

Oct 7  
2025  
12.1

**District of Parry Sound West (Belvedere Heights)  
Board of Management Meeting  
Wednesday, June 25, 2025  
via Teams**

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**Directors Present** (voting): Joe Beleskey  
Don Carmichael, Secretary/Treasurer  
Gail Finnson  
Cheryl Ward  
Pamela Wing, Chair  
Debbie Zulak

**Director Regrets:** Paul Borneman, Vice Chair

**Staff Attending** (non voting): Kami Johnson, Administrator  
John Vanderhorst, Environmental Services Manager

**Staff Regrets:**

**Specially Invited** (non voting): Joel Pennant, new Administrator

Our new administrator, Joel Pennant, was welcomed to observe the board meeting. Joel was driving and was connected by audio on his way to another meeting at 1030.

1.0 **Call to Order:** The Board Chair called the meeting to order at 9:12 a.m.

2.0 **Confirmation of Quorum:** A quorum was achieved.

3.0 **Conflict of Interest:** No conflicts were declared.

4.0 **Move into Camera:** Dietary presentations from Aramark and Compass

#BH-57/25

Moved by C. Ward, seconded by J. Beleskey that be it resolved that the Board of Management move into closed session @ 0916.

Carried.

Both firms presented food service options that they can provide to Belvedere. Written proposals will be submitted for Belvedere to evaluate regarding short term and longer term solutions. Details will be discussed at a future board meeting.

Given several board members had to leave the meeting by 10:30, the board agreed to also include the OHT discussion. The collaborative agreement is still in development. The existing fund holder agreement signed by Belvedere last March, remains in effect until September or earlier if the collaborative agreement (CDMA) is finalized. Eligible revenue for the risk sharing calculation and

other issues were discussed and will be reconsidered when the potential impact of the CMDA model on Belvedere is known.

Don will replace Kami as Belvedere OHT voting member on an interim basis.

**#BH-58/25**

Moved by G. Finsson, seconded by J. Beleskey that be it resolved that the Board of Management return to open session @ 1039.

Carried.

**5.0 Land Acknowledgement** – K. Johnson provided the Land Acknowledgement.

G. Finsson and C. Ward left the meeting @ 1030. Quorum of four remains.  
Joel Pennant also left the meeting.

**6.0 Approval of Agenda:**

**#BH-59/25**

Moved by J. Beleskey, seconded by D. Carmichael that be it resolved that the Board of Management accepts the agenda.

Carried.

**7.0 Approval of Minutes:**

Pam noted that the minutes should be revised to include that Don will represent the board on the new fund raising committee for the furniture, fixtures and equipment for the new build.

**#BH-60/25**

Moved by J. Beleskey, seconded by D. Carmichael that be it resolved that the minutes of the Board of Management meetings held May 28, 2025, be approved as amended.

Carried.

**8.0 Financial Reports:**

8.1 Financial Reports – period ending May 2025 DEFERRED

**9.0 Standing Items:**

**10.0 Matters Arising:**

10.1 Building Update

Belvedere Construction and Renovation Update – Summary

J. Vanderhorst provided a detailed update on ongoing construction and renovation activities at Belvedere Heights:

1. Construction Update:

- o Ongoing phasing discussion will continue later today for the renovation of the basement level and tie-in to the first floor renovation.

- o The basement CSS and auditorium levels have been gutted and new HVAC and plumbing is installed.
  - o Forms for the foundation for the new bed addition are underway and should be completed within the next week.
  - o Emptying the crawl space is underway.
  - o John meets daily with the review Dean (site superintendent) to be aware of daily activities and any coordination that is required.
2. Locker Room Project:
- o This is a funded project that is underway and will be completed in stages in conjunction with the basement renovation. Men's locker room now and women's later.

John Vanderhorst left the meeting @ 1046 to attend a construction meeting.

## 10.2 Nurse Call and Fire Alarm Upgrades

Belanger Salach provided a quote for \$27,000 to complete the drawings for the upgrade of the nurse call and fire alarm systems for the existing 101 bed facility and the 22 room addition.

### #BH-61/25

Moved by D. Carmichael, seconded by J. Beleskey that the Board of Management approves the quote from Belanger Salach Architecture to complete drawings for nurse call and fire panel retrofit project in the amount of \$27,000 + HST.

Carried.

## 11.0 New Business:

### 11.1 Annual Information Meeting (AIM) Update

The scheduled AIM meeting for June 18<sup>th</sup> was deferred because neither the final version of the Belvedere financial statements had not been received from the auditor nor the CSS statements. It was suggested that the meeting be rescheduled for the third week in September.

### #BH-62/25

Moved by D. Carmichael, seconded by J. Beleskey that the Board of Management reset the date for Annual Information Session to Wed. Sept. 17<sup>th</sup>, 2025 @ 3:00pm.

Carried.

### 11.2 RFP for audit services

It has been sometime since Belvedere has reviewed the appointment of an audit firm. It was agreed that this should be reviewed periodically.

### #BH-63/25

Moved by D. Zulak and seconded by J. Beleskey, that the Board of Management directs administration to proceed with a request for proposal for financial audit services.

Carried.

## 12.0 Other Reports

- 12.1 Chair Report (deferred)
- 12.2 Administrators Report

- 11 critical incidents reported in May; 4 were not substantiated, 2 resident to resident issues and 4 improper care reports. All resolved to satisfaction of residents and families.
- Update resident classification system (MDS RAI) goes live on July 1<sup>st</sup>. Caitlyn Black is our lead and has done a great job of organizing and coordinating all of the resident assessments that had to be completed before the go live date. Incidents included:
- CMI increased by 10.3%. Our new funded CMI is now 1.06 and should increase our funding for the nursing envelope by \$334,000 for the remaining 9 months of this year.
- Tracy Lund is our new ADOC and will be relocating from Penetanguishene to Parry Sound as of July 7<sup>th</sup>.
- Nicole Robison, our PSW clinical instructor, we assume a temporary ADOC for 3 months to provide ongoing project Support.

### **13.0 Other Business**

#### **13.1 In Person Board Meeting**

Joe expressed his interest in having more in person board meetings. While the Belvedere board does not usually meet in July, it was suggested we meet in person. Given the new build activities and especially since we have a new administrator starting on July 2<sup>nd</sup>, it would ideal for board members to meet with Joel Pennant in person.

Joe will inquire about the availability of the meeting room on top floor of parry sound fire hall.

#### **13.2 Thank you KAMI**

Pam led the tributes to Kami as this is her last board meeting. Her energy, enthusiasm and infectious smile will be missed. She has done so much for Belvedere over the past five years. It's a huge complement and great achievement for Kami to leave us in better shape then we she joined us with all the challenges she inherited in 2020 (before COVID).

All board members wish her the very best for what can only be a very bright future. She said she is far away and will always be available to help us. Kami clearly loves Belvedere and she is going to miss us too and expressed her gratitude for this opportunity and the continuous support the board has given her.

Looking forward to her return in August for a thank you celebration for life lease support to use their entrance as a temporary visitor entrance in July.

Pam will arrange a farewell dinner for the board to celebrate with Kami.

#### **14.0 Correspondence: (none)**

#### **15.0 Adjournment**

#### **#BH-64/25**

Moved by D. Carmichael, seconded by J. Beleskey that there being no further business to conduct, the meeting terminated at 11:11 a.m.

Carried.

P. Wing, Chair

Oct 7  
12.2



## Board Meeting Agenda

Date: Thursday, September 18<sup>th</sup>, 2025  
Time: 6:00PM  
Location: Village of Sundridge Office – 110 Main Street, Sundridge

### Join Zoom Meeting

<https://us02web.zoom.us/j/89093585807?pwd=DK30Go6TCaK2bd9CvbL4e2Ei4itvEX.1>

Meeting ID: 890 9358 5807

Passcode: 726214

### AGENDA

1. Call to Order
2. Acceptance of the August 28, 2025, ACED Meeting Minutes (Resolution 2025-28)
3. Round table introductions (if required)
4. Staff Report
  - a. Discussion Items
    - i. AHCC Business After Hours in South River
    - ii. Finalizing the Shared Services Agreement (Resolution 2025-29)
5. Round table comments or updates from Board Members
6. FedNor / MND updates
7. Closed Session (if required)
8. Next meeting date: Thursday, October 23<sup>rd</sup>, 2025 – Strong Township Office
9. Adjournment (Resolution 2025-30)

### Attachments:

1. Draft ACED Two-Year Joint Services Agreement



**Director of Economic Development (DoED) Report**  
September 18, 2025

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

<b>Activity:</b>	<b>Interactions</b>	<b>Description</b>
<b>Business Assistance</b>		
Start Up Files	1	Burk's Falls (1)
Expansion Files	2	Magnetawan (1) - 15 min free consultation, Sundridge (1)
Developer Files	-	
General Support	2	Perry (2)
Brand Ambassador	-	
High Priority	-	
Business Visits	-	
Program Referrals	4	NOHFC (1), TBC (1), Community Futures (2)
<b>Marketing*</b>		
ACED Website Updates		Business directory, Events, Health Hub Webpage
Social Media Posting		7 (ACED) 13 (Explore)
Facebook/Instagram Reach		5,800 (ACED) 8,200 (Explore)
Facebook/Instagram Views		10.4K (ACED) 26,800 (Explore)
Facebook/Instagram Likes/Followers		1825 (ACED) 3838 (Explore)
<b>Website Tracking</b>		
Total Users / Views	2750	
Most viewed pages	449	Screaming Heads
(besides landing page)	220	Events
<b>Communications</b>		
Email Blasts	1	1 (ACED Business Updates)
Organization Meetings	2	AHCC Social, AHHC
Partnership Projects		
Municipal Visits	7	SR, Strong, Joly, M/M, Perry, BF, Sundridge
Member Interactions / Support Requests	1	Burk's Falls request for grant application support
Media Comment Requests		

**Current Files & Projects**

Project 1A – Business Support

*RCIP Update*

No updates since last report.

*Business Directory Update:*

The CMO completed and sent out the finalized business directory list for the Township of McMurrich/Monteith. The list has been shared for their review and feedback. Outreach efforts will continue in the coming weeks to remaining municipalities.

Project 1C – AHCC Partnerships

ACED Staff assisted the Chamber with the recent networking and social event. The event was hosted at the South River Train Station and the former South River Brewery on Monday, September 8<sup>th</sup>, and saw an attendance of approximately 80 people. In attendance was MPP Graydon Smith and MP Scott Aitchison, the CEO of Ontario Northland, and businesses from around the region. ACED supported the event by sponsoring the food, promoting the event, and connecting the Executive Director with Ontario Northland representatives to facilitate their presentation at the event.

Project 2A – Community Organization Support

The CMO met with the CEO of Perry Township Library to discuss the AVEMP Program and a review of ACED Services. This included assistance with regaining access to an Instagram account, developing a plan to drive traffic to their existing programs and exploring the possibility of incorporating the AVEMP Program into an event being planned for Spring 2026.

A meeting with representatives of Sundridge/Strong Library will be held in the coming weeks.

Project 2B – Regional Recreation & Municipal Support

*Village of Burk's Falls Support*

The EDO assisted by drafting the Rural Ontario Development (ROD) funding application for the Village of Burk's Falls Strategic Plan. If funding is approved and the project moves forward, ACED is positioned to assist the consultant through the data collection process of the Strategic Plan.

*Village of Sundridge Support*

The EDO has been working with the Village of Sundridge and a private business to determine the best options for a new development. NOHFC and FedNor have been consulted, and a Staff report has been prepared for Council's consideration.

Project 3B – Transportation

*Almaguin Community Transportation Committee*

The Committee has been contacted with a poll to determine the date for the next meeting. It will be scheduled for the end of September/beginning of October.

*The Return of Passenger Rail Service*

The EDO has connected with Christine Puma from Ontario Northland regarding marketing with Ontario Northland. ACED will be hosting a Brand Ambassador event in October, which will give businesses the opportunity to learn more about the marketing opportunities and costs directly from ONR, as well as discussing collaborative opportunities.

The EDO has also connected with Jennifer McCourt from Discovery Routes to discuss collaborative efforts to promote cycling as a means of last-mile transportation for travelers. This project may include aspects of improved signage and cycling infrastructure, re-establishing Ontario by Bike networks, and promoting a bike-share system.

### *Carpool Almaguin Campaign*

The CMO developed a Carpool Almaguin promotional campaign, featuring a Facebook carousel post highlighting local carpool sites and their locations, updated photos. The campaign generated 305 views and with a reach of 187 on Facebook.

## Project 4A – Brand Strategy Implementation

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

Staff will be requesting that the Township of Armour issue resolutions of support and cost recognition (on behalf of ACED partners) to support the FedNor and Rural Ontario Development applications at their September 23<sup>rd</sup>, 2025, regular council meeting. Applications will be submitted on September 24<sup>th</sup>, 2025.

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

The CMO has developed a Regional Health Hub webpage on the Explore Almaguin website designed to serve as a centralized landing page for residents seeking access to healthcare services within the region. This initiative will be an ongoing collaborative effort alongside the AHHC.

The CMO developed the "Fall Colour Crawl" campaign to promote seasonal tourism in the Almaguin region. This initiative features two articles on the Explore Almaguin website, multiple social media posts and reels, as well as the creation of an interactive online map that highlights scenic spots and local attractions perfect for fall visits. The campaign so far has generated 12,617 organic views and reach of 6990.

## Project 4B – Tourism Promotion

### *Almaguin Summer Star Party*

The EDO has been asked by Explorers' Edge to be a guest speaker at the RTO12 Tourism Summit on October 16<sup>th</sup> regarding the impact of the Almaguin Summer Star Party on the local economy. The EDO will speak to the specifics of the event, the draw from outside the region, and the collaborative efforts between ACED and local businesses.

## Project 4C Shop in Almaguin Campaigns

The ACED Team, in collaboration with the Chamber of Commerce, has begun planning the Christmas shop local campaign. Magnetawan Recreation Committee has reached out with a request to collaborate again.

## Project 5A – RED Gala

The next RED Gala planning meeting has been scheduled for Tuesday, September 16<sup>th</sup> at the Women's Own Resource Centre.

## Professional Development

The EDO has registered for a public speaking course at McMaster University through a self-guided online program.



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

### *ACED Department Information Package 2025*

Following the release of the information package at the August 28<sup>th</sup>, 2025 meeting, all partners are encouraged to speak directly to the package during their upcoming Council meetings and communicate with ACED Staff with any feedback or inclusion requests.

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

The revised ACED Joint Services Agreement has been attached to this report for the Board's review and consideration. Notable changes include:

1. Title change to "Two-Year Interim Joint Services Agreement";
2. An agreement end-date of December 31<sup>st</sup>, 2027;
3. Revisions to Schedule A – Cost Sharing & Funding to reflect the percent-of-municipal levy model.

ACED Board Members are recommended to review the agreement and provide any final feedback or requests for recommendations.

### Next steps:

1. The DoED will circulate the finalized agreement to all Almaguin Municipalities along with the ACED Information Package with a request to consider participating in the 2-year agreement.
  - a. Staff will make themselves available to meet with interested parties.
2. Armour staff will revise the budget and the Joint Services agreement based on any membership changes as decisions are received.

### *Other considerations*

ACED Staff will include the creation of a new 5-year strategic plan within the rationale for becoming an ACED Member. Strategic planning was included in the 2025 ACED Work Plan; however, initial steps were postponed due to the focus on making changes to the service delivery model for ACED.

Another significant point of communication throughout the interim agreement considerations will be the focus of determining a sustainable funding model once the current CIINO contribution expires. A significant point of concern that has been identified by several municipalities is the potential for significant increases in the 2028 budget due to the absence of funding. Several municipal staff contacts have expressed that these significant cost increases will most likely result in their municipalities' withdrawal from ACED.



## RESOLUTION

2025-28

Be it resolved that the Almaguin Community Economic Development Board approve the August 28<sup>th</sup>, 2025 ACED meeting minutes as: (please circle).

**CIRCULATED**

**AMENDED**

MOVED BY: \_\_\_\_\_

SECONDED BY: \_\_\_\_\_

CARRIED:        Yes            No

Comments:



## RESOLUTION

2025-29

Be it resolved that the Almaguin Community Economic Development Board has received and reviewed the Two-Year Joint Services agreement. Furthermore, the Board approves the agreement as **circulated | amended** and directs staff to proceed with circulating the agreement to municipalities and the Almaguin Highlands Chamber of Commerce.

MOVED BY: \_\_\_\_\_

SECONDED BY: \_\_\_\_\_

CARRIED:           Yes           No

Comments:



## RESOLUTION

2025-30

Be it resolved that the Almaguin Community Economic Development Board adjourn the September 18<sup>th</sup>, 2025, ACED Meeting at \_\_\_\_\_ P.M.

MOVED BY: \_\_\_\_\_

SECONDED BY: \_\_\_\_\_

CARRIED:        Yes        No

Comments:

# ALMAGUIN COMMUNITY ECONOMIC DEVELOPMENT (ACED)

## MINUTES August 28, 2025

A regular meeting of the ACED Board was held at the Township of Strong Office and virtually on August 28<sup>th</sup>, 2025 at 6:03 pm.

Present: Chris Nicholson, Township of Joly, Chair  
Dan Robertson, Township of Ryerson  
Tim Bryson, Township of Strong  
Vicky Roeder-Martin, Township of McMurrich/Monteith  
Sheri Norman, AHCC Representative  
Margaret Ann McPhail, Township of Perry  
Luke Preston, Village of Sundridge  
Wendy Whitwell, Township of Armour  
Chris Hope, Village of Burk's Falls

Regrets: Brenda Scott, Village of South River

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

Guests: Rod Ward, Township of Armour  
Sharon Smith, Village of Sundridge  
Noel Walker, FedNor  
Trista Porter, MND

### **Call to Order**

The meeting was called to order at 6:03 pm.

### **Minutes**

The minutes of the meeting of Thursday, June 26<sup>th</sup>, 2025 were adopted as presented.

Round table introductions were made.

### **Director's Report**

The Director covered the following items from the report:

1. An update on core activity tracking, which lists what the department has done over the past month was provided. These included business assistance, marketing, ACED website updates, social media activities, and communications.
2. Some of the updates in the report included:
  - a) Individual municipal support/projects
  - b) RCIP Program updates
  - c) The return of passenger rail through Ontario Northland
  - d) Signage plan application update
  - e) Updates on the Almaguin Summer Star Party event
  - f) Marketing and Communications updates
3. The ACED Department Information Package 2025 was presented and discussed. It was requested that it be added to following Council Meetings for review. It was also suggested that municipalities add this document under 'Economic Development' on municipal websites. Developing an article series around 'Demystifying Economic Development' was discussed as a focus area in the coming months, sharing stories and examples of economic spin off and impact.
4. Round table discussions regarding the % to levy funding model took place.
5. FedNor Update: Continuing to do assessments. Awaiting the Phase 2 application for The Signage Project. Prosperity and Growth Strategy for Northern Ontario is what helps to guide FedNor Programming. Tariff response will have a focus on the steel and automotive industry.
6. MND Update – Program intakes are status quo.
7. The Board moved into a closed session at 7:23 p.m.
8. The Board moved out of closed session at 7:57 p.m.

### **Resolutions**

1. 2025-22– Moved by Luke Preston; Seconded by Tim Bryson  
Be it resolved that the Almaguin Community Economic Development Board approve the June 26<sup>th</sup>, 2025, meeting minutes, as circulated. Carried
2. 2025 – 23 – Moved by Wendy Whitwell ; Seconded by Vicky Roeder-Martin  
Be it resolved that the Almaguin Community Economic Development Board move into a closed session at 7:23 p.m. under the section 239(2) of the municipal act to discuss personal matters about an identifiable individual, including municipal or local board employees. Carried

3. 2025 – 24 – Moved by Wendy Whitwell; Seconded by Tim Bryson  
be it resolved that the Almaguin Community Economic Development Board hereby move out of closed session at 7:57 p.m. Carried
4. 2025- 25 – Moved by Tim Bryson Seconded by Sheri Norman  
Be it resolved that the Almaguin Community Economic Development Board receives and approves the staff report regarding the transition to a two-staff department. Furthermore, the Board requests that the Township of Armour proceed with administering the transition effective January 1st, 2026. Carried
5. 2025-26 – Moved by Vicky Roeder-Martin, Seconded by: Wendy Whitwell  
Be it resolved that the Almaguin Community Economic Development Board support the percent-to-levy contribution concept and recommend that the Township of Armour prepare the 2026 budget using this formula. Carried

#### Adjournment

6. 2025-27 – Moved by Sheri Norman; Seconded by Wendy Whitwell  
Be it resolved that the Almaguin Community Economic Development Board adjourn the August 28<sup>th</sup>, 2025 ACED meeting at 8:14p.m. Carried

The next meeting will be Thursday, September 18<sup>th</sup>, 2025, at 6:00 p.m. at the Strong Township Office. If this changes, members will be advised.

**TWO-YEAR INTERIM JOINT SERVICE AGREEMENT**

This Agreement made effective this 1 day of January, 2026

**BETWEEN:**

**THE CORPORATION OF THE TOWNSHIP OF PERRY**  
(Hereinafter referred to as "Perry")

- and -

**THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF McMURRICH MONTEITH**  
(Hereinafter referred to as "McMurrich Monteith")

- and -

**THE MUNICIPAL CORPORATION OF THE TOWNSHIP OF ARMOUR**  
(Hereinafter referred to as "Armour")

- and -

**THE CORPORATION OF THE VILLAGE OF SUNDRIDGE**  
(Hereinafter referred to as "Sundridge")

- and -

**THE ALMAGUIN HIGHLANDS CHAMBER OF COMMERCE**  
(Hereinafter referred to as "the Chamber")

- and -

**THE CORPORATION OF THE MUNICIPALITY OF THE VILLAGE OF BURK'S FALLS**  
(Hereinafter referred to as "Burk's Falls")

- and -

**THE CORPORATION OF THE TOWNSHIP OF STRONG**  
(Hereinafter referred to as "Strong")

- and -

**THE CORPORATION OF THE VILLAGE OF SOUTH RIVER**  
(Hereinafter referred to as "South River")

- and -

**THE CORPORATION OF THE TOWNSHIP OF JOLY**  
(Hereinafter referred to as "Joly")

**WHEREAS** the Municipal Act, S.O. 2001,c.25, S.20(1), allows a municipality to enter into an agreement with one or more municipality to jointly provide, for their joint benefit, any matter which all of them have the power to provide within their boundaries;

**AND WHEREAS** the Municipal Act, S.O. 2001,c.25, S.20(2), allows a municipality to provide the matter in accordance with the agreement anywhere that any of the municipalities or local bodies have the power to provide the matter;

**AND WHEREAS** Perry, Armour, McMurrich/Monteith, Sundridge, the Almaguin Highlands Chamber, Burk's Falls, Strong, South River, and Joly wish to jointly provide economic development services to the region;

**AND WHEREAS** the above-named member organizations recognize municipalities or other parties listed below as non-voting members based on their support of the delivery of economic development services or programs by providing a donation in support of the annual budget.

**Non-voting members:**  
The Township of Ryerson.

**NOW THEREFORE THIS AGREEMENT WITNESSETH** that in consideration of good and other valuable consideration and the sum of Two Dollars (\$2.00) of lawful money of Canada now paid by each of the parties hereto to each of the other parties hereto, the receipt whereof is hereby acknowledged, the parties hereto hereby covenant, promise and agree with each other as follows:



## DEFINITIONS

1. In this Agreement including in the recitals above,
  - (a) **“ACEDDB Meeting”** means a meeting between the appointed representatives of each Member Party, with a quorum of half the representatives plus one;
  - (b) **“Act”** means the *Municipal Act, 2001, S.O. 2001, c.25*;
  - (c) **“Administer”** means to provide the Economic Development Services to the public in accordance with Applicable Law, and **“Administration”** has the same meaning;
  - (d) **“Administering Municipality”** means the Member Party that has been chosen by the Member Parties to administer the Economic Development Services;
  - (e) **“Administrative Services”** means those services as set out in section 8 of this Agreement;
  - (f) **“Agreement”** means this Joint Service Agreement and all Schedules and Exhibits attached to this Agreement;
  - (g) **“Almaguin Community Economic Development” (ACED)** is the name given to the regional economic development entity formed by the participating Member Parties.
  - (h) **“Almaguin Community Economic Development Department Board” (ACEDDB)**, is a committee composed of appointed representatives from all of the Member Parties who have agreed to participate and fund the Almaguin Community Economic Development (ACED).
  - (i) **“Almaguin Community Economic Development Department (ACEDD)** performs the work needed to strengthen the local economy and diversify the municipal tax base. They recruit new businesses, retain existing ones, and assist businesses when they can expand operations locally.
  - (j) **“Applicable Law”** means any applicable statute, ordinance, decree, regulation or by-law or any rule, circular, directive, license, consent, permit, authorization, concession or other approval issued by any Government Authority which has appropriate jurisdiction;
  - (k) **“Business Days”** means any day other than a Saturday, Sunday or statutory holiday;
  - (l) **“Calendar Days”** means consecutive days, including Saturday, Sunday or statutory holiday;
  - (m) **“Capital Expenditure”** means any expenditure related to machinery, equipment, vehicles and furniture reported as a tangible capital asset on the audited financial statement of the Economic Development Services;
  - (n) **“Capital Items”** means machinery, equipment, vehicles and furniture required to provide Economic Development Services;
  - (o) **“Director of Economic Development”** (the Director) means the municipal employee hired to manage the ACEDD.
  - (p) **“Economic Development Services”** means all services related to the provision of economic development;
  - (q) **“Emergency”** means any unplanned event, activity, circumstance that constitutes a threat to the operation of the Service and/or requires the stoppage of the delivery of the Economic Development Services, in whole

or in part and may include both person-caused and natural-caused events, activities and circumstances;

- (r) **“Expenditure”** means any funds used by the Administering Municipality to obtain new assets, improve existing ones or reduce a liability;
- (s) **“Government Authority”** means any government, regulatory authority, ministry, board, department, court or other law, regulation or rule-making entity, having jurisdiction or authority over the matter in issue, but excludes a municipality or any of its local boards;
- (t) **“Member Party(ies)”** means each organization or municipality which is party to this agreement;
- (u) **“Net Cost”** means all operating, capital and real property capital expenditures for Economic Development Services less all revenues generated by the Economic Development Services including, but not limited to, government grants, user fees, rents, sales and donations and **“Net Costs”** has the same meaning;
- (v) **“Non-voting member”** means a municipality or organization which makes a yearly contribution to ACED but does not have a vote on the ACED Board. The yearly contribution would not exempt the municipality or organization from the ACED fees for services.
- (w) **“Real Property”** means land, land improvement and any building or buildings erected upon the land used to provide Economic Development Services;
- (x) **“Real Property Capital Expenditure”** means any expenditure related to land, land improvements and buildings reported as a tangible capital asset on the audited financial statements of the Economic Development Services;
- (y) **“Report”** means that Report referred to in clause 8(f) of the Agreement, in the form required by the Administering Municipality and **“Reporting”** has the same meaning;

#### **TERM OF THE AGREEMENT**

2. This Agreement takes effect when approved by all Member Parties and will expire on December 31, 2027.
3. This Agreement will be automatically renewed for three (3) years unless one of the Member Parties advises the other Member Parties, in writing, one (1) year in advance of the date of expiry set out in section 2 of this Agreement, that it wishes to withdraw or renegotiate all or part of this Agreement.
4. If one of the Member Parties has requested a renegotiation of this Agreement and the renegotiated agreement is not in place at the expiry date of this Agreement as set out in section 2 of this Agreement, this Agreement will remain in place until a new agreement is in force and effect.
5. Upon receipt of a notice of withdrawal from another Member Party, a Member Party call an ACEDDB Meeting to discuss such notice and to consider steps that may be taken to either engage the dispute resolution provisions of this Agreement or to terminate this Agreement and prepare for dissolution related to the Economic Development Services. Should remaining member parties agree to continue sharing ACEDD services in the absence of the withdrawing party, the ACEDD shall not be dissolved; however, the withdrawal provisions under schedule B shall apply to the withdrawing party.

## **ECONOMIC DEVELOPMENT SERVICES**

### **Ownership, Operation and Maintenance**

6. The Administering Municipality shall operate and maintain the assets associated with the Economic Development Services it administers in good condition and in accordance with Applicable Law.
7. "ACEDDB has the authority, by resolution, to amend this agreement to add or subtract "Member Party(ies)", when an organization or municipality wishes to join or leave ACED."

### **Administration, Cost Sharing, Oversight and Reporting**

8. The Administering Municipality for the Economic Development Services shall be The Municipal Corporation of the Township of Armour.
9. For the purposes of this Agreement, the Administrative Services to be provided by the Administering Municipality are as follows:
  - (a) Operation in compliance with Applicable Law;
  - (b) Staffing, through employees, contractors or agents, as the Administering Municipality deems appropriate within budget restraints, in accordance with its policies and procedures and Applicable Law;
  - (c) Ensure that policies and procedures are in place with respect to procurement, employment, health and safety, asset management, fees and charges, and record retention, all in compliance with Applicable Law;
  - (d) Reporting to and communicating with any government ministry or agency, including but not limited to the Ontario Ministry of the Environment and Climate Change, the Ontario Ministry of Municipal Affairs, the Office of the Fire Marshal of Ontario and the Ontario Ministry of Finance, as may be required by Applicable Law;
  - (e) Maintain financial records and report to the other Member Parties as required by this Agreement with respect to budgets, revenues, expenses, audits and other financial activities; and
  - (f) Reporting, on a monthly basis, in the form required by the Administering Municipality, to the other Member Parties.
10. The Administering Municipality shall not charge any additional fees to the other Member Parties to Administer the Economic Development Services.

### **BUDGETS AND FINANCIAL REPORTING**

11. The Director shall prepare, on an annual basis, a draft operating and a capital budget for the Economic Development Services.
  - (a) Such draft budgets shall be presented at the October ACEDDB Meeting of each calendar year and once reviewed, shall be presented for consideration to each Member Party. Each Member Party shall report to the other Member Parties the outcome of such consideration within ten (10) Business Days of the date of each Member Party's next regular meeting.
  - (b) Based on the comments received the Director shall prepare a final budget proposal and forward it to the other Member Parties by the last Friday in January of each year.
  - (c) Each Member Party shall bring a resolution to the February ACEDDB Meeting indicating whether or not it supports the budget.
  - (d) The yearly budget must receive approval from a majority of the Member Parties before it can be implemented.

12. If a majority of the Member Parties do not agree to a proposed budget, the contributions from all Member Parties to the budget shall not change from the most recently approved budget until a majority of the Member Parties agree to the proposed budget.
13. From the time the annual budget is approved by a majority of the Member Parties, the Administering Municipality, shall provide, every three (3) months thereafter, in writing, a budget to actual report to the ACEDDB.
14. Once the budget is approved by a majority of the Member Parties the following will apply:
  - (a) Any change(s) to the approved budget which would increase the net total of the approved budget shall require the approval of a majority of the Member Parties in order to be implemented. The Member Party requesting such change shall notify the other Member Parties with an explanation of the requested change and shall request that an ACEDDB meeting be held within fifteen (15) Calendar Days of such request.
  - (b) An overspending of the budget does not constitute a change to the budget but shall be reported by the Director to the ACEDDB with an explanation of and reason(s) for the overspending.
15. The Administering Municipality is responsible to ensure that its auditor carries out an audit, on an annual basis, and it shall provide a copy of its audited financial statements to the other Member Parties within ten (10) Business Days after they are placed on an agenda to be considered by the Administering Municipality.

#### **ADMINISTRATION OF COST SHARING**

16. The Net Cost of the Economic Development Services shall be shared annually as set out in **Schedule "A"** to this Agreement.
17. The Administering Municipality shall invoice the other Parties quarterly for their share of the Economic Development Services and such invoices are due within thirty (30) Calendar Days.
18. After the annual audit is complete the Administering Municipality shall either invoice or refund the other Member Parties the difference between the budgeted amount paid by each Member Party and the actual amount to be paid as determined by the audit.
  - (a) The ACEDDB may, by a majority vote, divert any operating surplus to the ACED reserve which can be applied to future budgets, programs, or as applicant contributions to shared funding agreements.

#### **INSURANCE**

19. During the term of this Agreement, the Administering Municipality shall obtain and maintain in full force and effect, general liability insurance issued by an insurance company authorized by law to carry on business in the Province of Ontario, providing for, without limitation, coverage for personal injury, public liability, environmental liability and property damage. Such policy shall:
  - (a) Have inclusive limits of not less than five million dollars (\$5,000,000.00) for injury, loss or damage resulting from any one occurrence;
  - (b) Name the other parties as an additional insured with respect to any claim arising out of the obligations under this Agreement; and
  - (c) Include a Non-Owned automobile endorsement.
20. During the term of this Agreement, the Administering Municipality shall obtain and maintain in full force and effect, automobile liability insurance in the amount of two

million dollars (\$2,000,000.00) for injury, loss or damage resulting from any one occurrence.

21. If the Administering Municipality receives a notice of claim, action, application, order, or any other insurance or legal proceeding, it shall, within five (5) Business Days provide a copy of such to the other Member Parties.

#### EMERGENCY SITUATIONS

22. From time to time Emergencies may arise and in such circumstances the Member Parties shall cooperate to the best of their abilities with regard to public communication about the impact of the Emergency and the Administering Municipality shall take the lead on the response to the Emergency.

#### RESOLUTION OF DISPUTES

23. Where a disagreement or dispute arises between any or all of the Member Parties with respect to the interpretation, construction, meaning or effect of this Agreement an ACEDDB Meeting shall be scheduled by the Administering Municipality for the sole purpose of discussing the disagreement or dispute in an attempt to resolve such disagreement or dispute.
24. The Member Parties shall resolve any disagreement or dispute by a majority vote of the Member Parties.

#### TERMINATION OF AGREEMENT/WITHDRAWAL

25. If any Member Party wishes to withdraw from participation in the shared delivery of Economic Development Services and wishes to terminate the Agreement it shall give such notice in writing, as provided for in section 3 of this Agreement, to the other Member Parties, accompanied by a resolution indicating such decision to withdraw.
26. If notice to terminate this Agreement/withdraw from the shared delivery of Economic Development Services is given, the Member Party giving such notice may reverse such decision within the one-year notice period provided for in section 3 of this Agreement.

#### DISSOLUTION

27. If one or more of the Member Parties wishes to be removed from the sharing of Economic Development Services such that this Agreement is terminated and the shared Services arrangement is dissolved, in accordance with the provisions of this Agreement, the assets and liabilities shall be distributed in accordance with the provisions set out in **Schedule "B"** to this Agreement.

#### NOTICE

28. Any notice or communication required or permitted to be given pursuant to this Agreement shall be in writing and shall be deemed to have been properly given when delivered personally, by facsimile transmission, or by electronic mail with the sender's name, address, electronic mail address and telephone number included and confirmation of receipt is provided (which confirmation shall not be unreasonably withheld by any Member Party) as follows:

Township of Perry  
Attention: Clerk  
1695 Emsdale Road, P.O. Box 70  
Emsdale, ON P0A 1J0  
Fax: 705-636-5759  
Email: [info@townshipofperry.ca](mailto:info@townshipofperry.ca)

Township of McMurrich Monteith  
Attention: Clerk  
3 William Street,  
Sprucedale, ON P0A 1Y0

Township of Armour  
Attention: Clerk  
56 Ontario St, P.O. Box 533  
Burk's Falls, On P0A 1C0  
Fax: 705-382-2068  
Email: [clerk@armourtownship.ca](mailto:clerk@armourtownship.ca)

Village of Sundridge  
Attention: Clerk  
110 Main Street, Box 129  
Sundridge, ON P0A 1Z0

Fax: 705-685-7901  
Email: [clerk@mcmurrichteith.com](mailto:clerk@mcmurrichteith.com)

Fax: 705-384-  
Email: [admin@sundridge.ca](mailto:admin@sundridge.ca)

Chamber of Commerce  
Attention:  
113B Yonge Street, Box 544  
Burk's Falls, ON P0A 1C0  
Email: [almaguinhighlandschamber@gmail.com](mailto:almaguinhighlandschamber@gmail.com)

Village of South River  
Attention: Clerk  
63 Marie St, Box 310  
South River, ON P0A 1X0  
Fax: 705-386-0702  
Email: [clerk@southriver.ca](mailto:clerk@southriver.ca)

Village of Burk's Falls  
Attention: Clerk  
172 Ontario Street, P.O. Box 160  
Burk's Falls, ON P0A 1C0  
Fax: 705-382-2273  
Email: [clerk@burksfalls.ca](mailto:clerk@burksfalls.ca)

Township of Strong  
Attention: Clerk  
28 Municipal Lane, Box 1120  
Sundridge, ON P0A 1Z0  
Fax: 705-384-5892  
Email: [clerk@strongtownship.com](mailto:clerk@strongtownship.com)

Township of Joly  
Attention: Clerk  
28 Municipal Lane, Box 519  
Sundridge, ON P0A 1Z0  
Fax: 705-384-0845  
Email: [clerk.administrator@townshipofjoly.com](mailto:clerk.administrator@townshipofjoly.com)

29. Any notice or communication delivered personally shall be deemed to have been received by the addressee on the day upon which it is delivered. Any notice delivered or sent by facsimile or electronic mail transmission shall be deemed to have been received by the addressee on the next business day after the notice is sent by facsimile or electronic mail transmission. Any Member Party may change its notice information for the purpose of this Agreement by directing a notice in writing of such change to the other Member Parties at the above addresses and thereafter such changed information shall be effective for the purposes hereunder.

#### **FORCE MAJEURE**

30. Whenever and to the extent that the Administering Municipality is unable to fulfil, or is delayed or restricted in the fulfilment of, any obligation hereunder in respect of the supply or provision of Economic Development Services because of circumstances beyond its reasonable control, the Administering Municipality shall be relieved from the fulfilment of such obligation so long as such cause continues. In such event the Administering Municipality will immediately notify the Member Parties, and each will work together to communicate with the public and explore options for the provision of the Economic Development Services.

#### **GENERAL PROVISIONS**

##### **Severability and Jurisdiction**

31. If any provision of this Agreement is determined by a Court of competent jurisdiction to be illegal or beyond the power, jurisdiction, or capacity of any Member Party bound hereby, such provision shall be severed from this Agreement and the remainder of this Agreement shall continue in full force and effect and in such case, the parties agree to negotiate in good faith to amend this Agreement in order to implement the intentions as set out herein. It is agreed and acknowledged by the Member Parties that each is satisfied as to the jurisdiction of each Member Party to enter into this Agreement. The Member Parties agree that they shall not question the jurisdiction of any Member Party to enter into this Agreement nor question the legality of any portion hereof, nor question the legality of any obligation created hereunder and the Member Parties, their successors and assigns are and shall be estopped from contending otherwise in any proceeding before a Court of competent jurisdiction or any administrative tribunal.

### **Legislative Change**

32. References in this Agreement to any legislation (including but not limited to regulations and by-laws) or any provision thereof include such legislation or provision thereof as amended, revised, re-enacted and/or consolidated from time to time and any successor legislation thereto.

### **Entire Agreement**

33. This Agreement constitutes the entire agreement between the Member Parties hereto with respect to the subject matter hereof and supersedes any prior agreements, undertakings, declarations or representations, written or verbal, in respect thereof.

### **Laws of Ontario**

34. This Agreement shall be interpreted under and is governed by the laws of the Province of Ontario.

### **Headings and Wording**

35. The inclusion of headings in this Agreement are for convenience of reference only and shall not affect the construction or interpretation of this Agreement.
36. In this Agreement, unless the context otherwise requires, words importing the singular include the plural and vice versa and words importing gender include all genders.
37. Any section, clause or provision in this Agreement shall be deemed to be severable should it be declared invalid by a court of competent jurisdiction and said severed section, clause or provision shall not be taken to invalidate the remaining provisions of this Agreement.
38. It is agreed that the Member Parties have participated jointly in the negotiation and drafting of this Agreement. In the event an ambiguity or question of intent or interpretation arises, this Agreement shall be construed as if drafted jointly by the Member Parties, and no presumption or burden of proof shall arise favouring or disfavours any Member Party by virtue of the authorship of any of the provisions of this Agreement.
39. This Agreement shall not be modified or amended except with the written consent of a majority of Member Parties and no modification or amendment to this Agreement binds any Member Party unless in writing and executed by the Member Party intended to be bound.
40. No Member Party shall assign or transfer any of the rights, benefits and obligations in or under this Agreement without the prior written consent of the other Member Parties. Any such assignment shall not relieve any Member Party of its obligations herein. This agreement shall be binding upon and enure to the benefit of the parties and their successors and permitted assigns and heirs.
41. No Member Party shall call into question, directly or indirectly, in any proceedings whatsoever, in law or in equity, before any court or before any administrative tribunal, the right of the Member Parties, or any of them, to enter into this Agreement, or the enforceability of any term, agreement, provision, covenant or condition contained in this Agreement, and this clause may be pled as estoppel as against any such Member Party in such proceedings.
42. The Schedules attached hereto which form part of this Agreement are as follows:
- Schedule "A" - Costing Sharing
- Schedule "B" - Dissolution of Assets

IN WITNESS WHEREOF the parties hereto have hereunto executed this Agreement, made and effective as of the \_\_\_ day of \_\_\_\_\_, 2019.

**The Corporation of the Township of Perry**

\_\_\_\_\_  
Reeve or Mayor

\_\_\_\_\_  
Clerk

**The Corporation of the Village of South River**

\_\_\_\_\_  
Reeve or Mayor

\_\_\_\_\_  
Clerk

**The Almaguin Highlands Chamber of Commerce**

\_\_\_\_\_  
Reeve or Mayor

\_\_\_\_\_  
Clerk

**The Corporation of the Municipality of the Village of Burk's Falls**

\_\_\_\_\_  
Reeve or Mayor

\_\_\_\_\_  
Clerk

**The Corporation of the Township of Joly**

\_\_\_\_\_  
Reeve or Mayor

\_\_\_\_\_  
Clerk

**The Municipal Corporation of the Township of Armour**

\_\_\_\_\_  
Reeve or Mayor

\_\_\_\_\_  
Clerk

**The Corporation of the Village of Sundridge**

\_\_\_\_\_  
Reeve or Mayor

\_\_\_\_\_  
Clerk

**The Corporation of the Township of McMurrich/Monteith**

\_\_\_\_\_  
Reeve or Mayor

\_\_\_\_\_  
Clerk

**The Corporation of the Township of Strong**

\_\_\_\_\_  
Reeve or Mayor

\_\_\_\_\_  
Clerk



**SCHEDULE A  
COST SHARING & FUNDING**

**OPERATING BUDGET COST SHARING**

The annual Net Operating Cost of the Economic Development Services shall be divided between Member Parties according to an equal flat-rate percentage of each municipality's prior year taxation tax levy.

**ADDITIONAL FUNDING**

- Donations:** Non-member municipalities may at their discretion provide annual donations to support the activities of ACED. These donations do not entitle non-members to a vote nor inclusion in regional ACED programs or services. Inclusion of non-member municipalities in programs or services shall be at the discretion of the ACEDDB. Donating municipalities may be recognized as non-voting members of the ACEDDB at the discretion of the Board.
- Service Fees:** The Administrating Municipality has, per the direction of the ACEDDB, adopted various fees for services provided by ACED staff to non-member municipalities and/or businesses or organizations in non-member municipalities. Through this agreement, these fees may be revised and amended by the ACEDDB from time to time. Final amendments will be implemented by the Administrating Municipality.

## **SCHEDULE B**

### **DISSOLUTION & WITHDRAWAL**

#### **DISSOLUTION OF ACEDD**

Upon dissolution of shared Economic Development Services or termination of the Agreement, the assets for the Economic Development Services shall be evaluated and liquidated. The proceeds from the liquidation of the assets shall be distributed to the Member Parties on the same share basis as the cost sharing described in Schedule A.

#### **WITHDRAWAL OF ACEDD MEMBER PARTY**

Upon the withdrawal of an ACEDD Member Party, the withdrawing party shall not be entitled to any of the assets or future liabilities of ACEDD.

Oct 7  
2025  
12.3

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

**Our Vision**

Access to knowledge for all

**Our Mission**

The Burk's Falls, Armour & Ryerson Union Public Library is a dynamic organization that provides innovative programming in various formats to meet the evolving interests and needs of our diverse and growing population.

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**Minutes of the Board of Trustees Meeting**

July 16th, 2025

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**Present were:** Chairperson: Ruth Fenwick

Board Trustees: Bev Abbott  
Patty Butler  
Nancy Kyte (seating for Sean Cotton)  
Donna Luck  
Robert Van der Wijst  
Joseph Vella

**Regrets:** Sean Cotton, Rod Blakelock & Tiffany Monk  
**Also attending:** CEO: Nieves Guijarro and Vicky Roeder-Martin

- 
- 1 **Call to order** With a quorum present CEO called the meeting to order at 7:01 p.m.
- 
- 2 **Approval of Meeting Agenda** **MOTION 430/25** IT WAS MOVED BY: J. Vella  
AND SECONDED BY: B. Abbott
- That the meeting agenda of the Board of Trustees of July 16, 2025 be accepted as presented:
- CARRIED**
- 3 **Declaration of conflict of interest** No conflicts were declared
- 4 **Approval of consent Agenda** **MOTION 431/25** IT WAS MOVED BY: P. Butler  
AND SECONDED BY: R. Van der Wijst
- That the consent agenda of the Board of Trustees meeting of July 16, 2025 be approved as presented:
- a) Resolution to accept the minutes of May 2025
  - b) Resolution to accept the CEO's Report of June 2025
  - c) Armour Township Financial Statement June 2025
- CARRIED**

**BFARUPL Board Minutes  
July 16th, 2025**

- 5 **Business arising from the minutes** -Members of the Board are working in completing the Board Self-Evaluation questionnaire. CEO has received Robert Van der Wijst self-evaluation responses.  
-CEO received Ryerson Twp. Resolution approving the updated Library Budget.  
-Members of the Board discussed the appointment of Councillor Kyte to a Board committee while Councillor Cotton is the appointed member of the Board. It was the Board's decision to wait until the fall before making any changes.  
-Councillor Kyte shared with members that the Village of Burk's Falls Council has made a decision regarding the water consumption reflected on the Municipal Water Bill. As of July 2025 the utility bill will be split between the Seniors' Center and the Library.
- 6 **Committee Reports**
- Building/Fundraising Cmte – Joe, Ruth, Bev, Rod & Tiffany  
Tiffany, cmte chair, shared the highlights of the meeting that took place June 24<sup>th</sup> with Dave Gray:  
-Library agreement needs to be in place. Such agreement is being discussed by the sub-committee representing the three municipalities.  
-There is a need to discuss capital planning and level of commitment from the three municipalities.  
-Library Board requests to be involved in RFP process and to have regular updates during the new building project process.  
-It was suggested to have one person as liaison between Armour Township and Library Board
- Finance/Budget Cmte – Ruth, Patty & Joe  
Application for Charitable Status will be sent in the fall.
- Personnel Cmte – Bob, Bev & Patty  
Committee met with Nieves on July 14<sup>th</sup> to discuss her Performance Review and set goals for the year ahead.
- Policy/Planning Cmte – Ruth, Vicky, Bev & Bob  
Committee met July 3<sup>rd</sup> to go through the Board Policies and prepare the new policies for review by all the members on the board.
- 7 **Correspondence** -From Vision to Impact : Five Years of Privacy and Transparency in a Digital Ontario (REPORT)  
-OLS Virtual Conference – November 19 & 20  
-Regional CEO Networking Meeting in the Fall in North Bay Public Library
- 8 **New Business** Audit Report – Draft
- MOTION 432/25** IT WAS MOVED BY: P. Butler  
AND SECONDED BY: J. Vella
- That the Auditor's Report be accepted as presented.
- The Volunteer Income Tax Clinic has had another successful year with 96 participants as of July 2025.  
Nieves has ordered two plaques to honour the generosity and advocacy of long time patrons of the Burk's Falls Library.

**CARRIED**

The Library Board has received a letter of resignation from Kayla Hoffmann, trustee representing Armour Township. The vacancy on the board has been made public.

The library staff is pleased to announce that the Burk's Falls Library was the recipient of the 2024 CELA AWARD. Thank you Lily Kyte for your hard work in putting together the application.

**9 Adjournment**

**MOTION 433/25** by J. Vella at 7 :45 pm to adjourn.

**CARRIED**

*Ruth Fenwick*

*September 17<sup>th</sup>, 2025*

**BOARD CHAIRPERSON**

**DATE**

Oct 7  
2025  
12.4



**705-382-2900**  
**www.almaguin-health.org**

**ALMAGUIN HIGHLANDS HEALTH COUNCIL AGENDA**

October 2, 2025, 10:00 am in person at the Township of Perry Municipal Office  
and via Zoom

**1. CIRCULATION OF MINUTES – RESOLUTION TO ADOPT MINUTES**

- a) Regular minutes of September 4, 2025.

**2. DECLARATION OF PECUNIARY OF INTEREST**

**3. DELEGATIONS**

**4. RESOLUTIONS TO BE PASSED**

- a)

**5. ITEMS FOR DISCUSSION**

- a) Community & Clinical Providers Survey Update (S. van den Heuvel)
- b) Healthcare Services Survey Update (S. van den Heuvel)
- c) OPRA Recommendation to Ontario Health & Physician Recruitment Update (D. Gravelle)
- d) Explore Almaguin Website and the Health Hub webpage [LINK](#)
- e) Village of Burk's Falls Letter of Support – Funding Application for Strategic Plan (R. Ward)
- f) Recruiter Funding Renewal Update | Confirmations Received to Date (R. Ward).
- g) Progress Report
- h) Other Business

**6. ADJOURNMENT**



705-382-2900  
www.almaguin-health.org

**Minutes:** Thursday, September 4, 2025, 10:00 am in person & via Zoom at the Township of Perry Municipal Office.

**Present:** Rod Ward (Chair), Vickey Roeder-Martin (Vice-Chair), Margaret Ann MacPhail, Delynne Patterson, Brad Kneller, Norm Hofstetter, Shawn Jackson, Jim Ronholm, Deb Duce (Secretary).

**Regrets:** Sean Cotton, Tom Bryson, Luke Preston, Sandy Zurbrigg, Dr. Sarah MacKinnon.

**Guests:** Shelly van den Heuvel, Courtney Metcalfe, Deb Raynard, Cheryl Harrison, Sarah Cooke.

Called to order at 10:00 a.m. by Chair R. Ward.

1. **2025-20** Moved by Norm Hofstetter. Seconded by Brad Kneller.  
**THEREFORE BE IT RESOLVED THAT** the Almaguin Highlands Health Council adopt the minutes from the regular meeting of July 3, 2025, as circulated.
2. **DECLARATION OF PECUNIARY OF INTEREST:** None
3. **DELEGATIONS** None
4. **RESOLUTIONS TO BE PASSED** None

## 5. ITEMS FOR DISCUSSION

### a) **Survey to Healthcare Providers & Community Members – Update**

An overview of the survey (Community & Healthcare Provider) data received to date highlighting some points of interest including geography of respondents, locations for accessing primary care, and types of services.

Council members put forward questions about the information shared. These questions could be used in the planning of the summit.

Members were asked to ensure the survey was accessible on all the municipal websites. The survey will also be included the MAOHT Community and also Primary Care Newsletter(s) and in their social media posts; D. Duce till ask the communications leads to create images for inclusion. A reminder to complete the surveys can be added to the agendas for the MAOHT CSC and Primary Care Network meetings.

- b) **Healthcare Available to Residents of Almaguin Highlands Inventory – Status**  
The call for list of services has been sent to all MAOHT partners and other service providers. To date, six responses have been received.
- c) **Healthcare Recruiter Funding 2026-2028 – Updates from Councilors**  
The Chair asked members to remind the municipalities to notify the MAOHT of decisions regarding the request for the three-year recruiter funding renewal (2026-2028). Members provided updates from their municipalities.
- d) **Association of Municipalities of Ontario Conference Update**  
R. Ward shared feedback from the conference he attended. A delegation with Mayors from Bracebridge, Gravenhurst, Huntsville, and the District of Muskoka Chair met with parliamentary assistant to the Minister of Health and discussed healthcare recruitment including the need for sustainable funding and also elimination of competition with communities. Information was also shared on the OPRA request for funding for provincial physician recruiters.
- e) **Association of Family Health Teams of Ontario Conference | October 24-25, 2025.**  
R. Ward has been asked to attend and is a part of the committee putting together subjects for discussion and delegations to add the municipal perspective. The topic of the governance model of family health team boards is in the top five subjects for discussion. It was noted that Dr. Jane Philpott will be at the conference. Members discussed different models of governance and compliance criteria.
- f) **Progress Report**
- g) **Other Business**

## 6. ADJOURNMENT

2025-21 Moved by Vickey Roeder-Martin - Seconded by Shawn Jackson.

**THEREFORE, BE IT RESOLVED THAT** the Almaguin Highlands Health Council adjourn at 10:49 a.m. to meet again on October 2, 2025, at 10:00 am at Perry Township. Carried.



**OPRA POLICY BRIEF:  
A STRUCTURAL SOLUTION TO  
ONTARIO'S PRIMARY CARE  
PHYSICIAN SHORTAGE**

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# EXECUTIVE SUMMARY



Ontario is the only province in Canada without a centralized physician recruitment strategy, leading to fragmented, inefficient, and duplicative efforts that leave communities underserved.



Ontario is facing a deepening primary care physician shortage, which is now at a crisis level.

Projections show the number of Ontarians without a family doctor could surpass 4 million by 2026.

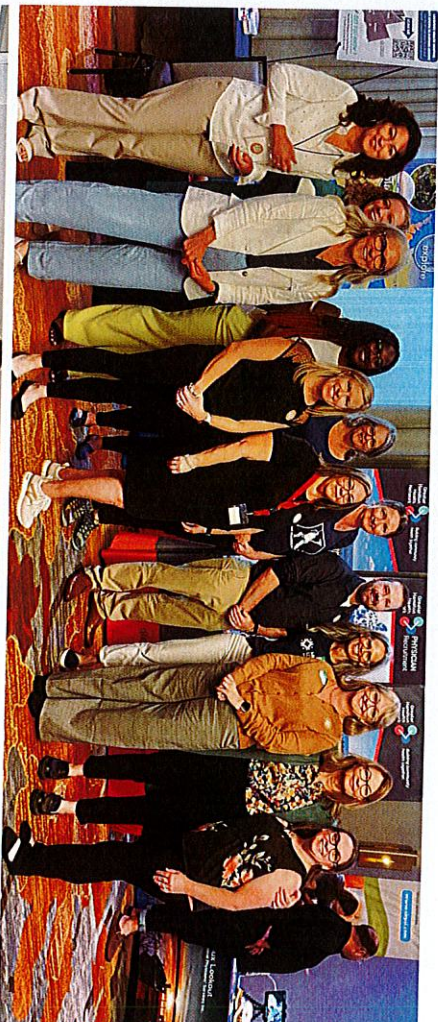


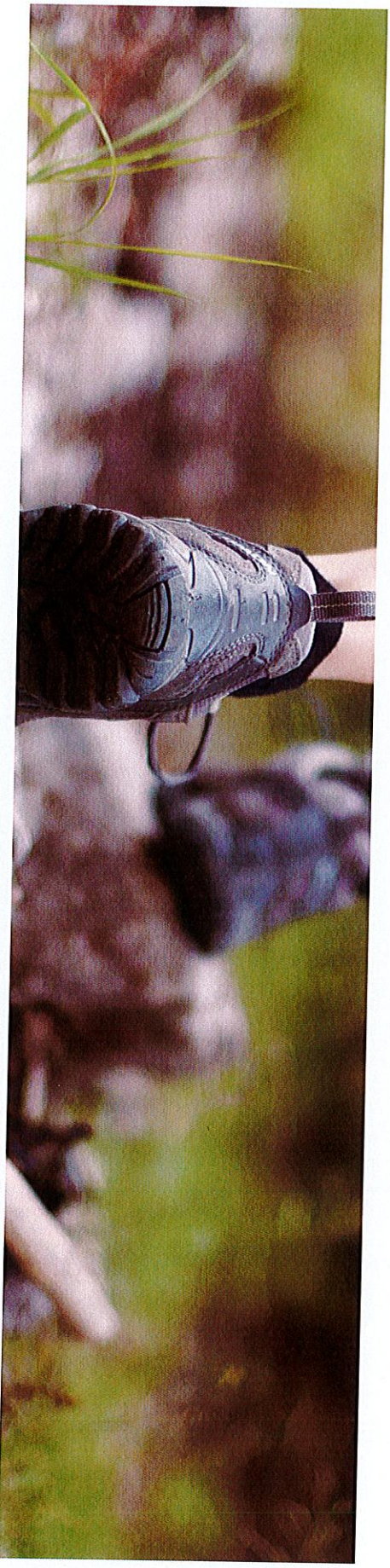
# ABOUT US

## Our History

The Ontario Physician Recruitment Alliance (OPRA) was established by frontline community recruiters to fill this critical gap. We are a not-for-profit alliance of already existing, expert recruiters embedded in local communities across the province.

We are uniquely positioned to coordinate recruitment at scale, build trusted candidate relationships, support licensing and integration, and promote physician retention





# MAIN GOALS

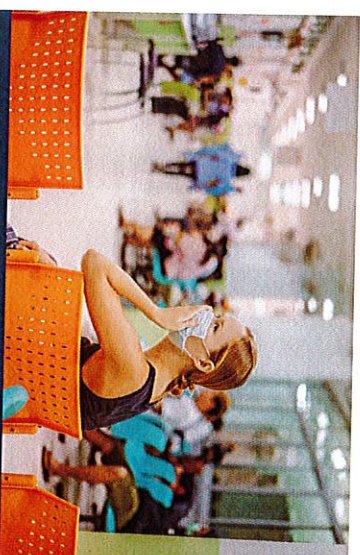
**We urgently call on the Government of Ontario to formally recognize and sustainably fund OPRA as the province's central physician recruitment body. A strategic investment in OPRA will deliver:**

- Improved coordination and efficiency across communities
- Reduced duplication and competition among recruiters
- Enhanced physician attraction, onboarding, and retention
- Measurable cost savings by minimizing expensive short-term locum coverage
- Strengthened alignment between provincial goals and local community needs

# ONTARIO'S HEALTH LANDSCAPE

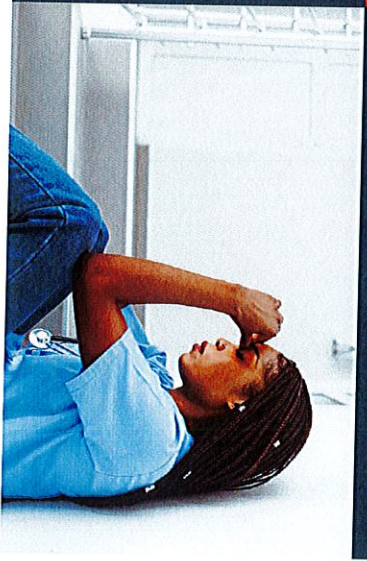
Ontario spends millions annually on short-term solutions such as locum coverage and out-of-province contracts, but lacks a coordinated, proactive physician recruitment strategy to sustainably address workforce shortages (OMA, 2022).

As the Auditor General of Ontario (2021) noted, "The Ministry continues to rely heavily on temporary physician coverage such as locums, which is costly and does not address the underlying issue of physician shortages. This approach contributes to inefficiencies and impacts continuity of care" (p. 45).



Ontario has too much reliance on locum coverage.

Temporary physician coverage is costly and does not address underlying doctor shortage issue.



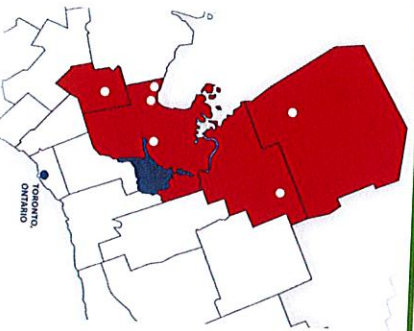
Despite Ontario Health setting recruitment policy, operational delivery remains decentralized; OPRA fills this critical implementation gap by coordinating community-embedded efforts and improving system integration (Ontario Health, 2024).

# OPRA FILLS SYSTEM GAPS

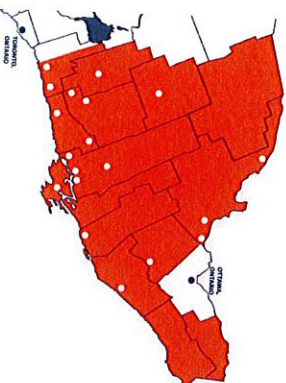
The Ontario Physician Recruitment Alliance (OPRA) was established to address Ontario's fragmented physician recruitment landscape by uniting community-based recruiters across the province into a coordinated, province-wide network.

OPRA operates through five regional divisions:

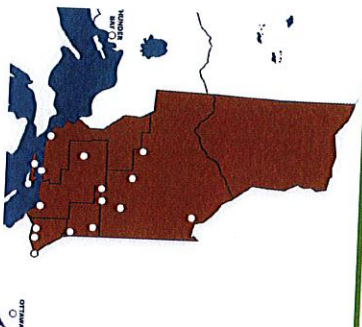
Central Ontario  
Physician Recruitment  
Alliance (COPRA)



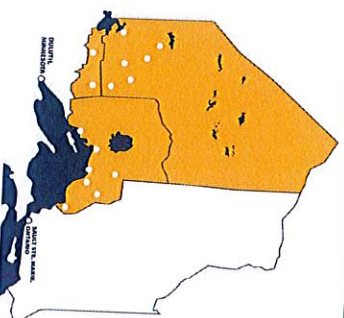
Eastern Ontario  
Physician Recruitment  
Alliance (EOPRA)



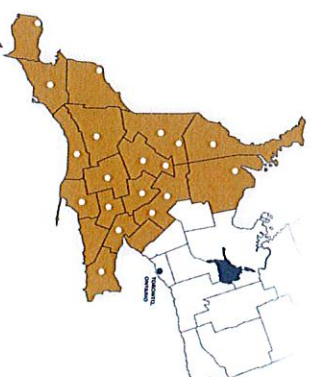
Northeastern Ontario  
Physician Recruitment  
Alliance (NEOPRA)



Northwestern Ontario  
Physician Recruitment  
Alliance (NWOPRA)



Southern Ontario  
Physician Recruitment  
Alliance (SOPRA)



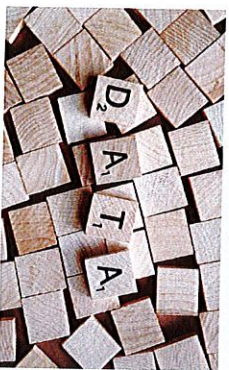
# OPRA'S PRIORITIES AND IMPACT:



As the founding alliance of OPRA, SOPRA supported the recruitment of 54 net new family physicians and facilitated the attachment of 38,786 residents to primary care providers across the Ontario Health West region, all achieved on a modest budget. \_\_\_\_\_



Utilization of a provincially shared Applicant Tracking System and Job Board to identify 2,300 physician candidates and track analytics such as return on investment, candidate origins, and recruitment trends. \_\_\_\_\_



Lead targeted recruitment efforts by accessing Ministry of Health data on patient enrolment by municipal boundaries and primary care physician signatories and collaborating with Ontario Health to bridge frontline community needs with system-level workforce planning. \_\_\_\_\_

Ongoing development of dashboards and support materials to promote best practices in physician recruitment including complexities such as licensing, immigration, and clinic enrollment models in Ontario. \_\_\_\_\_



Identifying over 50 recruitment and engagement opportunities, including new events tailored specifically for Ontario. This includes an annual repatriation event in the UK to support Canadian and Ontarian physicians training and practicing abroad to return home. \_\_\_\_\_

Assisting in repatriating Canadian and Ontario-trained physicians practicing abroad.

# POLICY RECOMMENDATIONS

## Option 1: Do Nothing

Recruitment remains fragmented. Physician vacancies grow, and funding from PCAT is distributed without coordination with those communities who may have physicians in the pipeline. Ontario continues to spend more on short-term solutions such as locums, temporary contracts, which do not address the systemic shortage.



## Option 2: Fund OPRA's Core Infrastructure (RECOMMENDED)

Provide \$5M over 2 years to support:

- Core staff and coordination of overarching support to the existing community recruiters
- Shared technology systems, including applicant tracking and data analytics
- Travel, outreach, community engagement activities
- Data and reporting infrastructure to guide evidence-based recruitment
- Equity subsidies for underfunded and underserved communities

## Option 3: Create a New Government Office

Establishing a new government-run physician recruitment office would require years to implement, risk duplicating the work done by community recruiters, and could risk losing established community trust.



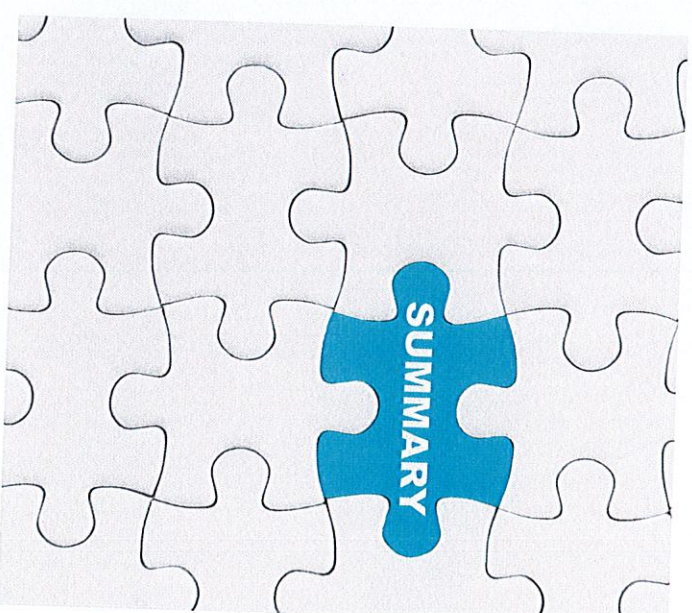


# RECOMMENDATIONS SUMMARY

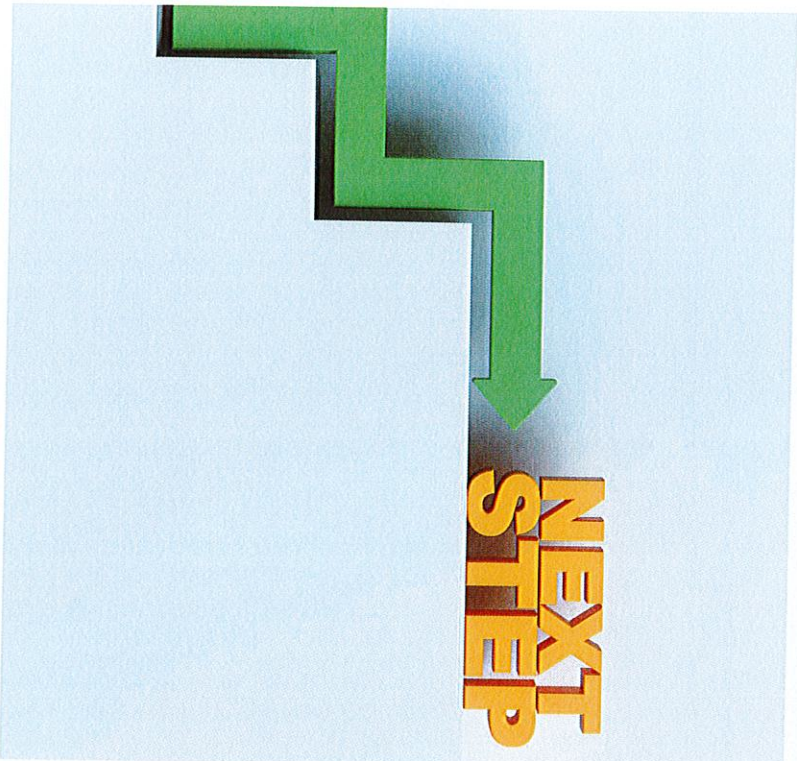
**Ontario's decentralized approach has failed to deliver equitable and efficient physician access across the province.**

**Fragmented funding, inconsistent onboarding, and a lack of centralized coordination continue to contribute to worsening access, elevated healthcare costs, and rising physician dissatisfaction. OPRA is already addressing these challenges by coordinating local recruitment through a provincial alliance.**

**With sustainable investment, OPRA can scale its impact to improve system access, reduce duplication, and support long-term physician retention across Ontario.**



## TO SUPPORT OPRA'S IMPLEMENTATION AND SCALE:



- The Ministry of Health is invited to fund OPRA's core operations to improve patient access, reduce fragmentation, and leverage proven recruitment infrastructure with minimal overhead.
- The Ministry of Economic Development, Job Creation and Trade is invited to co-invest in OPRA's model as a workforce and economic development initiative.
- The Ministry of Agriculture, Food and Rural Affairs (OMAFRA) is invited to collaborate and co-fund OPRA's rural recruitment strategy under its Rural Economic Development goals.

# THANK YOU

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~NAME OF PRESENTER~



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**Subject:** Request for Letter of Support – Strategic Plan Grant Application for the Village of Burk’s Falls  
**Attachments:** Letter of Support- Almaguin Highlands Health Council.pdf

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**From:** Camille Barr <[SeniorAdmin@burksfalls.ca](mailto:SeniorAdmin@burksfalls.ca)>  
**Sent:** September 15, 2025 8:49 AM  
**To:** Mayor Rod Ward <[rward@armourtownship.ca](mailto:rward@armourtownship.ca)>  
**Cc:** Sean Cotton <[cottonmusic@hotmail.com](mailto:cottonmusic@hotmail.com)>; Denis Duguay <[clerk@burksfalls.ca](mailto:clerk@burksfalls.ca)>  
**Subject:** Request for Letter of Support – Strategic Plan Grant Application for the Village of Burk’s Falls

Good day Mayor Ward,

I hope you are keeping well.

The Village of Burk’s Falls is applying for funding to support a comprehensive strategic planning process to guide our community’s future growth and development. As part of our grant application to support this initiative, we are seeking letters of support from key stakeholders such as the Almaguin Highlands Health Council.

Attached, please find a formal request outlining the details. Your support would be greatly appreciated and would contribute meaningfully to the application process of this important project.

Thank you in advance for your time and consideration.

Best regards,

**Camille Barr**

Senior Administrative Assistant

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Village of Burk’s Falls; 172 Ontario Street, Box 160 Burk’s Falls ON; 705-382-3138; [www.burksfalls.net](http://www.burksfalls.net)

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The Municipality of the  
**VILLAGE OF BURK'S FALLS**

172 Ontario Street Box 160 Burk's Falls ON P: 705-382-3138 F: 705-382-2273 [www.burksfalls.net](http://www.burksfalls.net)

September 15, 2025

Almaguin Highlands Health Council  
c/o Rod Ward, Chair  
[rward@armourtownship.ca](mailto:rward@armourtownship.ca)

Re: Request for Letter of Support – Rural Ontario Development Program Grant Application

Dear Mayor Ward,

On behalf of the Village of Burk's Falls, I am writing to respectfully request a letter of support from the Almaguin Highlands Health Council in support of our application to the *Rural Ontario Development Program*. The Village is seeking funding to develop a comprehensive Strategic Plan that will help guide future decisions, investments, and growth.

The development of a municipal strategic plan is a vital step in ensuring that the needs and priorities of the community are identified and addressed in a clear, coordinated, and forward-thinking manner. A well-constructed plan will provide long-term direction not only for the Village Council but also for staff, local businesses, and residents. It will support economic development, infrastructure planning, health and social services coordination, and quality-of-life enhancements throughout the community.

Importantly, this process will include consultation with a broad range of stakeholder groups, including health, business, community, and service organizations, ensuring that the plan reflects diverse perspectives and community priorities. We would be honoured to include the Almaguin Highlands Health Council among our consulted partners.

We kindly ask that a letter of support be emailed to [senioradmin@burksfalls.ca](mailto:senioradmin@burksfalls.ca) by September 16, 2025, as the grant application deadline is September 24, 2025. Your support would strengthen our application and affirm the importance of collaborative planning for the future of our region.

Please don't hesitate to reach out if you require more information. We truly appreciate your consideration and continued partnership.

Warm regards,

Camille Barr  
Senior Administrative Assistant  
The Village of Burk's Falls

Item 5f.

**Recruiter Funding Renewal**

Confirmations Received as of September 25, 2025

	<b>Contributor</b>	<b>FY 26 to 28   Approved</b>
1	Armour Township	Yes   \$1,000
2	McMurrich Monteith Township	Yes   \$1,000
3	Municipality of Magnetawan	Yes   \$1,000
4	Township of Perry	
5	Township of Ryerson	
6	Township of Strong	Yes   \$1,000
7	Village of Burks Falls	
8	Village of Sundridge	
9	Township of Joly	Yes   \$500
10	Town of Kearney	Yes   \$1,000
11	Village of Burk's Falls	Yes   \$1,000



Oct 7  
2025  
W.S

THE CORPORATION OF THE TOWN OF PARRY SOUND  
CLOSED MEETING RESOLUTION IN COUNCIL

NO. 2025 - 117

DIVISION LIST	YES	NO	DATE: September 16, 2025
Councillor G. ASHFORD	_____	_____	MOVED BY: 
Councillor J. BELESKEY	_____	_____	
Councillor P. BORNEMAN	_____	_____	SECONDED BY: 
Councillor B. KEITH	_____	_____	
Councillor D. McCANN	_____	_____	
Councillor C. McDONALD	_____	_____	
Mayor J. McGARVEY	_____	_____	

CARRIED:  DEFEATED: \_\_\_\_\_ Postponed to: \_\_\_\_\_

Whereas it is incumbent upon the members of council, MPPs and MPs to make decisions that will result in the most positive outcomes for current and future generations

And Whereas large urban centres look to rural areas for lands to bury their garbage

And Whereas a large landfill site owned by a large urban centre which receives 50% of their garbage at the present time is expected to be full by 2029, creating more environmental impacts

And Whereas continuing to bury garbage in the ground will result in future generations having lost potable groundwater as a result of garbage leachate rendering it unusable.

And Whereas burying garbage, particularly organic waste in landfills, leads to the production of methane a greenhouse gas, which escapes into the atmosphere and contributes to climate change causing more environmental destruction.

And Whereas we have worldwide technology that will allow us the use of clean incineration and also produce much needed electric energy

And Whereas the incineration of household and other municipal waste has a long tradition in Germany, which currently has 156 municipal thermal waste incineration facilities with an aggregate annual capacity of around 25 million tons

And Whereas with a strong focus on community involvement, innovative infrastructure, and sustainable practices, Germany has set a high bar for municipal recycling programs that the rest of the world can learn from and emulate.

And Whereas at the present time, Germany recycles 66.1% of its garbage waste at a municipal level placing it as the most effective and prominent country when it comes to recycling in the entire world, highlighting the citizen's strength and motivation to deal with environmental issues on a daily basis.

And Whereas German schools often integrate recycling education into their curriculum and by this early exposure, instills a sense of responsibility in the younger generation, creating a culture of sustainability that transcends generations.

Now Therefore be it resolved that Council of the Corporation of the Town of Parry Sound supports the Resolution passed by the Municipality of Tweed, and directs staff to investigate the possibility of working together with Ontario Municipalities, Provincial and Federal Governments as well as our manufacturing partners to form a working group to ensure that our waste disposal issues can be resolved quickly, efficiently and effectively with the use of incineration, more robust recycling programs and sustainable practices so that our future generations will not suffer from our environmental mismanagement and to request support from these organizations; and

That a copy of this resolution be sent to Premier Ford, Parry Sound-Muskoka MPP Graydon Smith, opposition party leaders, District of Parry Sound municipalities, and the Municipality of Tweed.

A handwritten signature in black ink, appearing to read 'J. McGarvey', is written over a horizontal line. The signature is stylized and cursive.

**Mayor Jamie McGarvey**