:	For	Against	Abstain
Brown, Budd	x		
Jackson, Shawn	x		
Ronholm, Jim	x		
McLaren, Jeff	x		

Whitmell, Vicki	x
Bryson, Tom	x
CARRIED	

Resolution #2026-018MC
Moved By: Budd Brown
Seconded By: Jim Ronholm

THAT the Sundridge & District Medical Centre Committee now resume the regular portion of the meeting open to the public at 7:15 p.m. after having only discussed the matters they were permitted to under the resolution authorizing the public exclusion.

	For	Against	Abstain
Brown, Budd	x		
Jackson, Shawn	x		
Ronholm, Jim	x		
McLaren, Jeff	x		
Whitmell, Vicki	x		
Bryson, Tom	x		
CARRIED			

C13 Adjournment

Resolution #2026-019MC
Moved By: Shawn Jackson
Seconded By: Jeff McLaren

THAT the Sundridge & District Medical Centre Committee now adjourn at 7:16p.m.

Recorded Vote:	For	Against	Abstain
Brown, Budd	x		
Jackson, Shawn	x		
Ronholm, Jim	x		
McLaren, Jeff	x		
Whitmell, Vicki	x		
Bryson, Tom	x		
CARRIED			

Tom Bryson, Chair

Christine Hickey, Recording Secretary



Sundridge Strong Joly Arena and Hall Committee Meeting

Minutes for Wednesday, September 2, 2026 – 6:00 pm
Township of Strong Office

NOTICE: Zoom Link to attend the virtual meeting is available on the website at
<https://calendar.strongtownship.com/default/Month>

Present: Sundridge Council - Sharon Smith (in person)
Sundridge Council - Vicki Whitmell (in person)
Strong Council - Jeff McLaren (in person)
Strong Council Rep – Jim Ronholm (in person)
Joly Council Rep - Bill Black; Chair (in person)
Joly Council Rep - Brian McCabe (in person)

Staff Present: Arena Manager - Adam Clarke; Recording Secretary – Tera Minor (in person),
Strong Township Deputy Clerk - Jennifer Martin (in person)

1. Approve the Agenda

Resolution #26-81

Moved by: Sharon Smith

Seconded By: Jim Ronholm

Be it resolved that we the SSJ Arena Committee approve the agenda for the September 2, 2026 meeting.

Carried

2. Declaration of Pecuniary Interest

No Pecuniary Interest was declared by committee members.

3. Adoption of Minutes

Resolution #26-82

Moved by: Brian McCabe

Seconded By: Jim Ronholm

Be it resolved that we the Committee approve the minutes of the July 8, 2026 meeting.

Carried

4. Approve the Accounts: July & August 2026

Resolution #26-83

Moved by: Jeff McLaren

Seconded By: Brian McCabe

Be it resolved that we the Committee approve the accounts payable in the amount of \$54,102.21 for the month of July & August 2026.

Carried

5. Delegation

No requests submitted.

6. Staff Reports

Resolution #26-84



Sundridge Strong Joly Arena and Hall Committee Meeting

Minutes for Wednesday, September 2, 2026 – 6:00 pm

Township of Strong Office

Moved by: Jim Ronholm

Seconded By: Vicki Whitmell

Be it resolved that we the committee receive and read the correspondence as below:

6.1 SSJ-2026-026: Post-Incident Inspection Report: August 15, 2026; and hereby direct staff to reach out to CBO to find out specifications regarding safety ramps ensuring AODA compliance;

AND FURTHER committee direct staff to ensure there are barriers on either side of the ramp for immediate use.

AND NOW Therefore be it resolved committee hereby direct staff to obtain quotes for next year budget.

Carried

7. Managers Report

Resolution #26-85

Moved by: Jim Ronholm

Seconded By: Jeff McLaren

Be it resolved that we the Committee receive and read correspondence as below:

7.1 SSJ-2026-027: Updates

Carried

8. Correspondence

8.1 Resolution #26-86

Moved by: Brian McCabe

Seconded By: Sharon Smith

Be it resolved that we the committee receive and read correspondence as below:

8.1 Budgetary Control – August 2026

Carried

8.2 Resolution #26-87

Moved by: Brian McCabe

Seconded By: Jim Ronholm

Be it resolved that we the committee receive and read correspondence as below:

8.2 2025 SSJ Arena Financial Statements

Carried

9. Public Meeting

None

10. New Business

10.1 Resolution #26-88

Moved by: Jim Ronholm

Seconded By: Brian McCabe

Be it resolved that we the SSJ Arena Committee do hereby ask the Townships of Strong & Joly and the Village of Sundridge to approve and sign the CBRE Agreement for the Ontario Realty Corporation Court to secure another 5-year lease with the daily



Sundridge Strong Joly Arena and Hall Committee Meeting

Minutes for Wednesday, September 2, 2026 – 6:00 pm

Township of Strong Office

amount being \$857.29/day effective start date November 1, 2026; and to add a Fifth Licence Extension.

Carried

10.2 Resolution #26-89

Moved by: Sharon Smith

Seconded By: Jeff McLaren

Be it resolved that we the Committee do hereby agree to ask the Treasurer of the Township of Strong to apply for Stream 1 of the Community Sport and Recreation Infrastructure Fund on behalf of the SSJ Arena.

The intent of this grant is to extend the lifespan and restore the roof of the SSJ Arena & Hall building.

Carried

11. Closed Session

None

12. Next Regular Meeting Date: Wednesday October 7, 2026.

13. Adjournment

Resolution #25-90

Moved by: Sharon Smith

Seconded By: Jim Ronholm

Be it resolved that we the SSJ Arena Committee now adjourn at 6:38 p.m. until the next meeting October 7, 2026, or at the call of the Chair.

Carried

Bill Black, Chair

Jennifer Martin, Recording Secretary

Regular Meeting of the Village of Sundridge Council

Wednesday, August, 19, 2026 at 6:00 p.m.

Village of Sundridge Council Chambers

Present: Mayor Shawn Jackson (Electronic Participation), Deputy Mayor Sharon Smith, Councillor Luke Preston, Councillor Vicki Whitmell, Councillor Fraser Williamson

Staff: Christine Hickey, Treasurer; Robyn Ferrante, Deputy Clerk/Deputy Treasurer

COUNCIL MINUTES

1) CALL TO ORDER

The Chair, Mayor Shawn Jackson called the meeting to order at 6:05pm

LAND ACKNOWLEDGEMENT

The Village of Sundridge would like to acknowledge that we are meeting on Williams Treaty Lands and they are the traditional home of the Anishinabek First Nations. We wish to honour the original inhabitants, thanking them for their land stewardship and recognizing our responsibilities to promote the healing of our communities through earnest and sincere application of the Truth and Reconciliation Commission recommendations. Miigwech."

2) APPROVAL OF AGENDA

Resolution #2026-187

Moved By: Sharon Smith

Seconded By: Vicki Whitmell

THAT the agenda for the August 19, 2026 regular meeting be approved as circulated, to provide for an exception to Procedural By-Law 2020-037 to allow an item for reconsideration more than once within a 12 month period, being Item 9.1.

Recorded Vote	For	Against	Abstain
Preston, Luke	x		
Smith, Sharon	x		
Whitmell, Vicki	x		
Williamson, Fraser	x		
Jackson, Shawn	x		
CARRIED			

3) **DECLARATION OF PECUNIARY INTEREST - none**

4) **PLANNING MATTERS - none**

5) **DELEGATIONS - none**

6) **PRESENTATIONS - none**

7) **CONSENT ITEMS**

7 (E.1) Follow Up List – As of August 19, 2026

7 (E.2) Town of Whitby – Resolution 166-26 re Review of the Ontario Land Tribunal and Enhancing Deference to Municipal Planning Decisions

7 (E.3) *Moved into Committee of the Whole by Councillor Williamson*

7 (E.4) Municipality of Central Manitoulin – Resolution re Support for the Ontario Health Care System

7 (E.5) Township of Armour – Resolution to Support Village of Sundridge re increased safety on Highways 11 and 17

7 (E.6) Ministry of Emergency Preparedness and Response re Alert Ready

7 (E.7) DoED Report – July 22, 2026

7 (E.8) DSSAB CAO Report – July 2026

7 (E.9) Phragmites Working Group Minutes – June 18 2026

7 (E.10) Hornepayne Press Release

8) **APPROVAL OF CONSENT ITEMS**

Resolution #2026-188

Moved By: Luke Preston

Seconded By: Fraser Williamson

THAT Items listed as Consent Items for August 19, 2026 and the recommendations contained therein be received;

AND THAT any Items for which pecuniary interest has been declared are deemed not to have been voted on or discussed by the individual making the declaration.

Recorded Vote	For	Against	Abstain
Preston, Luke	x		
Smith, Sharon	x		
Whitmell, Vicki	x		
Williamson, Fraser	x		
Jackson, Shawn	x		
CARRIED			

9) NEW BUSINESS/ACTION ITEMS

- 9.1. Sundridge & District Medical Centre - Township of Strong Staff Report 2026-014; SDMC Proposed Voting Structure – Further Consideration

Resolution #2026-189

Moved By: Fraser Williamson

Seconded By: Sharon Smith

THAT the Council for the Corporation of The Village of Sundridge receives the Staff Report from the Township of Strong regarding the proposed voting structure for the Sundridge & District Medical Centre, in addition to Staff Report S2025-004, S2025-018 and S2025-028;

AND THAT the Council for the Corporation of The Village of Sundridge receives Resolution 2026-253 from the Township of Joly;

AND THAT Council is in favour of maintaining the terms of the current SDMC Agreement at this time;

AND THAT the Governance Structure of the SDMC be reevaluated in 2027.

Recorded Vote	For	Against	Abstain
Preston, Luke	x		
Smith, Sharon	x		
Whitmell, Vicki	x		
Williamson, Fraser	x		
Jackson, Shawn	x		
CARRIED			

- 9.2. Inaugural Council Meeting – New Term

Resolution #2026-190

Moved By: Sharon Smith

Seconded By: Luke Preston

THAT the first day of the new term of Council, following the 2026 Municipal Election, is Sunday November 15, 2026,

AND THAT Council hereby authorizes the Inaugural Meeting to take place Monday November 16, 2026 at 10:00am

Recorded Vote	For	Against	Abstain
Preston, Luke	x		

Smith, Sharon	x
Whitmell, Vicki	x
Williamson, Fraser	x
Jackson, Shawn	x
CARRIED	

9.3. Performance Evaluation (Discussed in Closed Session July 15 2026)

Resolution #2026-191

Moved By: Fraser Williamson

Seconded By: Vicki Whitmell

THAT Council approve the Fire Prevention & Assistant Training Officer's advancement to Step 5 of Pay Grid 5.

Recorded Vote	For	Against	Abstain
Preston, Luke	x		
Smith, Sharon	x		
Whitmell, Vicki	x		
Williamson, Fraser	x		
Jackson, Shawn	x		
CARRIED			

9.4. Tri-Council Items

Resolution #2026-192

Moved By: Luke Preston

Seconded By: Sharon Smith

THAT the Council for the Corporation of the Village of Sundridge would like the following items to be included on the upcoming Tri Council Agenda for further discussion:

- Administration Services & Fees
- Use of Road Salt Report
- Culverts/pavement replacement on Albert Street
- Fire Smart Presentation (FPO/Asst. Training Officer)
- Staff Report: Administration and Recording Secretary Role and Responsibilities (f/u to Tri Council May 29/26)
- Volunteer Committee Update

Recorded Vote	For	Against	Abstain
Preston, Luke	x		

Smith, Sharon	x
Whitmell, Vicki	x
Williamson, Fraser	x
Jackson, Shawn	x
CARRIED	

- 9.5. IntoDash Inc - Exploring Rideshare Support for South River and Sundridge

Resolution #2026-193
Moved By: Luke Preston
Seconded By: Sharon Smith

THAT Council receives the information from IntoDash Inc regarding a potential rideshare program in the Village of Sundridge;

AND THAT Council request a staff report detailing implications for the Village.

Recorded Vote	For	Against	Abstain
Preston, Luke	x		
Smith, Sharon	x		
Whitmell, Vicki	x		
Williamson, Fraser	x		
Jackson, Shawn	x		
CARRIED			

- 9.6. Budget Summary

Resolution #2026-194
Moved By: Sharon Smith
Seconded By: Fraser Williamson

THAT The Council for the Corporation of the Village of Sundridge receive the Budget Summary as of July 31, 2026

Recorded Vote	For	Against	Abstain
Preston, Luke	x		
Smith, Sharon	x		
Whitmell, Vicki	x		
Williamson, Fraser	x		
Jackson, Shawn	x		

CARRIED

9.7. Communication from Strong Township – Damage to Landfill Gate

Resolution #2026-195

Moved By: Luke Preston

Seconded By: Vicki Whitmell

THAT The Council for the Corporation of the Village of Sundridge receive the communication from the Township of Strong

AND THAT Council direct staff to obtain proof of how the damage is occurring prior to issuing payment.

Recorded Vote	For	Against	Abstain
Preston, Luke	x		
Smith, Sharon	x		
Whitmell, Vicki	x		
Williamson, Fraser	x		
Jackson, Shawn	x		
CARRIED			

9.8. Clearview Township – Resolution re Public Sector Salary Disclosure
Inflation Adjustments (originally appeared as Item 7 (E.3))

Resolution #2026-196

Moved By: Fraser Williamson

Seconded By: Sharon Smith

THAT The Council for the Corporation of the Village of Sundridge receive the Resolution from the Council for the Corporation of the Township of Clearview regarding Public Sector Salary Disclosure Inflation Adjustments;

AND THAT The Council for the Corporation of the Village of Sundridge supports the Corporation of the Township of Clearview in their request that the Public Sector Salary Disclosure Act be amended to reflect the impact of inflation on the \$100,000 salary threshold for reporting, by either adding wording to reflect annual adjustments related to the consumer price index (CPI) or providing an adjusted salary of \$150,000;

AND THAT the threshold continue to be amended annually based on the consumer price index;

AND THAT this resolution be sent to the Hon. Doug Ford, Premier; Ministry of Municipal Affairs and Housing; all MPP's; the Association of Municipalities of Ontario and all Ontario Municipalities.

Recorded Vote	For	Against	Abstain
Preston, Luke	x		
Smith, Sharon	x		
Whitmell, Vicki	x		
Williamson, Fraser	x		
Jackson, Shawn	x		
CARRIED			

10) COMMITTEE REPORTS/MINUTES

Resolution #2026-197

Moved By: Luke Preston

Seconded By: Fraser Williamson

THAT Items 10 (A.1) to 10 (B.2) be received and discussed.

10 (A.1) Central Almaguin Planning Board – May 6, 2026

10 (A.2) Central Almaguin Planning Board – May 20, 2026

10 (A.3) Central Almaguin Planning Board – June 3, 2026

10 (A.4) SSJ Restructuring – May 25, 2026

10 (A.5) SSJ Restructuring – June 15, 2026

10 (A.6) Emergency Management Program Committee – July 16, 2026

10 (A.7) Sunflower Festival Committee – July 20, 2026

10 (B.1) July 15, 2026 Regular Council Meeting

10 (B.2) July 15, 2026 Closed Session

Recorded Vote	For	Against	Abstain
Preston, Luke	x		
Smith, Sharon	x		
Whitmell, Vicki	x		
Williamson, Fraser	x		
Jackson, Shawn	x		
CARRIED			

11) STAFF REPORTS

11.1. Staff Memo – Public/Private Partnership Exploration Status Update

Resolution #2026-198
Moved By: Vicki Whitmell
Seconded By: Luke Preston

THAT the Council for the Corporation of The Village of Sundridge receives the memorandum on the public/private partnership

Recorded Vote	For	Against	Abstain
Preston, Luke	x		
Smith, Sharon	x		
Whitmell, Vicki	x		
Williamson, Fraser	x		
Jackson, Shawn	x		
CARRIED			

11.2. Staff Report S2026-006 – Waste Collection Services RFP Award

Resolution #2026-199
Moved By: Sharon Smith
Seconded By: Fraser Williamson

THAT the Council receive staff report S2026-006 dated August 19, 2026 regarding RFP2026-004 Waste Collection Services Proposal Award

AND THAT Council of the Corporation of the Village of Sundridge accept the proposal from Emterra Environmental for a three (3) year contract at a total cost of \$62,985.00 plus HST for 2027, \$65,504.40 plus HST for 2028, and \$68,124.58 plus HST for 2029.

Recorded Vote	For	Against	Abstain
Preston, Luke	x		
Smith, Sharon	x		
Whitmell, Vicki	x		
Williamson, Fraser	x		
Jackson, Shawn	x		
CARRIED			

11.3. Staff Report S2026-007 – Emergency Road Work – Main Street

Resolution #2026-200
Moved By: Fraser Williamson
Seconded By: Luke Preston

THAT Council receives Staff Report S2026-007, Emergency Road Work – Main Street;

AND THAT Council approve the required road work at an approximate cost of \$60,000;

AND FURTHER THAT the required funds be taken from one or more of the following funding sources: Canada Community-Building Fund, Pothole Prevention and Repair Program or Northern Ontario Resource Development Support Fund.

Recorded Vote	For	Against	Abstain
Preston, Luke	x		
Smith, Sharon	x		
Whitmell, Vicki	x		
Williamson, Fraser	x		
Jackson, Shawn	x		
CARRIED			

12) BY-LAWS - none

13) ANNOUNCEMENTS

- **Shawn Jackson** - none
- **Sharon Smith** – will be potentially unavailable for a two-week period, anticipates to still be available for Council meetings
- **Luke Preston** – AMO was great, will be bringing a report to Council
- **Fraser Williamson** – Sunflower Festival was cancelled, HAZMAT is this weekend
- **Vicki Whitmell** - none
- **Robyn Ferrante, Deputy Clerk/Deputy Treasurer** – if Council is approached by members of the public regarding cell phone reception, please encourage residents to contact their service provider and file a complaint

14) INTRODUCTION OF FUTURE MOTIONS

Councillor Luke Preston – cell phone reception – request for staff report

Councillor Luke Preston – new one billion-dollar stream – for municipalities that do not charge development fees – announced at AMO

15) CONFIRMING BY-LAW

Resolution #2026-201

Moved By: Sharon Smith

Seconded By: Fraser Williamson

THAT By-Law No. 2026-036, being a by-law to confirm the proceedings of Council of the Corporation of the Village of Sundridge at its regular meeting of **August, 19, 2026**, be adopted.

Recorded Vote	For	Against	Abstain
Preston, Luke	x		
Smith, Sharon	x		
Whitmell, Vicki	x		
Williamson, Fraser	x		
Jackson, Shawn	x		
CARRIED			

16) CONSIDERATION OF A CLOSED SESSION

Resolution #2026-202

Moved By: Luke Preston

Seconded By: Vicki Whitmell

THAT Council hold a Closed Session meeting as provided for by Section 239 (2) of the Municipal Act, 2001, as amended, and the Village of Sundridge Procedural By-law No. 2021-051, immediately following this council meeting to deal with:

1. a proposed or pending acquisition or disposition of land by the municipality or local board.
2. personal matters about an identifiable individual, including municipal or local board employees.

Recorded Vote	For	Against	Abstain
Preston, Luke	x		
Smith, Sharon	x		
Whitmell, Vicki	x		
Williamson, Fraser	x		
Jackson, Shawn	x		
CARRIED			

17) **ADJOURNMENT**

Resolution #2026-203
Moved By: Fraser Williamson
Seconded By: Sharon Smith

THAT we do now adjourn at 7:34 p.m. until the Regular Council Meeting on September, 9, 2026, or at the call of the Mayor.

Recorded Vote	For	Against	Abstain
Preston, Luke	x		
Smith, Sharon	x		
Whitmell, Vicki	x		
Williamson, Fraser	x		
Jackson, Shawn	x		
CARRIED			

Shawn Jackson, Mayor

Robyn Ferrante, Deputy Clerk/Deputy Treasurer

**CLOSED MEETING MINUTES
WEDNESDAY AUGUST 19 2026
HELD IN THE VILLAGE OF SUNDRIDGE
COUNCIL CHAMBERS**

Present: Mayor Shawn Jackson (Electronic Participation), Deputy Mayor Sharon Smith, Councillor Luke Preston, Councillor Vicki Whitmell, Councillor Fraser Williamson

Staff: Robyn Ferrante, Deputy Clerk/Deputy Treasurer
Christine Hickey, Treasurer

Start Time: 7:41 p.m.

This closed session meeting has been called to deal with:

1. A proposed or pending acquisition or disposition of land by the municipality or local board.
 - a. CON 10 PT LOT 25 RP42R7444 PART 10

Council directed staff to proceed with Option 1, provided in Closed Session Report. No immediate action to be taken.

2. Personal matters about an identifiable individual, including municipal or local board employees.
 - a. Public Works Employee - Annual Evaluation

Council discussed the information provided by the Village Superintendent, via Deputy Clerk/Deputy Treasurer. Direction was given to staff, no further discussion necessary.

- b. Personal Matter

Council discussed the information provided by Councillor Whitmell and Councillor Williamson. Further discussion to take place in Closed Session at the September 9, 2026 Council Meeting.

3. Adjournment at 8:57 p.m.

THE CORPORATION OF THE VILLAGE OF SUNDRIDGE

BY-LAW 2026-037

Being a By-law to authorize the execution of an Agreement with Town of Parry Sound as Administrators of The Provincial Court – Sundridge-Strong-Joly Arena, 14 Albert Street

WHEREAS pursuant to the *Municipal Act 2001, R.S.O. 2001*, as amended, a Council may enter into Agreements;

AND WHEREAS it is deemed necessary and desirable that the Council for the Corporation of the Village of Sundridge enter into an agreement on behalf of the SSJ Arena with the Town of Parry Sound with respect to premises having a total rentable area of approximately 3,500 square feet consisting of an office, court room and storage space and comprising a portion of the first and second floors of the licensors building, municipally known as 14 Albert Street, located on the lands described as Part of Lot 20, Concession 9, Village of Sundridge, District of Parry Sound, in the Province of Ontario (registered as Parcel 19,444 in the Register for Parry Sound South Section).

NOW THEREFORE the Council of the Village of Sundridge hereby enacts as follows:

1. That the Mayor (or alternate signatory) and Clerk Administrator are hereby authorized to execute an Agreement between the Town of Parry Sound from November 1, 2026 to and including October 31, 2031;
2. That the Agreement outlining all terms and conditions is attached hereto as Schedule "A", and forms part of this by-law.
3. That this by-law comes into full force and effect as of November 1, 2026.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS 9th DAY OF SEPTEMBER, 2026

Mayor Shawn Jackson

Clerk Administrator Nancy Millar

FIFTH LICENCE EXTENSION AND AMENDING AGREEMENT

THIS LICENCE made in duplicate as of November 1, 2026.

BETWEEN:

TOWNSHIP OF STRONG - VILLAGE OF SUNDRIDGE -TOWNSHIP OF JOLY

(the “**Licensor**”)

- and -

**HIS MAJESTY THE KING IN RIGHT OF ONTARIO AS REPRESENTED BY THE
MINISTER OF INFRASTRUCTURE**

(the “**Licensee**”)

WHEREAS:

- A. By a licence agreement dated October 1, 2001 (the “**Original Licence**”), the Licensor (formerly, referred to as “Sundridge-Strong-Joly Arena and Hall”) did license unto the Her Majesty the Queen in right of Ontario as represented by the Chair of the Management Board of Cabinet (the “**Chair**”) for a term of five (5) years commencing on October 1, 2001 and ending on September 30, 2006 (the “**Original Term**”), the premises more particularly described as three thousand, five hundred (3,500) square feet on a portion of the first floor and a portion of the second floor (the “**Licensed Premises**”), in the building municipally known as 14 Albert Street (the “**Building**”), in the Village of Sundridge, in the Province of Ontario (the “**Lands**”), as more particularly described in Schedule A attached hereto, in addition to other terms and conditions as set out therein.
- B. Pursuant to the terms of the Original Licence, the Chair was entitled to extend the Original Term for one (1) additional term of five (5) years.
- C. By a licence amending agreement dated August 23, 2001 (the “**Licence Amending Agreement**”), the Licensor and the Chair agreed to amend the Original Term to commence on November 1, 2001 and expire on October 31, 2006.
- D. By Order in Council No. 1487/2005, approved and ordered September 21, 2005, all of the powers and duties assigned by law to the Chair in respect of the acquisition and disposition of real property, or interests therein, by any means and the holding and management of real property, or interests therein, were assigned to the Minister of Public Infrastructure Renewal (“**MPIR**”).
- E. By a licence extension and amending agreement dated November 21, 2005 (the “**First Licence Extension and Amending Agreement**”), the Licensor and the MPIR agreed to extend the Original Term with an extension term commencing on November 1, 2006 and expiring on October 31, 2011 (the “**First Extension Term**”), in addition to other terms and conditions as set out therein.
- F. Pursuant to the First Licence Extension and Amending Agreement, the MPIR was entitled to extend the First Extension Term for one (1) additional term of five (5) years.
- G. By Order in Council No. 1617/2008, approved and ordered September 17, 2008, all of the powers and duties assigned by law to the MPIR in respect of infrastructure and any other matters were transferred and assigned to Minister of Energy and Infrastructure (“**MEI**”).
- H. By Order in Council No. 1320/2010, approved and ordered September 15, 2010, all of the powers and duties assigned by law to the MEI under Order in Council No. 1617/2008 in respect of infrastructure matters, including but not limited to the powers, duties, functions and responsibilities of the MEI in respect of the *Ministry of Government Services Act*, R.S.O. 1990, c.M.25 in respect of real property matters, were transferred and assigned to the Minister of Infrastructure (“**MOI**”).

- I. Ontario Infrastructure and Lands Corporation (“OILC”) has been delegated MOI’s authorities and responsibilities with respect to real property in the name of MOI subject to certain conditions by Delegation of Authority of Ontario Infrastructure and Lands Corporation under the *Ministry of Infrastructure Act*, 2011, S.O. 2011, c. 9, Sched. 27.
- J. By Order in Council No. 1376/2011, approved and ordered July 19, 2011, the MOI shall exercise the powers and duties assigned by law to the MOI or that may otherwise be assigned to or undertaken by the MOI in respect of infrastructure and any other matters related to the MOI’s portfolio.
- K. The MOI exercised its right to extend the First Extension Term by a second licence extension and amending agreement dated November 1, 2011 (the “**Second Licence Extension and Amending Agreement**”) with an extension term commencing on November 1, 2011 and expiring on October 31, 2016 (the “**Second Extension Term**”), in addition to other terms and conditions as set out therein.
- L. Pursuant to the Second Licence Extension and Amending Agreement, the MOI was entitled to extend the Second Extension Term for two (2) additional terms of five (5) years each.
- M. By Order in Council No. 219/2015, approved and ordered February 18, 2015, all of the powers and duties previously assigned and transferred to the MOI under Order in Council No. 1376/2011, save and except as set out in Order in Council No. 219/2015, were assigned and transferred to the Minister of Economic Development, Employment and Infrastructure (“MEDEI”).
- N. By Order in Council No. 1342/2016, approved and ordered September 14, 2016, all of the powers and duties previously assigned and transferred to the MEDEI under Order in Council No. 219/2015 in respect of infrastructure and other matters were assigned and transferred to the MOI.
- O. The MEDEI exercised its first right to extend the Second Extension Term by a third licence extension and amending agreement dated November 1, 2016 (the “**Third Licence Extension and Amending Agreement**”) with an extension term commencing on November 1, 2016 and expiring on October 31, 2021 (the “**Third Extension Term**”), in addition to other terms and conditions as set out therein.
- P. By Order in Council No. 1152/2018, approved and ordered October 22, 2018, certain responsibilities in respect of government property under the *Ministry of Infrastructure Act*, 2011, S.O. 2011, c. 9, Sched. 27 and other responsibilities were assigned and transferred from the MOI to the Minister of Government and Consumer Services (“MGCS”).
- Q. The MGCS exercised its second right to extend the Second Extension Term by a fourth licence extension and amending agreement dated November 1, 2021 (the “**Fourth Licence Extension and Amending Agreement**”) with an extension term commencing on November 1, 2021 and expiring on October 31, 2026 (the “**Fourth Extension Term**”), in addition to other terms and conditions as set out therein.
- R. Pursuant to the Fourth Licence Extension and Amending Agreement, the MGCS was entitled to extend the Fourth Extension Term for one (1) additional term of five (5) years.
- S. By Order in Council No. 1198/2022, approved and ordered August 29, 2022, certain responsibilities in respect of Government property under the *Ministry of Infrastructure Act*, 2011, S.O. 2011, c. 9, Sched. 27 and other responsibilities were assigned and transferred from the MGCS to the MOI.
- T. By Order in Council No. 1171/2024, approved and ordered August 29, 2024, MOI shall exercise the powers and perform the duties, functions and responsibilities that are assigned by law to MOI or that may otherwise be assigned to or undertaken by MOI in respect of infrastructure, Government property, transit-oriented communities and any other matters related to MOI’s portfolio.
- U. By Order in Council No. 440/2025, approved and ordered April 17, 2025, MOI shall exercise the powers and perform the duties, functions and responsibilities that are assigned

by law to MOI or that may otherwise be assigned to or undertaken by the MOI in respect of infrastructure, Government property, transit-oriented communities and any other matters related to MOI's portfolio.

- V. By a letter dated April 30, 2026, the Licensee exercised its right to extend the Original Term in accordance with the terms of the Original Licence as amended and extended by the Licence Amending Agreement, the First Licence Extension and Amending Agreement, the Second Licence Extension and Amending Agreement, the Third Licence Extension and Amending Agreement and the Fourth Licence Extension and Amending Agreement (the "**Subsequent Agreements**"), with an extension term commencing on November 1, 2026 and expiring on October 31, 2031 (the "**Fifth Extension Term**").
- W. The Original Licence, the Subsequent Agreements, and this fifth licence extension and amending agreement (the "**Fifth Licence Extension and Amending Agreement**") are hereinafter collectively referred to as the "**Licence**", except as specifically set out herein.
- X. The parties have agreed to extend and amend the Licence on the following terms and conditions:

NOW THEREFORE THIS AGREEMENT WITNESSES THAT in consideration of the sum of Two Dollars (\$2.00) and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

- 1. The parties hereto confirm that the foregoing recitals are true in substance and in fact.
- 2. The Licence is hereby extended for a further term of five (5) years commencing on November 1, 2026 and ending on October 31, 2031 (the "**Fifth Extension Term**"), at an annual licence fee of Eighty-Two Thousand Two Hundred Ninety-Nine Dollars and Thirty-Six Cents (\$82,299.36) (the "**Licence Fee**"), payable in advance in equal monthly instalments of Six Thousand Eight Hundred Fifty-Eight Dollars and Twenty-Eight Cents (\$6,858.28) on the first day of each month during the Fifth Extension Term.

The annual Licence Fee is based on ninety-six (96) days of use per annum at a rate of Eight Hundred Fifty-Seven Dollars and Twenty-Nine Cents (\$857.29) per day. Any additional days of use will be paid for by the Licensee at the above-mentioned daily rate upon receipt of an invoice from the Licensors for such additional use, such invoice to be issued once a year at the end of the calendar year in which such charges were incurred.

Any additional days are to be invoiced to the following:

Ministry of the Attorney General
720 Bay Street
5th Floor
Toronto, ON M5G 2K1
Attention: Manager, Leasing Services

- 3. The Licensee shall continue to have the right to terminate this Licence or alter the number of days per annum for which use of the Licensed Premises is designated hereunder at any time, by giving the Licensors not less than ninety (90) days' prior written notice of termination without penalty, compensation, damages or bonus.

In the event the Licensee exercises such right of termination, the Licensors shall promptly refund the Licensee any prepaid Licence Fee with respect to the period following the effective date of the early termination, calculated on a pro rata basis based on the remaining number of days in the current licence period.

- 4. The extension contemplated pursuant to this Licence is subject to all the covenants and agreements contained in the Licence, as amended, renewed and extended by the Subsequent Agreements from time to time, save and except:
 - (a) The Licensors shall set-up the Licensed Premises for the provision of court services, including without limitation, the set-up of all chairs, tables, portable dais, printers and/or facsimile machines and all related equipment and accessories (collectively

referred to as the “**Court Facilities**”), to the satisfaction of the Licensee, acting reasonably, no later than 8:30 a.m. on each day of use, and to dismantle the Court Facilities after the Licensee’s use thereof at the end of each day of use.

- (b) The Licensee shall be entitled to extend the Licence for one (1) further term of five (5) years (the “**Sixth Extension Term**”) The Sixth Extension Term shall be upon the same terms and conditions of the Licence except that there shall be no further right of extension and except for the Licence Fee, which shall for the Sixth Extension Term be based upon the market licence rate as determined by the parties as of the date which is not less than six (6) months prior to the commencement of the Sixth Extension Term, or failing such agreement, by arbitration in accordance with the *Arbitration Act*, 1991, S.O. 1991, c.17, as amended, or any successor act. The Licensee shall give written notice to the Licensor of its extension of this Licence not less than six (6) months prior to the end of the Fifth Extension Term.

- (c) Section 6.13, Notices, shall be deleted in its entirety and replaced with the following:

Any notice required or contemplated by any provision of this Agreement shall be given in writing addressed in the case of notice to the Licensor to:

Township of Strong – Village of Sundridge – Township of Joly
28 Municipal Lane, Box 1120
Sundridge, ON P0A 1Z0
Attention: Caitlin Haggart
Email: clerk@strongtownship.com Fax: (705) 384-5892

And in the case of notice to the Licensee:

Ontario Infrastructure and Lands Corporation
3767 Highway 69 South, Suite 9
Sudbury, Ontario P3G 0A7
Attention: Vice President, Real Estate Operations
Fax: (705) 564-7570
Email: REOpsnotices@infrastructureontario.ca

With a copy to:

Ontario Infrastructure and Lands Corporation
1 Dundas Street West, Suite 2000
Toronto, Ontario M5G 1Z3
Attention: Director, Legal Services (Leasing and Contract Management)
Fax: (416) 327-3376
Email: LeasingNotices@infrastructureontario.ca

And an additional copy to:

Ontario Infrastructure and Lands Corporation
c/o BGIS
4175 14th Avenue
Markham, Ontario L3R 0J2
Attention: IO Lease Administration
Fax: (416) 860-3462
Email: IOLleaseAdmin@bgis.com

Notices shall be delivered by prepaid courier or by facsimile or by email or mailed by either registered mail and postage prepaid enclosed in a sealed envelope. The time of giving of notice by either registered mail shall be conclusively deemed to be the fifth Business Day after the day of such mailing. Such notice, if delivered by courier or if delivered by facsimile or by email, shall be conclusively deemed to have been given and received at the time of such delivery during normal business hours or on the next business day following if delivered outside of normal business

hours in Ontario. The parties hereto acknowledge and agree that notwithstanding anything to the contrary in the *Electronic Commerce Act, 2000*, S.O. 2000, c.17, as amended or replaced from time to time, any notice, statement, demand, request or other instrument which may be or is required to be given under this Agreement or at law may not be validly delivered by way of electronic communication, save as specifically provided in this Section.

Notwithstanding the foregoing or anything to the contrary in this Agreement, any notice delivered by the Licensors to the Licensee relating to a default by the Licensee under this Agreement must be delivered by prepaid courier or by registered mail postage prepaid (while a copy of such notice may be delivered by facsimile or email, delivery by such method(s) alone will not be considered sufficient notice hereunder).

Either party may at any time by giving notice to the other party (in the manner provided above) change its address for notice purposes, and thereafter the address most recently provided shall be deemed to be the address so changed.”.

- (d) The Licensors agree that upon the request of the Licensee, the Licensors, and any Person hired by the Licensors: (i) to do work on the Building; or (ii) who requires access to the Licensed Premises to do any work, whether to the Licensed Premises or otherwise, shall undergo security screening checks in compliance with Ontario Government policies. The Licensors further agree that any Person hired by the Licensors to supply janitorial services to the Building shall be reputable and all of its employees shall be bonded.

5. GENERAL

- (a) The Licensors and the Licensee hereby mutually covenant and agree that during the Fifth Extension Term they shall each perform and observe all of the covenants, provisos and obligations on their respective parts to be performed pursuant to the terms of the Licence.
- (b) The Licensors and any of its successors, assigns, directors, officers, employees, agents, servants, and representatives shall not engage in any activity where such activity creates a conflict of interest, actual or potential, in the sole opinion of the Licensee, with the Licence or the exercise of any of the rights or obligations of the Licensors hereunder. The Licensors shall disclose to the Licensee in writing and without delay any actual or potential situation that may be reasonably interpreted as either a conflict of interest or a potential conflict of interest.

For clarification, a “conflict of interest” means, in relation to the performance of its contractual obligations pursuant to this Licence, the Licensors' other commitments, relationships or financial interests (i) could or could be seen to exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement; or (ii) could or could be seen to compromise, impair or be incompatible with the effective performance of its contractual obligations pursuant to this Licence.

- (c) Except as otherwise specifically provided in this Licence Extension and Amending Agreement, all words and expressions used in the Original Licence shall apply to and be read as applicable to the provisions of this Fifth Licence Extension and Amending Agreement.
- (d) The provisions of the Licence shall be interpreted and governed by the laws of the Province of Ontario.
- (e) The Licensors acknowledge and agree that the commercial and financial information in the Licence is subject to the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. F.31, as amended and the Digital and Data Directive as amended. This acknowledgement shall not be construed as a waiver of any right to object to the release of the Licence or of any information or documents.

“**Digital and Data Directive**” means the Management Board of Cabinet’s Digital and Data Directive, published on January 29, 2021, as amended from time to time.

- (f) This Licence shall be binding upon and enure to the benefit of the administrators, successors and/or assigns of the respective parties hereto.
- (g) The parties agree that this Fifth Licence Extension and Amending Agreement may be executed in counterparts, each of which shall be deemed an original and all of which shall be construed together as a single binding instrument. Such counterparts may be delivered by facsimile or other electronic means, including by electronic mail in portable document format (PDF). The electronic signature of any party hereto shall constitute a valid and binding signature with the same effect as an original signature endorsed hereon. Any party delivering an executed counterpart of this Fifth Licence Extension and Amending Agreement by facsimile or by electronic transmission shall, if requested, also deliver an originally executed counterpart within a reasonable period of the facsimile or electronic transmission. Failure to deliver an originally executed copy shall not affect the validity, enforceability or binding effect of this Fifth Licence Extension and Amending Agreement.

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6. This Licence shall not be binding upon the Licensee until it has been executed by or on behalf of the Licensee.

EXECUTED by each of the parties hereto under seal on the dates written below.

SIGNED, SEALED AND DELIVERED

Dated this _____ day of _____, 20 ____.

**TOWNSHIP OF STRONG - VILLAGE
OF SUNDRIDGE -TOWNSHIP OF
JOLY**

Per: _____
Name:
Title:

Authorized Signing Officer

Per: _____
Name:
Title:

Authorized Signing Officer

Per: _____
Name:
Title:

Authorized Signing Officer

Dated this _____ day of _____, 20 ____.

**HIS MAJESTY THE KING IN RIGHT
OF ONTARIO AS REPRESENTED BY
THE MINISTER OF
INFRASTRUCTURE, AS
REPRESENTED BY ONTARIO
INFRASTRUCTURE AND LANDS
CORPORATION**

Per: _____
Name:
Title:

Authorized Signing Officer

THE CORPORATION OF THE VILLAGE OF SUNDRIDGE

BY-LAW NO. 2026-038

Being a By-Law to confirm the proceedings of the Council of the Corporation of the Village of Sundridge at its Regular Meeting September 9, 2026.

WHEREAS pursuant to Section 5(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, the powers of a municipality shall be exercised by its Council; and

WHEREAS pursuant to Section 5(3) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, a municipal power, including a municipality's capacity rights, powers and privileges under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25 as amended, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise; and

WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the Village of Sundridge at this session be confirmed and adopted by by-law.

NOW THEREFORE the Council of the Corporation of the Village of Sundridge hereby enacts as follows:

1. That the actions of the Council of the Corporation of the Village of Sundridge in respect of all recommendations in reports and minutes of committee, all motions and resolutions and all actions passed and taken to the Council of the Corporation of the Village of Sundridge, documents and transactions entered into during the September 9, 2026 meeting of council, are hereby adopted and confirmed, as if the same were expressly embodied in this by-law.
2. That the Mayor and proper officials of the Corporation of the Village of Sundridge are hereby authorized and directed to do all the things necessary to give effect to the action of the Council of the Corporation of the Village of Sundridge during the said meeting referred to in paragraph 1 of this by-law.
3. That the Mayor and the Clerk Administrator are hereby authorized and directed to execute all documents necessary to carry out the action taken by this council as described in Section 1 of this by-law and to affix the Corporate Seal of the Corporation of the Village of Sundridge to those documents requiring the Corporate Seal referred to in said paragraph 1.

PASSED THIS 9th DAY OF SEPTEMBER,
2026.

Shawn Jackson, Mayor

Nancy Millar, Clerk Administrator

CLOSED MEETING MINUTES
WEDNESDAY SEPTEMBER 9, 2026
HELD IN THE VILLAGE OF SUNDRIDGE COUNCIL CHAMBERS

Present: Mayor Shawn Jackson (electronic participation), Deputy Mayor Sharon Smith, Councillor Luke Preston, Councillor Fraser Williamson, Councillor Vicki Whitmell

Staff: Nancy Millar, Clerk Administrator

Start Time: 7:05p.m.

This closed session meeting has been called to deal with:

1. Personal matters about an identifiable individual, including municipal or local board employees.

Council discussed the matters permitted under the exclusion. Staff were given direction by Council.

2. Adjournment at 7:39p.m.

Shawn Jackson, Mayor

Nancy Millar, Clerk Administrator

THE CORPORATION OF THE VILLAGE OF SUNDRIDGE

BY-LAW NO. 2026-039

Being a By-Law to confirm the proceedings of the Council of the Corporation of the Village of Sundridge at its Regular Meeting September 23, 2026.

WHEREAS pursuant to Section 5(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, the powers of a municipality shall be exercised by its Council; and

WHEREAS pursuant to Section 5(3) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, a municipal power, including a municipality's capacity rights, powers and privileges under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25 as amended, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise; and

WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the Village of Sundridge at this session be confirmed and adopted by by-law.

NOW THEREFORE the Council of the Corporation of the Village of Sundridge hereby enacts as follows:

1. That the actions of the Council of the Corporation of the Village of Sundridge in respect of all recommendations in reports and minutes of committee, all motions and resolutions and all actions passed and taken to the Council of the Corporation of the Village of Sundridge, documents and transactions entered into during the September 23, 2026 meeting of council, are hereby adopted and confirmed, as if the same were expressly embodied in this by-law.
2. That the Mayor and proper officials of the Corporation of the Village of Sundridge are hereby authorized and directed to do all the things necessary to give effect to the action of the Council of the Corporation of the Village of Sundridge during the said meeting referred to in paragraph 1 of this by-law.
3. That the Mayor and the Clerk Administrator are hereby authorized and directed to execute all documents necessary to carry out the action taken by this council as described in Section 1 of this by-law and to affix the Corporate Seal of the Corporation of the Village of Sundridge to those documents requiring the Corporate Seal referred to in said paragraph 1.

PASSED THIS 23 DAY OF SEPTEMBER, 2026

Shawn Jackson, Mayor

Nancy Millar, Clerk Administrator