



AGENDA

Regular Meeting of Council

Friday, July 18, 2025, 9:15 a.m.

Council Chambers

9 James Street, Parry Sound, Ontario

Pages

1. **NATIONAL ANTHEM**

2. **CALL TO ORDER**

2.1 **Traditional Land Acknowledgement Statement**

The Township of The Archipelago respectfully acknowledges that we are situated on traditional Anishinabek lands. We are grateful for the opportunity to live and work here and we thank all the generations of people who have cared for these lands and waters for thousands of years. We recognize and deeply appreciate their contributions that have shaped and strengthened this community and country as a whole. This recognition is part of our collective commitment to our ongoing learning and reconciliation in The Archipelago community.

2.2 **Meeting Decorum**

Before we begin our meeting today, I'd like to remind staff, Council members, and the public of the importance of upholding proper decorum in the Council Chambers, as outlined in the Township's Procedural By-law.

We ask that all participants act with respect and professionalism throughout the meeting. This includes avoiding interruptions, directing all remarks through the Chair, and using a respectful tone in discussions. Our goal is to create a productive and respectful space for open dialogue, ensuring all voices are heard in an organized manner.

2.3 **Announcement of Public Meetings**

The Water Access Task Force has been scheduled to meet at 1:00 p.m.

2.4 **Approval of Agenda**

NOW THEREFORE BE IT RESOLVED that the July 18th, 2025 Council

Agenda, be approved.

3. DISCLOSURE OF PECUNIARY INTEREST
4. MINUTES OF THE PREVIOUS MEETINGS
 - 4.1 Special Meeting of Council 4
NOW THEREFORE BE IT RESOLVED that the Minutes of the Special Meeting of Council held on June 18, 2025, be approved.
 - 4.2 Regular Meeting of Council 7
NOW THEREFORE BE IT RESOLVED that the Minutes of the Regular Meeting of Council held on June 20th, 2025, be approved.
 - 4.3 Committee of the Whole Meeting 19
NOW THEREFORE BE IT RESOLVED that the Minutes of the Committee of the Whole Meeting held on June 19th, 2025, be approved.
5. DEPUTATIONS / PRESENTATIONS
 - 5.1 9:15 a.m. Shelley VanErp, Ontario Provincial Police
 - 5.2 10:00 a.m. Derek D'Angelo, KPMG LLP. 2024 Audited Financial Statements 26
 - 5.3 10:30 a.m. Byron Tan, Watson & Associates. Reserve and Reserve Funds Policy Presentation 55
6. CLOSED MEETING
NOW THEREFORE BE IT RESOLVED that Council move into a CLOSED MEETING at _____ a.m./p.m., pursuant to Section 239(2)(k) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, to deal with and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.
 - 6.1 Town of Parry Sound Project Proposal - Memorandum of Understanding (MOU) - Negotiations
 - 6.2 Parry Sound Proposal for Economic Development - Negotiations
7. OPEN MEETING
NOW THEREFORE BE IT RESOLVED that Council move out of a CLOSED MEETING at _____ a.m./p.m.
8. UNFINISHED PLANNING BUSINESS
9. OFFICIAL PLAN/ZONING AMENDMENTS
10. CONSENT APPLICATIONS
11. SITE PLAN CONTROL
12. SHORE/CONCESSION ROAD ALLOWANCES

13. **REPORT OF TASK FORCES/COMMITTEES**

14. **CORRESPONDENCE**

14.1 **Council Correspondence**

143

NOW THEREFORE BE IT RESOLVED that Council receives the July 2025 Council Correspondence listing.

15. **OTHER BUSINESS**

15.1 **9-1-1 Management Committee**

NOW THEREFORE BE IT RESOLVED that Council appoints Liam Thompson to represent the Township of The Archipelago on the 9-1-1 Management Committee.

15.2 **Healey Lake Regatta AGCO Special Occasion Permit**

WHEREAS the Healey Lake Property Owners Association Inc. have planned their Annual Healey Lake Regatta for Saturday, August 2, 2025 at the Lakeshore Marina and Chalets under a Special Occasion Permit through the Alcohol and Gaming Commission of Ontario.

NOW THEREFORE BE IT RESOLVED that the Council for the Township of The Archipelago designates the Healey Lake Regatta, scheduled for Saturday, August 2, 2025, to be declared a Municipally Significant Event in accordance with the Alcohol and Gaming Commission of Ontario requirements for a Special Occasion Permit.

15.3 **Parry Sound Waterfront Meeting - Update**

15.4 **Museum on the Hill, Opening of "Lights on the Bay" - Update**

16. **BY-LAWS**

17. **QUESTION TIME**

18. **NOTICE OF MOTION**

19. **MOTIONS OF WHICH NOTICE HAS BEEN PREVIOUSLY GIVEN**

20. **CONFIRMING BY-LAW**

Being a By-law to Confirm the Proceedings of the Regular Meeting of Council Held on July 18, 2025.

21. **ADJOURNMENT**

NOW THEREFORE BE IT RESOLVED that the Regular Meeting of Council held on July 18, 2025 be adjourned at _____.



MINUTES

Special Meeting of Council

**June 18, 2025, 1:00 p.m.
Council Chambers
9 James Street, Parry Sound, Ontario**

Members Present:

Bert Liverance, Reeve
Laurie Emery, Councillor Ward 1
Tom Lundy, Councillor Ward 1
Peter Frost, Councillor Ward 2
Earl Manners, Councillor Ward 3
Scott Sheard, Councillor Ward 3
David Ashley, Councillor Ward 4
Alice Barton, Councillor Ward 4
Darlene Cade Fraser, Councillor Ward 5
Dan MacLeod, Councillor Ward 6

Members Absent:

Rick Zanussi, Councillor Ward 4

Staff Present:

John MacKinnon
Maryann Martin, Clerk
Cale Henderson, Manager of Development & Environmental Services
Josh Badger, Director of Facilities and Operational Services
Erin Robinson, Chief Financial Officer/Treasurer
Shauna Lehtimaki, Director of Legislative & Information Services
Alana Torresan, Deputy Clerk
Maria Pinto, Planner
Keri Christensen, Manager, Human Resources

1. NATIONAL ANTHEM

2. CALL TO ORDER

The meeting was called to order at 1:00 p.m.

2.1 Traditional Land Acknowledgement Statement

2.2 Meeting Decorum

2.3 Announcement of Public Meetings

2.4 Approval of Agenda

25-088

Moved by: Councillor Lundy

Seconded by: Councillor MacLeod

NOW THEREFORE BE IT RESOLVED that the June 18, 2025 Special Meeting of Council Agenda, be approved.

Carried

3. DISCLOSURE OF PECUNIARY INTEREST

4. MINUTES OF THE PREVIOUS MEETING

5. DEPUTATIONS/PRESENTATIONS

5.1 Strong Mayor Powers Training Session - Rick O'Connor

Reeve Liverance welcomed Rick O'Connor to the meeting.

Mr. O'Connor delivered an educational session on the Strong Mayors, Building Homes Act, 2022 and its implications for the Township of The Archipelago. The session provided a historical overview of the Act's introduction and implementation, and highlighted the new legislative requirements the Township will be required to comply with following the May 2025 expansion of Strong Mayor powers to The Archipelago.

Mr. O'Connor responded to questions from Council throughout the session.

Members of Council expressed concerns regarding the expanded powers, noting that such measures could undermine the democratic foundations of municipal governance.

The Reeve thanked Mr. O'Connor for his presentation.

6. **CLOSED MEETING**
7. **OPEN MEETING**
8. **UNFINISHED PLANNING BUSINESS**
9. **OFFICIAL PLAN/ZONING AMENDMENTS**
10. **CONSENT APPLICATIONS**
11. **SITE PLAN CONTROL**
12. **SHORE/CONCESSION ROAD ALLOWANCES**
13. **REPORT OF TASK FORCES/COMMITTEES**
14. **CORRESPONDENCE**
15. **OTHER BUSINESS**
16. **BY-LAWS**
17. **QUESTION TIME**
18. **NOTICES OF MOTION**
19. **CONFIRMING BY-LAW**
20. **ADJOURNMENT**

25-089

Moved by: Councillor Ashley

Seconded by: Councillor Manners

NOW THEREFORE BE IT RESOLVED that the Special Meeting of Council held on June 18, 2025, be adjourned at 3:58 p.m.

Carried

Bert Liverance, Reeve

Maryann Martin, Clerk

MINUTES

Meeting of Council

June 20, 2025, 9:15
a.m.

Council Chambers
9 James Street, Parry
Sound, Ontario



Members Present: Bert Liverance, Reeve
Laurie Emery, Councillor Ward 1
Tom Lundy, Councillor Ward 1
Peter Frost, Councillor Ward 2
Earl Manners, Councillor Ward 3
Scott Sheard, Councillor Ward 3
David Ashley, Councillor Ward 4
Alice Barton, Councillor Ward 4
Rick Zanussi, Councillor Ward 4
Darlene Cade Fraser, Councillor Ward 5
Dan MacLeod, Councillor Ward 6

Staff Present: John MacKinnon, Chief Administrative Officer
Maryann Martin, Clerk
Cale Henderson, Manager of Development & Environmental Services
Josh Badger, Director of Facilities and Operational Services
Erin Robinson, Chief Financial Officer/Treasurer
Shauna Lehtimaki, Director of Legislative & Information Services

1. NATIONAL ANTHEM
2. CALL TO ORDER
 - 2.1 Traditional Land Acknowledgement Statement
 - 2.2 Meeting Decorum
 - 2.3 Announcement of Public Meetings

2.3.1 Zoning By-law Amendment No. Z02-25

At 10:00 a.m., Council held a Public Meeting to consider a proposed Zoning By-law Amendment for the property located at 428 Healey Lake Road.

In attendance were the applicants, Jim Frazer and Lynn Beach, along with David Ballentine, Nancy Regan, and planning consultant John Jackson.

Maria Pinto, Planner, provided an overview of Application Z02-25, which seeks to rezone the property to permit a total of three sleeping cabins.

No written submissions were received prior to the meeting.

Staff recommended deferring a decision on the application to a future meeting to allow additional time for review of any comments submitted by the public, relevant agencies, or members of Council.

Jim Frazer and Lynn Beech shared background on the property and the rationale for their proposal. They emphasized their intention to preserve the natural character of the site, opting for three smaller sleeping cabins rather than one large structure. The cabins are proposed to be situated behind the existing cottage, in compliance with the maximum permitted square footage and with consideration for maintaining existing tree cover.

Staff will prepare a recommendation report for consideration at a future Council meeting.

Reeve Liverance declared this portion of the Public Meeting closed at 10:16 a.m.

2.3.2 Zoning By-law Amendment No. Z03-25

At 10:17 a.m. Council held a public meeting to review a proposed Zoning By-law Amendment for the property located at Island A472 (Double Island).

In attendance were the applicants David Ballentine and Nancy Regan, Agent John Jackson, as well as Jim Frazer and Lynn Beach.

Cale Henderson, Planner, provided a summary of Zoning By-law Amendment Application Z03-25, to rezone Island A472 (Double Island), to allow a Class 5 wastewater system (holding tank). The

effect is to obtain an exemption from the Ontario Building Code to allow a Class 5 septic system (holding tank) to service the property, instead of a permitted Class 4 Septic System.

Staff recommended that a decision regarding the application be deferred to a future date to allow time for the review of any additional comments received.

John Jackson noted that the Ontario Building Code provides flexibility for the use of holding tanks and expressed disagreement with the interpretation that this option is entirely prohibited. He raised concerns that a permit has been issued for a Class 4 septic system, which, due to the site's topography and underlying rock, would require invasive blasting and result in significant costs. He argued that a holding tank would be a more reasonable and appropriate solution for this particular island and recommended that Council consider issuing a policy statement to that effect.

Several members, including Councillor Manners, questioned the broader policy direction for the Township, asking what the ideal outcome would be — one that upholds the Official Plan and zoning by-laws while addressing practical challenges. Councillor Manners also highlighted the fact that this issue has been raised before the Building Code Commission three times following consistent denial by the Township's Building Inspector.

Councillor David Ashley asked how the Township could support this matter, raising the broader question of how to navigate the constraints of the Ontario Building Code while making responsible planning decisions that reflect the unique geography of The Archipelago. He emphasized that requiring blasting to install a septic system does not align with environmental stewardship and that a holding tank should be considered the most viable and sustainable option.

There was general support for revisiting the possibility of approving Type 5 systems or holding tanks in limited, site-specific circumstances. It was suggested that staff be directed to re-engage with the Building Code Commission and explore pathways to permit holding tanks as a viable solution in both the Township and the adjacent unincorporated territory.

Further recommendations included engaging legal counsel and seeking support from MPP Graydon Smith to advocate for regulatory flexibility that better reflects the realities of the area.

Cale Henderson reminded Council that the role of the Building Department is independent from Council's authority, and cautioned against procedural overreach. He advised that Council pause any decisions and allow staff the opportunity to return with a more comprehensive report and recommendations.

Council agreed to defer the decision at this time to allow staff to investigate options and return with additional information.

Reeve Liverance declared the Public Meeting closed at 11:04 a.m.

Council recessed for a break until 11:17 a.m.

2.4 Approval of Agenda

25-090

Moved by: Councillor Lundy

Seconded by: Councillor Ashley

NOW THEREFORE BE IT RESOLVED that the June 20th, 2025 Revised Council Agenda, be approved.

Carried

3. DISCLOSURE OF PECUNIARY INTEREST

4. MINUTES OF THE PREVIOUS MEETINGS

4.1 Regular Meeting of Council

25-091

Moved by: Councillor Barton

Seconded by: Councillor Manners

NOW THEREFORE BE IT RESOLVED that the Minutes of the Regular Meeting of Council held on May 23rd, 2025, be approved.

Carried

4.2 Committee of the Whole Meeting

25-092

Moved by: Councillor Lundy

Seconded by: Councillor Cade Fraser

NOW THEREFORE BE IT RESOLVED that the Minutes of the Committee of the Whole Meeting held on May 22nd, 2025, be approved.

Carried

5. DEPUTATIONS

6. CLOSED MEETING

NOW THEREFORE BE IT RESOLVED that Council move into a CLOSED MEETING at _____ a.m./p.m., pursuant to Section 239(2) of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended.

7. OPEN MEETING

NOW THEREFORE BE IT RESOLVED that Council move out of a CLOSED MEETING at _____ a.m./p.m.

8. UNFINISHED PLANNING BUSINESS

9. OFFICIAL PLAN/ZONING AMENDMENTS

10. CONSENT APPLICATIONS

11. SITE PLAN CONTROL

12. SHORE/CONCESSION ROAD ALLOWANCES

13. REPORT OF TASK FORCES/COMMITTEES

14. CORRESPONDENCE

14.1 Council Correspondence

25-093

Moved by: Councillor Emery

Seconded by: Councillor Lundy

NOW THEREFORE BE IT RESOLVED that Council receives the June 2025 Revised Council Correspondence listing.

Carried

15. OTHER BUSINESS

15.1 Surveillance and Monitoring of Heavy Vehicles in Ontario

25-094

Moved by: Councillor Emery

Seconded by: Councillor MacLeod

NOW THEREFORE BE IT RESOLVED that the Township of The Archipelago hereby supports the Township of Champlain's April 24, 2025 resolution calling upon the Government of Ontario to increase surveillance and spot check of all heavy vehicles travelling on Ontario roads; as well as monitoring the testing standards maintained by previously-owned heavy licensing facilities; and

FURTHER BE IT RESOLVED that a copy of this resolution be forwarded to the Hon. Doug Ford, Ontario Premier, Minister of Transportation of Ontario, the Minister of Municipal Affairs and Housing, the Muskoka-Parry Sound MPP, the Ontario Provincial Police, Chief Pawis of Shawanaga First Nation, the Association of Municipalities of Ontario (AMO), and all municipalities in Ontario.

Carried

15.2 Pointe au Baril Arts and Culture Club, Arts on the Bay Dinner Theatre Performances. AGCO Special Occasion Permit

25-095

Moved by: Councillor Ashley

Seconded by: Councillor Lundy

NOW THEREFORE BE IT RESOLVED that Council for the Township of The Archipelago hereby declares July 23, 2025 and August 2, 2025 Arts on the Bay dinner theatre performance a Municipally Significant Event in accordance with the Alcohol and Gaming Commission of Ontario requirements for a Special Occasion Permit.

Carried

15.3 Proposed Bill 17: Protect Ontario by Building Faster and Smarter Act, 2025

25-096

Moved by: Councillor Frost

Seconded by: Councillor Cade Fraser

NOW THEREFORE BE IT RESOLVED that Council, in general, objects to the proposed legislation and directs staff to submit comments to the province to not implement the proposed changes regarding qualified professional and to not extend the “as-of-right” variances to other Zoning By-law provisions or areas.

Carried

15.4 Floating Accommodations - Final Position Paper

25-097

Moved by: Councillor Manners

Seconded by: Councillor Frost

WHEREAS the Floating Accommodations – Position Paper (April 2025), prepared by the community group ‘Floating Accommodations no Vessels Coalition’ provides guidance to Ontario municipalities on regulating floating accommodations, outlining key legal and environmental considerations; and

WHEREAS the paper identifies notable gaps in existing provincial and federal frameworks, which municipalities are well-positioned to address through zoning and land-use by-laws.

NOW THEREFORE BE IT RESOLVED that the Council of the Township of The Archipelago receives the Floating Accommodations – Position Paper (May 2025) for information; and

FURTHER BE IT RESOLVED that Council supports the resolution previously passed by the Township of Georgian Bay; and

FINALLY BE IT RESOLVED that the Clerk be directed to send the position paper and this resolution to The Honourable Doug Ford, Premier of Ontario; The Honourable Sylvia Jones, Deputy Premier; The Honourable Todd McCarthy, Minister of the Environment, Conservation and Parks; The Honourable Graydon Smith, MPP Parry Sound-Muskoka; The Association of Municipalities of Ontario (AMO); The Federation of Northern Ontario Municipalities (FONOM); Chief Adam Pawis, Shawanaga First Nation; Chief Shane Tabobondung, Wasauksing First Nation; all West Parry Sound Municipalities; and all Archipelago Ratepayer Associations.

Carried

15.5 Comprehensive Zoning By-law Review

Moved by: Councillor Sheard

Seconded by: Councillor Emery

NOW THEREFORE BE IT RESOLVED that the Background Report completed by J.L. Richards & Associates Limited (JLR) be endorsed in principle, subject to removal of increased front yard setback recommendations and other recommended changes throughout the remainder of the project; and

FURTHER BE IT RESOLVED that Council directs staff and JLR to proceed with preparing a draft updated Zoning By-law based upon the recommendations of the amended Background Report; and

FURTHER BE IT RESOLVED that Council directs staff and JLR to proceed with scheduling public open houses as part of Phase 4 (Engaging the Community) of the project.

25-098

Moved by: Councillor Sheard

Seconded by: Councillor Emery

NOW THEREFORE BE IT RESOLVED that the Background Report completed by J.L. Richards & Associates Limited (JLR) be endorsed in principle, with the exception of Ward 5, which is proposed to have a 15 metre front yard setback recommendation, and subject to removal of increased front yard setback recommendations and other recommended changes throughout the remainder of the project; and

FURTHER BE IT RESOLVED that Council directs staff and JLR to proceed with preparing a draft updated Zoning By-law based upon the recommendations of the amended Background Report; and

FURTHER BE IT RESOLVED that Council directs staff and JLR to proceed with scheduling public open houses as part of Phase 4 (Engaging the Community) of the project.

Carried

15.6 Canadian Geographic. Giant Floor Map of the Great Lakes

25-099

Moved by: Councillor Ashley

Seconded by: Councillor Sheard

WHEREAS Council recognizes the educational and visual significance of acquiring a large-scale floor map of the Great Lakes–St. Lawrence Watershed for use at public events and community programming; and

WHEREAS a suitable floor map, measuring 11 metres by 8 metres, has been identified at a total cost of \$8,000.

NOW THEREFORE BE IT RESOLVED that Council authorize the purchase of the 11m x 8m Great Lakes St. Lawrence Watershed floor map in the amount of \$8,000, with funds to be drawn from General Reserves; and

FURTHER BE IT RESOLVED that staff be directed to proceed with the procurement of the floor map.

Carried

15.7 Resolution to Recognize and Thank Donald Sanderson for His Service as Chair to the West Parry Sound Recreation and Cultural Centre Board

This resolution was passed with unanimous support.

25-100

Moved by: Councillor Lundy

Seconded by: Councillor Sheard

WHEREAS a Wellness Centre Pool Committee was formed in October 2019, with representation from seven area municipalities, to advance the development of a regional recreation facility; and

WHEREAS the Committee's efforts led to the establishment of the West Parry Sound Recreation and Cultural Centre Board (the "Board"), formally created through an agreement executed on September 10, 2021, by the participating municipalities: The Archipelago, Carling, McDougall, McKellar, Parry Sound, and Seguin; and

WHEREAS the Board also includes Shawanaga and Wasauksing First Nations as non-voting members, and the Municipality of Whitestone as a donor participant through a separate agreement; and

WHEREAS the Board was established to serve as the governing body responsible for the construction, maintenance, and operation of the West Parry Sound Recreation and Cultural Centre on behalf of the participating municipalities; and

WHEREAS the Centre represents the realization of decades of local advocacy and planning to create a regional pool and recreation facility for the West Parry Sound area; and

WHEREAS Donald Sanderson was appointed as the neutral, non-voting, non-political Chair of the Board, and has demonstrated strong leadership and dedication throughout his three and a half year tenure; and

WHEREAS Mr. Sanderson has recently stepped down from his role as Chair.

NOW THEREFORE BE IT RESOLVED that Council for the Township of The Archipelago formally acknowledges and extends sincere thanks Donald Sanderson for his commitment, leadership, and significant contributions to the success of the West Parry Sound Recreation and Cultural Centre and the Board; and

FURTHER BE IT RESOLVED that this resolution be sent to the West Parry Sound Health Centre; The Honourable Graydon Smith, MPP Parry Sound-Muskoka; Scott Aitcheson, MP Parry Sound-Muskoka; and to the West Parry Sound Heads of Council.

Carried

16. BY-LAWS

16.1 Zoning By-law Amendment Z01-25

A2117-25

Moved by: Councillor Cade Fraser

Seconded by: Councillor Lundy

That By-law A2117-25, being a By-law To amend By-law No. A2000-07 (the Comprehensive Zoning By-law) For Lot 21, Concession 9, Part of the Original Shore Road Allowance in front thereof, being Parts 1, 3, 5, 6, and 7 on Plan 42R-21246, Parcel 3040 PSSS and Parcel 5717 PSSS, geographic Township of Conger, now in the Township of The Archipelago (1 Crane- Walker Road) (Parry Sound Condominium Corporation No. 20), be read and finally passed on the 20th day of June, 2025.

Carried

17. QUESTION TIME

17.1 Follow Up from Public Meeting

Council directed staff to explore the feasibility of seeking a site-specific amendment to the Ontario Building Code for the Township of The Archipelago, and to determine what waste disposal systems are most appropriate for the unique needs of our residents.

18. NOTICE OF MOTION

19. MOTIONS OF WHICH NOTICE HAS BEEN PREVIOUSLY GIVEN

20. CONFIRMING BY-LAW

2025-32

Moved by: Councillor Barton

Seconded by: Councillor Lundy

That By-law 2025-31, being a By-law to Confirm the Proceedings of the Regular Meeting of Council Held on June 20th, 2025, be read and finally passed on the 20th day of June, 2025.

Carried

21. ADJOURNMENT

25-101

Moved by: Councillor Emery

Seconded by: Councillor Sheard

NOW THEREFORE BE IT RESOLVED that the Regular Meeting of Council held on June 20th, 2025 be adjourned at 11:18 a.m.

Carried

Bert Liverance, Reeve

Maryann Martin, Clerk

MINUTES

Committee of the

Whole

June 19, 2025, 9:15
a.m.

Council Chambers
9 James Street, Parry
Sound, Ontario



Members Present:

Bert Liverance, Reeve
Laurie Emery, Councillor Ward 1
Tom Lundy, Councillor Ward 1
Peter Frost, Councillor Ward 2
Earl Manners, Councillor Ward 3
Scott Sheard, Councillor Ward 3
David Ashley, Councillor Ward 4
Alice Barton, Councillor Ward 4
Rick Zanussi, Councillor Ward 4
Darlene Cade Fraser, Councillor Ward 5
Dan MacLeod, Councillor Ward 6

Staff Present:

Maryann Martin, Clerk
Shauna Lehtimaki, Director of Legislative & Information Services
Cale Henderson, Manager of Development & Environmental Services
Josh Badger, Director of Facilities and Operational Services
Erin Robinson, Chief Financial Officer/Treasurer
Alana Torresan, Deputy Clerk
Maria Pinto, Planner
John MacKinnon, Chief Administrative Officer

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1. **CALL TO ORDER**
 2. **ANNOUNCEMENT OF PUBLIC MEETINGS**

The Archipelago Planning Board met at 1:00 p.m. to consider one application.

The Water Access Task Force met at 2:00 p.m.

3. DISCLOSURE OF PECUNIARY INTEREST

4. PLANNING AND BUILDING

4.1 Rebecca Elphick and Marilyn Cameron, J.L. Richards & Associates. Comprehensive Zoning By-law Review Presentation

Councillor Frost welcomed Rebecca Elphick and Marilyn Cameron of J.L. Richards & Associates to the meeting.

Cale Henderson, Director of Development Services & Environmental Initiatives, provided an overview of the Comprehensive Zoning By-law Review project, which was first initiated in 2019.

Ms. Elphick and Ms. Cameron presented the Background Report, highlighting key zoning topics and proposed amendments. Ms. Elphick outlined the next steps in the project, which include obtaining feedback from the Committee, launching an online comment period to gather input from residents, presenting an updated version of the By-law to Council, and hosting a final open house for public consultation in late August. Ms. Elphick noted that a final version of the By-law is anticipated to be presented to Council this fall for their adoption.

Following the presentation, Ms. Elphick and Ms. Cameron responded to questions from the Committee. The Committee engaged in a discussion regarding setback provisions, particularly the implications of a 7.5-foot versus 15-foot setback across various Wards.

The Committee also discussed the need for further public consultation, specifically involving local cottage associations. Mr. Henderson noted that if additional consultation meetings are directed by Council, the project timeline would shift to 2026 rather than being completed in 2025. The Committee expressed a preference to conclude the project within the current year.

Staff were directed to bring forward a motion to the June Council Meeting to endorse the report, subject to the removal of the proposed increased front yard setback provisions, and to proceed with scheduling a final open house for public input in August.

The Committee recessed for a break at 10:25 a.m. and resumed business at 10:35 a.m.

4.2 Zoning By-law Amendment Z01-25

Maria Pinto, Planner, summarized her report and recommendation to permit the enlargement of the dock layout at 1 Crane-Walker Road. It was noted that the staff received 11 letters of support for the application and one letter in opposition.

No issues with the recommendation were raised.

Staff were directed to bring forward a By-law to the June Council Meeting.

4.3 Proposed Bill 17: Protect Ontario by Building Faster and Smarter Act, 2025

Cale Henderson provided a summary of his report on proposed Bill 17, Protect Ontario by Building Faster and Smarter Act, 2025. He noted that, given the nature of The Archipelago, the proposed legislative changes would have limited impact on the Township and local development. Mr. Henderson provided an overview of his recommendation that the Township submit comments to the Province on two specific components of Bill 17. He advised that the Township should recommend that the proposed changes regarding the use of qualified professionals not be implemented, and that the “as-of-right” variances not be extended to other Zoning By-law provisions or additional areas.

No concerns were raised with the recommendation.

Staff were directed to bring forward a motion to the June Council Meeting.

4.4 Floating Accommodations - Final Position Paper

Councillor Frost presented the Georgian Bay Association’s Floating Accommodation not Vessels Coalition position paper, noting that the document was four years in the making and is intended to serve as a handbook for local governments on how to address floating accommodations.

The Committee discussed the paper and expressed support for the document.

Staff were directed to bring forward a motion to formally receive the paper at the June Council Meeting.

4.5 Building Summary

No concerns were raised with the Building Permit Summary.

5. PUBLIC WORKS

5.1 Operations and Facilities Update

Josh Badger, Director of Operations and Facilities, summarized his report on recent Public Works activities. He provided an update on improvements in the Pointe au Baril community, including the installation of two new docks at the Wharf and Nursing Station, upgrades to the outdoor rink, and the installation of a new septic system at the Community Centre.

Mr. Badger reported that earlier this spring, staff at the West Parry Sound Museum collected historical artifacts from the Pointe au Baril Lighthouse as part of the Lighthouse Preservation Project. These artifacts will be featured in the Museum's Lights on the Bay exhibition, focused on lighthouses in Georgian Bay, running from June 26 to October 2025.

The Committee was informed that benches for the Skerryvore community lookouts have been ordered and will be installed this summer.

5.2 Facility Energy Assessment Findings and Recommendations

Josh Badger summarized his report on the Level 2 Energy Assessment conducted in April on the Township Municipal Office, the Pointe au Baril Community Centre, and the Public Works Shop. He reported that the assessment was overall positive and provided practical recommendations to improve energy efficiency across the facilities. Mr. Badger noted that the 2025 capital budget included \$12,500 allocated for energy audits, and with the recent audit costing only \$2,700, a substantial portion of the budget remains available to implement several of the report's recommendations.

6. FINANCE AND ADMINISTRATION

6.1 Canadian Geographic. Giant Floor Map of the Great Lakes

Councillor Sheard outlined his request for Council to consider purchasing a Biinaagami Giant Floor Map of the Great Lakes. He noted that he viewed the map at the recent Great Lakes and St. Lawrence Cities Initiative Conference in Milwaukee, Wisconsin, and believes it would serve as an engaging educational tool for use at Township events and could also be lent to cottage associations for their own programming.

The Committee expressed support for the proposal.

Staff were directed to bring forward a motion to the June Council Meeting to approve the purchase of a 11 meters by 8 meters map, at a total cost of \$8,000, and with funds to be drawn from General Reserves.

6.2 Resolution to Recognize and Thank Donald Sanderson for His Service as Chair to the West Parry Sound Recreation and Cultural Centre Board

Reeve Liverance reported that Donald Sanderson has stepped down as the Chair of the West Parry Sound Recreation and Cultural Centre Board and that the proposed motion is to recognize his dedication and commitment to the project.

The Committee expressed unanimous support for the motion and extended their appreciation to Mr. Sanderson for his contributions.

Staff were directed to bring forward the motion to the June Council Meeting and to arrange for it to be framed and presented to Mr. Sanderson at a future date.

6.3 Federation of Canadian Municipalities (FCM) Conference - Update

Councillor Manners and Councillor Sheard provided an overview of their attendance at the Federation of Canadian Municipalities (FCM) Conference, held from May 29 to June 1, 2025 in Ottawa. They reported that key topics of interest at the conference included communications, climate change, First Nations relations, and the mental health of elected officials. Both Councillors emphasized the value of the experience and recommended that attendance at the FCM Conference be included in the Township's annual budget considerations moving forward, noting that the event is held in different locations across the country each year.

6.4 Great Lakes and St. Lawrence Cities Initiative Annual General Meeting - Update

Reeve Liverance provided an overview of his and Councillor Sheard's attendance at the Great Lakes and St. Lawrence Cities Initiative (GLSLCI) Conference, held from May 14 to 16, 2025, in Milwaukee, Wisconsin. He informed the Committee that The Archipelago's motion on microplastics was successfully passed at the conference. Key topics discussed during the conference included First Nations relations, trade between Canada and the United States, and the importance of water quality in the Great Lakes.

6.5 Ticks in the Township of The Archipelago

Reeve Liverance reported that tick populations are increasing in the North and within The Archipelago. As a preventive measure against Lyme disease, he informed the Committee about the LymeShelf—a tick management system designed to reduce the spread of Lyme disease by targeting the source of infection, primarily mice. The Reeve proposed the idea of the Township purchasing bulk quantities of the units and offering them to residents at a subsidized rate.

The Committee expressed interest in learning more about the units and potential purchasing opportunities.

Staff were directed to investigate the product further and gather information regarding bulk purchase options and a potential subsidy program.

7. CLOSED MEETING

Moved by: Councillor Cade Fraser

Seconded by: Councillor Frost

NOW THEREFORE BE IT RESOLVED that the Committee of the Whole move into a CLOSED MEETING at 11:56 a.m., pursuant to Section 239(2)(k) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, to deal with and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

Carried

7.1 Town of Parry Sound Project Proposal - Memorandum of Understanding (MOU) - Negotiations

7.2 Recycling Contract Post-Transition to Producer Responsibility - Negotiations

7.3 Rural Nurse Practitioner Led Clinic

8. OPEN MEETING

Moved by: Councillor MacLeod

Seconded by: Councillor Lundy

NOW THEREFORE BE IT RESOLVED that the Committee of the Whole move out of a CLOSED MEETING at 12:23 p.m.

Carried

9. ADJOURNMENT

The meeting adjourned at 12:24 p.m.

Bert Liverance, Reeve

Maryann Martin, Clerk

Consolidated Financial Statements

**THE CORPORATION OF THE
TOWNSHIP OF THE ARCHIPELAGO**

And Independent Auditor's Report thereon

Year ended December 31, 2024

Management's Responsibility for the Financial Statements

The accompanying consolidated financial statements of the Corporation of the Township of The Archipelago ("the Township") are the responsibility of the Township's management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards for local governments established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in note 1 to these consolidated financial statements. The preparation of the consolidated financial statements necessarily involves the use of estimates based on management's judgement, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Township's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by management.

Council meets with management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

The consolidated financial statements have been audited by KPMG LLP, independent external auditors appointed by the Township. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Township's consolidated financial statements.

INDEPENDENT AUDITOR'S REPORT

To the Members of Council, residents and ratepayers of the Corporation of the Township of The Archipelago

Opinion

We have audited the consolidated financial statements of The Corporation of the Township of The Archipelago (the "Entity"), which comprise:

- the consolidated statement of financial position as at December 31, 2024
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of changes in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and the notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements")

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at December 31, 2024, and its consolidated results of operations, its consolidated changes in net financial assets and its consolidated 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 responsibility under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's report.

We are independent of the Entity 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.

Responsibility of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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 Entity'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 Entity or to cease operations or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity'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 the 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 risk 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, internal 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 purposes of expressing an opinion on the effectiveness of the Entity's internal control.
- 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 the events or conditions that may cast significant doubt on the Entity'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 Entity 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.
- 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada

Date

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Consolidated Statement of Financial Position

December 31, 2024, with comparative information for 2023

	2024	2023
Financial Assets		
Cash and cash equivalents (note 3)	\$ 3,969,044	\$ 4,362,650
Taxes receivable (note 4)	1,089,189	989,300
Accounts receivable (note 5)	1,754,179	622,919
Investments (note 6)	20,822,482	16,552,796
	27,634,894	22,527,665
Financial Liabilities		
Accounts payable and accrued liabilities	2,590,915	1,274,034
Deposits payable	87,500	87,500
Employee benefits plan liability (note 8)	695,251	682,434
Deferred revenue and obligatory reserve funds (note 9)	1,658,594	1,290,435
Long-term debt (note 10)	1,549,698	1,633,186
Asset retirement obligation (note 11)	192,330	247,592
	6,774,288	5,215,181
Net financial assets	20,860,606	17,312,484
Non-financial Assets		
Tangible capital assets (note 12)	35,067,989	34,013,364
Prepaid expenses and inventory	182,240	1,183,426
	35,250,229	35,196,790
Commitments (note 14)		
Accumulated surplus (note 16)	\$ 56,110,835	\$ 52,509,274

The accompanying notes are an integral part of these consolidated financial statements.

Approved by:

-

Mayor

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Consolidated Statement of Operations and Accumulated Surplus

Year ended December 31, 2024, with comparative information for 2023

	Budget 2024	Actual 2024	Actual 2023
	(note 17)		
Revenue:			
Taxation (note 13)	\$ 9,398,798	\$ 9,428,538	\$ 9,134,310
Government grants - Federal	-	-	144,881
- Provincial	2,102,327	1,890,428	2,443,177
User fees and service charges	141,120	234,201	254,992
Permits, licenses and fines	226,000	240,587	240,144
Investment income	565,250	1,261,163	1,093,327
Interest charges on arrears taxes receivable and tax sales proceeds	100,650	153,113	145,893
Income from other municipalities	289,798	292,520	271,720
Holiday Cove	275,800	251,577	245,449
Miscellaneous	41,500	459,101	28,596
	13,141,243	14,211,228	14,002,489
Expenses:			
General government	5,359,052	3,660,772	3,519,620
Protection services	1,512,859	1,414,009	1,395,989
Transportation services	2,891,414	2,705,424	2,541,788
Environmental services	1,660,369	1,320,495	1,601,393
Health services	838,283	820,947	852,375
Social and family services	1,183,135	1,183,135	1,199,205
Recreation and cultural services	848,538	802,204	833,082
Planning and development	603,027	605,088	529,077
	14,896,677	12,512,074	12,472,529
Annual surplus (deficit)	(1,755,434)	1,699,154	1,529,960
Share of partnership (note 22)	-	1,902,407	-
Accumulated surplus, beginning of year	52,509,274	52,509,274	50,979,314
Accumulated surplus, end of year	\$ 50,753,840	\$ 56,110,835	\$ 52,509,274

The accompanying notes are an integral part of these consolidated financial statements

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Consolidated Statement of Change in Net Financial Assets

Year ended December 31, 2024, with comparative information for 2023

	Budget 2024 (note 17)	Actual 2024	Actual 2023 (Restated - noted 2)
Annual surplus (deficit)	\$ (1,755,434)	\$ 1,699,154	\$ 1,529,960
Acquisition of tangible capital assets	-	(3,013,698)	(976,841)
Amortization of tangible capital assets	-	1,959,073	1,843,794
Share of partnership	-	1,902,407	-
Proceeds on disposal of tangible capital assets	-	-	54,624
Change in prepaid expenses and inventory	-	1,001,186	2,397
Loss on disposal of tangible capital assets	-	-	(9,940)
Change in net financial assets	(1,755,434)	3,548,122	2,443,994
Net financial assets, beginning of year	17,312,484	17,312,484	14,868,490
Adjustment on adoption of the asset retirement obligation standard (note 2)	-	-	-
Net financial assets, end of year	\$ 15,557,050	\$ 20,860,606	\$ 17,312,484

The accompanying notes are an integral part of these consolidated financial statements.

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Consolidated Statement of Cash Flows

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 1,699,154	\$ 1,529,960
Items not involving cash:		
Amortization of tangible capital assets	1,959,073	1,843,794
Share of partnership	1,902,407	
Accretion expense	(55,262)	5,350
Loss (gain) on disposal of tangible capital assets	-	(9,940)
	5,505,372	3,369,164
Change in non-cash assets and liabilities:		
Increase in taxes receivable	(99,889)	(233,041)
Decrease (increase) in accounts receivable	(1,131,260)	61,155
Decrease in prepaid expenses and inventory	1,001,186	2,397
Increase (decrease) in accounts payable and accrued liabilities	1,316,881	(661,873)
Increase in deposits payable	-	87,500
Increase in employee benefits plan liability	12,817	77,567
Increase (decrease) in deferred revenue and obligatory reserve funds	368,159	(105,498)
Net change in cash from operating activities	6,973,266	2,597,371
Investing activities:		
Proceeds on disposal of tangible capital assets	-	54,624
Increase in long term investments	(4,269,686)	(2,534,820)
Cash used to acquire tangible capital assets	(3,013,698)	(976,841)
	(7,283,384)	(3,457,037)
Financing activities:		
Repayment of long-term debt	(83,488)	(80,722)
Decrease in cash and cash equivalents	(393,606)	(940,388)
Cash and cash equivalents, beginning of year	4,362,650	5,303,038
Cash and cash equivalents, end of year	\$ 3,969,044	\$ 4,362,650

The accompanying notes are an integral part of these consolidated financial statements.

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Consolidated Financial Statements

Year ended December 31, 2024

The Corporation of the Township of The Archipelago (the "Township") is a municipality in the Province of Ontario and operates under the provisions of the Community Charter. The Township provides municipal services such as fire, public works, planning, parks, recreation and other general government services.

1. Significant accounting policies:

The consolidated financial statements of the Township are the representation of management. The consolidated financial statements are prepared in accordance with Canadian public sector accounting standards for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. Significant aspects of the accounting policies adopted by the Township are as follows:

(a) Basis of consolidation:

- i) The consolidated financial statements reflect the assets, liabilities, revenue and expenses of all municipal organizations, committees and Boards which are owned or controlled by the Township which includes the following organizations:

Archipelago Area Planning Board

- ii) Trust Funds:

Trust funds and their related operations administered by the Township are not consolidated but are reported separately on the Trust Fund's financial statements.

(b) Basis of accounting:

Sources of financing and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues in the period in which the transactions or events occurred that give rise to the revenues; expenses are recognized in the period the goods or services are acquired and a legal liability is incurred or transfers are due.

(c) 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.

(d) Cash and cash equivalents:

Management considers all highly liquid investments with maturity of three months or less at acquisition to be cash equivalents.

(e) Portfolio investments:

Portfolio investments are recorded at cost unless there has been a decline in the market value which is other than temporary in nature in which case the investments are written down to market value.

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Financial Statements

Year ended December 31, 2022

1. Significant accounting policies (continued):

(f) Tangible capital assets:

Tangible capital assets are recorded at cost less accumulated amortization. Cost includes all costs directly attributable to acquisition or construction of the tangible capital asset including transportation costs, installation costs, design and engineering fees, legal fees and site preparation costs. Contributed tangible capital assets are recorded at fair value at the time of the donation, with a corresponding amount recorded as revenue. Amortization is recorded on a straight-line basis over the estimated life of the tangible capital asset commencing once the asset is available for productive use as follows:

Asset	Useful Life
Land improvements	15 to 50 years
Buildings	75 years
Building improvements	15 to 20 years
Vehicles and vessels	5 to 15 years
Linear assets	5 to 50 years
Machinery and equipment	10 to 15 years
Furniture and fixtures	5 to 10 years
Computer hardware and software	3 to 5 years

(g) Tangible capital assets under construction:

Tangible capital assets under construction are recorded at cost. When construction is completed the tangible capital asset under construction will be transferred to tangible capital assets and amortized based on its classification.

(h) Collection of taxes on behalf of other taxation authorities:

The Township collects taxation revenue on behalf of the Near North District School Board. Such levies, other revenues, expenses, assets and liabilities with respect to the operations of this entity are not reflected in these financial statements.

(i) Pension plan:

The Township is an employer member of the Ontario Municipal Employees Retirement System (OMERS), which is a multi-employer, defined benefit pension plan. The Board of Trustees, 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. The Township has adopted defined contribution plan accounting principles for this Plan because insufficient information is available to apply defined benefit plan accounting principles. The Township records as pension expense the amount paid to OMERS during the year plus any amounts owing to OMERS for the year ended.

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Consolidated Financial Statements

Year ended December 31, 2024

1. Significant accounting policies (continued):

(j) Deferred revenue:

Funds received for specific purposes which are externally restricted by legislation, regulation or agreement and are not available for general municipal purposes are accounted for as deferred revenue on the consolidated statement of financial position. The revenue is recognized in the consolidated statement of operations and accumulated surplus in the year in which it is used for the specified purpose.

(k) Government transfers:

Revenue is recognized when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

(l) Revenue recognition:

Taxes are recorded at estimated amounts when they meet the definition of an asset, have been authorized and the taxable event occurs. For property taxes, the taxable event is the period for which the tax is levied. Taxes receivable are recognized net of an allowance for anticipated uncollectable amounts.

User fees and service charges and other revenue are recognized on an accrual basis, when services have been rendered.

(m) Asset retirement obligation:

An asset retirement obligation is recognized when, as at the financial reporting date, all of the following criteria are met:

- (i) There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- (ii) The past transaction or event giving rise to the liability has occurred;
- (iii) It is expected that the future economic benefits will be given up; and
- (iv) A reasonable estimate of the amount can be made.

The liability for closure of operational sites and post-closure care relating to landfill sites has been recognized based on estimated future expenses. An additional liability for the removal of asbestos in several of the buildings owned by the Township has also been recognized based on estimated future expenses on closure of the site and post-closure care.

The liability is discounted using a present value calculation and adjusted yearly for accretion expense. The recognition of a liability resulted in an accompanying increase to the respective tangible capital assets. The increase to the tangible capital assets is being amortized in accordance with the amortization accounting policies outlined in note 1(f).

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Consolidated Financial Statements

Year ended December 31, 2024

1. Significant accounting policies (continued):

(n) Use of estimates:

The preparation of consolidated financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenses during the reporting period. The principal estimates used in the preparation of these financial statements include the useful life and valuation of tangible capital assets and significant accruals such as employee benefits plan, future liabilities for solid waste closure and post-closure. Actual results could differ from management's best estimates as additional information becomes available in the future.

(o) Non-pension post-retirement benefits:

The Township is an employer member of the Ontario Municipal Employees Retirement System (OMERS), which is a multi-employer, defined benefit pension plan. The Board of Trustees, 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. The Township has adopted defined contribution plan accounting principles for this plan because insufficient information is available to apply defined benefit plan accounting principles. The Township records as pension expense the current service cost, amortization of past service costs and interest costs related to the future employer contributions to the plan for the past employee service.

Payroll liabilities include vacation entitlements which are accrued as the entitlements are earned.

(p) Workplace Safety and Insurance Board:

The Township is a schedule 2 employer under the Workplace Safety and Insurance Board and as such the Township bears the cost of certain insurance and pension benefits awarded under the workplace safety and insurance legislation. No future obligations have been accrued in these consolidated financial statements as Township does not have a fire department or any ongoing issues and as such WSIB estimates their future liability as \$Nil.

2. Change in accounting policies:

On January 1, 2024, the Township adopted Canadian public sector accounting standard PS 3400 Revenue. The new accounting standard establishes a single framework to categorize revenue to enhance the consistency of revenue recognition and its measurement. As at December 31, 2024 the Township determined that the adoption of this new standard did not have an impact on the amounts presented in the financial statements.

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Consolidated Financial Statements

Year ended December 31, 2024

3. Cash and cash equivalents:

	2024	2023
Unrestricted cash	\$ 3,513,790	\$ 3,959,779
Restricted cash – obligatory reserve fund	121,256	115,363
Designated – reserve fund	333,998	287,508
	<u>\$ 3,969,044</u>	<u>\$ 4,362,650</u>

The Township has an operating loan with TD Canada Trust. Interest is charged at a variable rate at the bank's prime rate minus 0.75%. The maximum authorized amount is \$2,000,000. The balance outstanding on this credit facility as of December 31, 2024 is \$Nil (2023 - \$Nil).

4. Taxes and user charges receivable:

	2024	2023
Current year	\$ 743,637	\$ 682,138
Prior years	252,879	237,149
Penalties and interest	92,673	70,013
	<u>\$ 1,089,189</u>	<u>\$ 989,300</u>

5. Accounts receivable:

	2024	2023
Province of Ontario	\$ –	\$ 103,879
Government of Canada	71,728	208,501
Trade receivables	454,169	133,865
West Parry Sound Recreation Centre	1,166,578	–
Other	61,704	176,674
	<u>\$ 1,754,179</u>	<u>\$ 622,919</u>

6. Investments:

Investments are comprised of Level 1 fixed rate GICs and principal protected notes with interest rates ranging from 2.14% to 5.93% per annum and maturity dates ranging from September 2, 2025 to November 12, 2030.

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Consolidated Financial Statements

Year ended December 31, 2024

7. Pension agreements:

OMERS provides pension services to more than 500,000 active and retired members and approximately 1,000 employers. 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. The most recent actuarial valuation of the Plan was conducted at December 31, 2023. The results of this calculation disclosed total going concern actuarial liabilities of \$140,766 million (2023 - \$136,185 million) in respect of benefits accrued for service with total going concern actuarial assets at that date of \$139,576 (2023 - \$131,983) indicating a going concern actuarial deficit of \$4,913 million (2023 - \$4,202 million). Because OMERS is a multi-employer plan, any pension plan surpluses or deficits are a joint responsibility of Ontario municipal organizations and their employees and the Township's share is not determinable. As a result, the Township does not recognize any share of the OMERS pension surplus or deficit.

The amount contributed to OMERS for 2024 was \$348,280 (2023 - \$310,191) and is included as an expense in the consolidated statement of operations and accumulated surplus.

8. Employee benefits plan liability:

	2024	2023
Accumulated post-retirement benefits – accrued obligation	\$ 317,089	\$ 315,095
Unamortized net actuarial loss	18,156	17,098
	335,245	332,193
Vacation	360,006	350,241
	\$ 695,251	\$ 682,434

The post-employment benefit expense is reported as a component of expenses on the statement of operations and accumulated surplus. The expense is comprised of the following:

	2024	2023
Current year benefit cost	\$ 17,779	\$ 27,464
Interest on accrued benefit obligation	13,368	8,302
Amortization on actuarial loss	1,058	6,058
Total expense related to post-employment benefits	\$ 32,205	\$ 41,824

The amount of post-retirement benefits paid during the year were \$21,620 (2023 - \$31,227).

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Consolidated Financial Statements

Year ended December 31, 2024

8. Employee benefits plan liability (continued):

Retirement Benefits

Retirement Health Care Benefits:

The Township provides dental and health care benefits to certain employee groups after retirement until the members reach 65 years of age. The benefit costs and liabilities related to this plan are based on an actuarial valuation prepared by an independent firm. The date of the last actuarial valuation was as of January 1, 2023.

The accrued benefit obligations for the Township's employee future benefit plans as at December 31, 2024 are based on actuarial valuations for accounting purposes as at January 1, 2023 and forecasted to December 31, 2025. These actuarial valuations were based on assumptions about future events. The economic assumptions used in these valuations are management's best estimates of expected rates as follows:

	2024	2023
Discount on accrued benefit obligations	2.00%	2.00%
Healthcare cost escalation:		
First year	5.60%	5.60%
Decreasing by 0.17% per annum	5.43%	5.43%
Dental costs escalation	5.00%	5.00%

9. Deferred revenue and obligatory reserve funds:

	Opening Balance	Contributions Received	Externally Restricted Investment Income	Revenue Recognized	Ending Balance
Federal gas tax	\$ 258,275	\$ 62,085	\$ 14,292	\$ -	\$ 334,652
Recreational land	115,882	-	-	-	115,882
Total obligatory	374,157	62,085	14,292	-	450,534
Other	14,671	200	-	112	14,983
EMS Station	29,332	-	-	-	29,332
Northern Development & Mines	76,211	166,543	16,939	(107,890)	151,803
Henvey Inlet Wind Project	225,078	58,905	-	-	283,983
OCIF	463,038	207,371	-	(15,773)	654,636
Regional Economic Development	107,948	-	-	(34,625)	73,323
Total	\$ 1,290,435	\$ 495,104	\$ 31,231	\$(158,176)	\$1,658,594

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Consolidated Financial Statements

Year ended December 31, 2024

9. Deferred revenue and obligatory reserve funds (continued):

Federal gas tax

Gas tax revenue is provided by the Government of Canada. The use of the funding is established by a funding agreement between the Township and the Province of Ontario. Gas tax funding may be used towards designated community energy, water, wastewater, solid waste and capacity building projects as specified in the funding agreements.

Recreational land

The parkland reserve funds have been set aside as required by provincial legislation which restricts how these funds may be used and, under certain circumstances, how these funds may be refunded.

Other

Certain donations have been externally restricted by contributors for projects that have not been completed. These have been deferred until the project is started.

EMS Station

The Township leases an EMS base to The Town of Parry Sound. The Town of Parry Sound paid an amount upfront to be amortized evenly over the 15 year lease term.

Northern Development & Mines

In 2020/2021, The Archipelago rehabilitated a 12 km section of Skerryvore Road, consisting of culvert Replacements and resurfacing. The ecological and sustainable manner in which this road was rehabilitated in the midst of the Georgian Bay Biosphere and various reptilian species at risk garnered provincial recognition and received the PJ Marshall award for innovation from the Association of Municipalities Ontario.

Henvey Inlet Wind Project

Annual contributions from the Henvey Inlet Wind Project are externally restricted for the establishment and funding of projects and initiatives that benefit residence or the Township as per the Community Benefit Agreement.

Ontario Community Infrastructure Fund (OCIF)

OCIF is externally restricted by the Ministry of Infrastructure and can only be used for eligible community infrastructure projects.

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Consolidated Financial Statements

Year ended December 31, 2024

10. Long-term debt:

Net long-term debt reported on the statement of financial position is comprised of the following:

	2024	2023
Debt advance for Point au Baril Nursing Station, interest rate of 3.36%, blended semi-annual payments of \$31,361, maturing February 2039	\$ 715,264	\$ 752,999
Debt for Skerryvore Road, interest rate of 3.43%, blended monthly payments of \$37,777, maturing July 2038	834,434	880,187
	<u>\$ 1,549,698</u>	<u>\$ 1,633,186</u>

The principal repayments are as follows:

2025	\$ 86,350
2026	89,309
2027	92,370
2028	95,536
2029	98,810
Thereafter	1,087,324
	<u>\$ 1,549,698</u>

The gross interest included in expenditures to the above long-term debt was \$54,787 (2023 - \$63,938). The above long-term liabilities have been approved by by-law. The annual principal and interest payments required to service these liabilities are within the annual debt repayment limit prescribed by the Ministry of Municipal Affairs and Housing.

11. Asset retirement obligation:

The Township's asset retirement obligation consists of the following obligation:

Landfill obligation:

The Township owns and operates two landfill sites. The liability for the closure of operational sites and post-closure care has been recognized under *PS 3280 Asset Retirement Obligation*. The costs were based upon the presently known obligations that will exist at the estimated year of closure of the sites and for 15 years post this date.

The landfill is expected to reach its capacity in 9-28 years, and the estimated remaining capacity is 19,110 cubic meters, which is 28% of the site's total capacity.

Post-closure care for the landfill sites is estimated to be required for 15 years from the date of site closure. These costs were discounted to December 31, 2024, using a discount rate of -3.31% per annum.

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Consolidated Financial Statements

Year ended December 31, 2024

11. Asset retirement obligation (continued):

The transition and recognition of asset retirement obligations involved an accompanying increase to the landfill and building capital assets and the restatement of prior year numbers (see note 2).

Changes to the asset retirement obligation in the year are as follows:

	Balance at December 31, 2024
Asset Retirement Obligation	
Opening balance	\$ 247,592
Accretion expense	(55,262)
Closing balance	\$ 192,330

	Balance at December 31, 2023
Asset Retirement Obligation	
Opening balance	\$ 242,242
Accretion expense	5,350
Closing balance	\$ 247,592

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2024

12. Tangible capital assets:

Cost	Balance at December 31, 2023		Additions	Disposals	Transfers	Balance at December 31, 2024	
Land	\$	3,555,422	\$ -	\$ -	\$ -	\$	3,555,422
Land improvements		5,063,999	66,481	-	-		5,130,480
Buildings		4,072,402	-	-	-		4,072,402
Building improvements		973,141	-	-	-		973,141
Vehicles and vessels		1,577,355	478,804	(188,856)	-		1,867,303
Linear assets		41,891,492	129,209	-	-		42,020,701
Machinery and equipment		2,301,512	15,725	-	-		2,317,237
Furniture and fixtures		403,776	7,281	-	-		411,057
Computer hardware and software		475,232	21,134	-	-		496,366
Construction in progress		366,810	2,295,064	-	-		2,661,874
Total	\$	60,681,141	\$ 3,013,698	\$ (188,856)	\$ -	\$	63,505,983

Accumulated Amortization	Balance at December 31, 2023		Amortization	Disposals	Transfers	Balance at December 31, 2024	
Land	\$	-	\$ -	\$ -	\$ -	\$	-
Land improvements		1,529,447	122,544	-	-		1,651,991
Buildings		1,093,897	58,860	-	-		1,152,757
Building improvements		393,236	54,669	-	-		447,905
Vehicles and vessels		925,793	189,177	(188,856)	-		926,114
Linear assets		20,509,454	1,362,593	-	-		21,872,047
Machinery and equipment		1,634,724	97,812	-	-		1,732,536
Furniture and fixtures		246,742	29,498	-	-		276,240
Computer hardware and software		334,484	43,920	-	-		378,404
Construction in progress		-	-	-	-		-
Total	\$	26,667,777	\$ 1,959,073	\$ (188,856)	\$ -	\$	28,437,994

	Net book value, December 31, 2023		Net book value, December 31, 2024	
Land	\$	3,555,422	\$	3,555,422
Land improvements		3,534,552		3,478,489
Buildings		2,978,505		2,919,645
Building improvements		579,905		525,236
Vehicles and vessels		651,562		941,189
Linear assets		21,382,038		20,148,654
Machinery and equipment		666,788		584,701
Furniture and fixtures		157,034		134,817
Computer hardware and software		140,748		117,962
Construction in progress		366,810		2,661,874
Total	\$	34,013,364	\$	35,067,989

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Consolidated Financial Statements (continued)

Year ended December 31, 2024

12. Tangible capital assets (continued):

Cost	Balance at December 31, 2022	Additions	Disposals	Transfers	Balance at December 31, 2023
Land	\$ 3,555,422	\$ -	\$ -	\$ -	\$ 3,555,422
Land improvements	5,085,046	-	(21,047)	-	5,063,999
Buildings	4,016,870	40,490	-	15,042	4,072,402
Building improvements	909,091	19,958	-	44,092	973,141
Vehicles and vessels	1,621,962	99,916	(144,523)	-	1,577,355
Linear assets	41,220,827	611,329	-	59,336	41,891,492
Machinery and equipment	2,247,570	63,202	(16,740)	7,480	2,301,512
Furniture and fixtures	388,171	15,605	-	-	403,776
Computer hardware and software	423,816	69,949	(18,533)	-	475,232
Construction in progress	461,492	56,392	(25,124)	(125,950)	366,810
Total	\$ 59,930,267	\$ 976,841	\$ (225,967)	\$ -	\$ 60,681,141

Accumulated Amortization	Balance at December 31, 2022	Amortization	Disposals	Transfers	Balance at December 31, 2023
Land	\$ -	\$ -	\$ -	\$ -	\$ -
Land improvements	1,407,132	125,261	(2,946)	-	1,529,447
Buildings	1,035,941	57,956	-	-	1,093,897
Building improvements	339,565	53,671	-	-	393,236
Vehicles and vessels	931,331	138,985	(144,523)	-	925,793
Linear assets	19,202,747	1,306,707	-	-	20,509,454
Machinery and equipment	1,555,951	95,513	(16,740)	-	1,634,724
Furniture and fixtures	216,928	29,814	-	-	246,742
Computer hardware and software	315,671	35,887	(17,074)	-	334,484
Construction in progress	-	-	-	-	-
Total	\$ 25,005,266	\$ 1,843,794	\$ (181,283)	\$ -	\$ 26,667,777

	Net book value, December 31, 2022	Net book value, December 31, 2023
Land	\$ 3,555,422	\$ 3,555,422
Land improvements	3,677,914	3,534,552
Buildings	2,980,929	2,978,505
Building improvements	569,526	579,905
Vehicles and vessels	690,631	651,562
Linear assets	22,018,080	21,382,038
Machinery and equipment	691,619	666,788
Furniture and fixtures	171,243	157,034
Computer hardware and software	108,145	140,748
Construction in progress	461,492	366,810
Total	\$ 34,925,001	\$ 34,013,364

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Consolidated Financial Statements

Year ended December 31, 2024

13. Taxation:

	Budget 2024 (note 17)	2024	2023
Property taxes	\$ 12,701,072	\$ 12,755,045	\$ 12,429,534
Payments to school board	(3,302,274)	(3,326,507)	(3,295,224)
Available for general municipal purposes	\$ 9,398,798	\$ 9,428,538	\$ 9,134,310

14. Commitments:

The Township has two agreements with the Township of Seguin Fire Department for fire protection services.

- Crane Lake Area: the term of the agreement is five years expiring December 31, 2029. The total cost is based on number of properties and approximates \$64,395 per year.
- Blackstone Lake Area: the term of the agreement is five years expiring January 20, 2027. The total cost is based on number of properties and approximates \$31,152 per year.

The Township has an agreement with SJB Construction Inc. for the lease of office space. The term of the agreement is approximately three years expiring December 31, 2027 and the cost is \$50,400 per year.

15. Contributions to unconsolidated joint boards:

The following contributions were made to these joint boards:

	2024	2023
North Bay Parry Sound Health Unit	\$ 22,529	\$ 21,872
District of Parry Sound Social Services Administration Board	968,759	948,559
District of Parry Sound (West) Belvedere Heights Home for the Aged	214,376	250,646

The Township is contingently liable for its share of any accumulated deficits as at the end of the year for these boards. As of our reporting date, the 2024 audited financial statements indicate that the boards have a surplus.

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Consolidated Financial Statements

Year ended December 31, 2024

16. Accumulated surplus:

Accumulated surplus consists of individual fund surplus, reserves, and reserve funds as follows:

	2024	2023
Equity in tangible capital assets	\$ 33,325,961	\$ 32,132,586
Reserve and reserve funds set aside for specific purpose by Council:		
General government	22,776,248	20,365,304
Planning	8,626	11,384
	22,784,874	20,376,688
	\$ 56,110,835	\$ 52,509,274

17. Budget:

The Financial Plan (Budget) By-Law adopted by Council on April 19, 2024 was not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Standards). The budget was prepared on a modified accrual basis while Public Sector Accounting Standards require a full accrual basis. The budget figures anticipated use of surpluses accumulated in previous years to reduce current year expenditures in excess of current year revenues to \$Nil. In addition, the budget expensed all tangible capital expenditures rather than including amortization expense.

As a result, the budget figures presented in the consolidated statements of operations and accumulated surplus and change in net financial assets represent the Financial Plan adopted by Council on April 19, 2024 with adjustments as follows:

Financial plan (budget) bylaw surplus for the year	\$	–
Add:		
Capital expenditures		615,000
Budgeted transfers to accumulated surplus		2,536,795
Repayment of long term debt		34,146
Less;		
Budgeted transfers from accumulated surplus		(2,982,299)
Amortization		(1,959,076)
Budget deficit per statement of operations	\$	(1,755,434)

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Consolidated Financial Statements

Year ended December 31, 2024

18. Public sector salary disclosure:

During 2024, eleven employees were paid a salary, as defined in the Public Sector Salary Disclosure Act, 1996, of \$100,000 or more by the Township.

19. Trust funds:

Trust funds administered by the Township amounting to \$135,463 (2023 - \$123,320) have not been included in the consolidated statement of financial position nor have their operations been included in the consolidated statement of operations and accumulated surplus.

20. Financial instruments:

The Township is exposed to various risks through its financial instruments. The following analysis provides information about the Township's risk exposure and concentration as of December 31, 2024.

(a) Credit risk:

The Township holds cash accounts with large reputable financial institutions, from which management believes the risk of loss due to credit risk to be remote.

The Township is exposed to credit risk in accounts receivable which includes ratepayers, government and other receivables. The Township measures its exposure to credit risk with respect to accounts receivable based on how long the amounts have been outstanding and management's analysis of accounts.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

(b) Liquidity risk:

Liquidity risk is the risk that the Township cannot repay its obligations when they become due to its creditor. The Township is exposed to this risk relating to its accounts payable and accrued liabilities and long-term debt.

The Township reduces its exposure to liquidity risk by monitoring cash activities and expected outflow through extensive budgeting and maintaining enough cash to repay creditors as they become due.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

(c) Interest rate risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Township is exposed to this risk mainly in respect of its bank facilities and long-term debt.

The Township has minimal interest rate exposure on its bank facilities and long-term debt, which are at fixed rates.

There has been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Consolidated Financial Statements

Year ended December 31, 2024

21. Comparative information:

Certain comparative information has been reclassified from those previously presented to conform to the presentation of the current year financial statements.

22. Investment in Partnership:

The Town owns 16.7% of the West Parry Sound Recreation and Cultural Centre, which is a Joint Municipal Service Board established by the following Municipalities:

- The Corporation of The Township of The Archipelago
- The Corporation of the Township of Carling
- The Corporation of the Municipality of McDougall
- Corporation of the Township of McKellar
- The Corporation of the Town of Parry Sound
- The Corporation of the Township of Seguin

The Centre is currently in its construction phase. The Centre's primary role will be to provide pool and recreation services to the general public.

The Town accounts for its interests in these partnerships using the proportionate consolidation method.

The following table presents the condensed financial information for the West Parry Sound Recreation and Cultural Centre as of December 31, 2024:

	2024
Financial assets	
Cash	\$ 3,005,313
Accounts receivable	6,985,495
Total assets	\$ 9,990,808
Liabilities	
Accounts payable	\$ 1,927,777
Other liabilities	2,587,500
	4,515,277
Net financial assets	5,475,531
Non-financial assets	12,283,890
Accumulated surplus	17,759,421
Results of operations	
Revenue	7,887,223
Expenses	145,078
Surplus	\$ 7,742,145

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Consolidated Financial Statements

Year ended December 31, 2024

23. Segmented information:

The Township is a diversified municipal government institution that provides a wide range of services to its citizens such as police, fire and water and roads. Distinguishable functional segments have been separately disclosed in the segmented information. The nature of the segments and the activities they encompass are as follows:

General Government

This item is related to the revenues and expenses that relate to the operations of the Township itself and cannot be directly attributed to a specific segment. As well, bio forest, water quality, fish management and environmental issues are included in this segment.

Protection to Persons and Property

Protection is comprised of fire prevention, building inspections, by-law enforcement and police. The township does not have a fire department, however it has negotiated contracts with other municipalities for limited vehicle/vessel rescues in certain areas. Forest fires not including structural fires is by agreement with the Ministry of Natural Resources. Fire prevention and education programs are delivered by the Township. The Township pays a levy for the Ontario Provincial Police.

Transportation Services

Transportation is responsible for maintaining and upgrading roads in the Township.

Solid Waste

Solid waste services consists of providing waste disposal to citizens.

Health

Health services are comprised of public health unit which works to improve the overall health of the population and overcome health inequalities by providing services to individuals and communities. Health services also oversee the care and maintenance of the cemetery.

Social and Family Services

Social service provides services that help the less fortunate in society. Social housing is provided to help shelter families and elderly in need.

Recreation and Culture

Recreational programs and cultural programs like seniors' walking group, pickleball, euchre, church etc. are provided at the community centre. The Township provides dock facilities including a marina for its residents. Also, the Municipality provides library services through a contract with the Parry Sound Public Library Board to assist with its citizens' informational needs.

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Notes to Consolidated Financial Statements

Year ended December 31, 2024

23. Segmented information (continued):

Planning and Development

This department provides a number of services including severances, zonings and review of all property development plans through its application process.

Certain allocation methodologies are employed in the preparation of segmented financial information. Taxation, certain government grants and other revenue are apportioned to services based on a percentage of operations.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in the summary of significant accounting policies.

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Note 23 - Segmented Information (continued)

Year ended December 31, 2024

	General government	Protection services	Transportation services	Environmental services	Health services	Social and family services	Recreation and cultural services	Planning and development	2024 Total
Revenues:									
Government grants - Federal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
- Provincial	1,434,217	-	113,754	179,227	-	-	145,875	17,355	1,890,428
User fees and service charges	28,315	1,650	129	67,535	43,847	-	5,000	87,725	234,201
Permits, licenses and fees	45	238,583	300	-	-	-	-	1,659	240,587
Investment income	1,258,684	-	-	-	-	-	-	2,479	1,261,163
Interest charges and tax sales proceeds	142,674	528	-	-	-	-	9,911	-	153,113
Income from other municipalities	292,520	-	-	-	-	-	-	-	292,520
Holiday Cove	-	-	-	-	-	-	251,577	-	251,577
Miscellaneous	8,621	-	-	442,276	-	-	5,833	2,371	459,101
	3,165,076	240,761	114,183	689,038	43,847	-	418,196	111,589	4,782,690
Expenses:									
Salaries and benefits	2,280,208	593,754	823,919	822,534	1,181	-	212,468	449,589	5,183,653
Materials and supplies	621,633	44,244	273,660	374,007	23,769	-	217,513	42,851	1,597,677
Interest on long-term debt	-	-	29,801	-	24,986	-	-	-	54,787
Rents and financial expenses	29,917	103,457	-	38,248	-	-	4,030	606	176,258
External transfers	18,750	645,755	-	15,032	742,629	1,183,135	156,527	24,500	2,786,328
Contracted services	599,520	17,889	28,887	32,188	15,464	-	28,068	87,542	809,558
Loss (gain) on disposal of assets	-	-	-	-	-	-	-	-	-
Accretion expense	-	-	-	(55,262)	-	-	-	-	(55,262)
Amortization of tangible capital assets	110,744	8,910	1,549,157	93,748	12,918	-	183,598	-	1,959,075
	3,660,772	1,414,009	2,705,424	1,320,495	820,947	1,183,135	802,204	605,088	12,512,074
Deficiency of revenues over expenses	(495,696)	(1,173,248)	(2,591,241)	(631,457)	(777,100)	(1,183,135)	(384,008)	(493,499)	(7,729,384)
Funded through:									
Taxation									9,428,538
Annual surplus									\$ 1,699,154

THE CORPORATION OF THE TOWNSHIP OF THE ARCHIPELAGO

Note 23 - Segmented Information (continued)

Year ended December 31, 2024

	General government	Protection services	Transportation services	Environmental services	Health services	Social and family services	Recreation and cultural services	Planning and development	2023 Total
Revenues:									
Government grants - Federal	\$ 144,881	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 144,881
- Provincial	1,420,928	-	612,137	359,964	-	-	32,793	17,355	2,443,177
User fees and service charges	71,442	2,920	540	78,246	45,769	-	5,000	51,075	254,992
Permits, licenses and fees	630	235,746	450	-	-	-	-	3,318	240,144
Investment income	1,091,550	-	-	-	-	-	-	1,777	1,093,327
Interest charges and tax sales proceeds	120,866	1,260	-	-	-	-	23,767	-	145,893
Income from other municipalities	271,720	-	-	-	-	-	-	-	271,720
Holiday Cove	-	-	-	-	-	-	245,449	-	245,449
Miscellaneous	41,962	297	-	66,042	-	-	(81,130)	1,425	28,596
	3,163,979	240,223	613,127	504,252	45,769	-	225,879	74,950	4,868,179
Expenses:									
Salaries and benefits	2,161,618	592,461	740,285	792,490	1,492	-	226,376	421,368	4,936,090
Materials and supplies	610,226	38,580	283,271	564,545	52,224	-	201,929	25,018	1,775,793
Interest on long-term debt	-	-	32,018	-	26,223	-	5,697	-	63,938
Rents and financial expenses	31,953	102,288	-	65,426	-	-	3,847	-	203,514
External transfers	27,967	654,341	-	14,884	726,012	1,199,205	153,257	-	2,775,666
Contracted services	584,380	1,547	33,174	106,284	15,404	-	54,843	82,691	878,323
Loss on disposal of assets	1,458	-	(29,500)	-	18,102	-	-	-	(9,940)
Accretion expense	-	-	-	5,350	-	-	-	-	5,350
Amortization of tangible capital assets	102,018	6,772	1,482,540	52,414	12,918	-	187,133	-	1,843,795
	3,519,620	1,395,989	2,541,788	1,601,393	852,375	1,199,205	833,082	529,077	12,472,529
Deficiency of revenues over expenses	(355,641)	(1,155,766)	(1,928,661)	(1,097,141)	(806,606)	(1,199,205)	(607,203)	(454,127)	(7,604,350)
Funded through:									
Taxation									9,134,310
Annual surplus									\$ 1,529,960



Reserve and Reserve Funds Policy Review DRAFT

Township of The Archipelago

July 18, 2025

Page 55 of 358

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Chapter 1

Introduction and Background



1. Introduction and Background

1.1 Introduction

The Township of The Archipelago retained Watson & Associates Economists Ltd. (Watson) to undertake a Reserve and Reserve Funds Policy Review process starting in January 2025. Through this study, Watson worked with Township staff to:

- Review the Township's existing Reserve and Reserve Funds (R.R.F.s);
- Develop a R.R.F. policy framework, including policy statements, definitions, management practices, reporting mechanisms, etc.; and
- Develop the policy components for each R.R.F., such as their purpose, source of funding, targets, etc.

The overall objective of this study is to establish sound policies for each of the Township's R.R.F. accounts, as well as to make recommendations to the Township regarding the creation, modification, or closure of R.R.F.s.

1.2 Background

Within Ontario, municipalities have the authority to establish or maintain R.R.F.s for any purpose within their jurisdiction. This authority is currently provided by Section 417 of the *Municipal Act, 2001*, which grants municipalities broad powers to manage financial matters, including the establish reserves and reserve funds for services under the municipality's jurisdiction (e.g. local boards). Other statutes, as will be discussed later, also can direct the establishment of reserve funds.

In its simplest form, a reserve or reserve fund is a sum of money set aside for future known expenditures or contingent purposes. The establishment of an R.R.F. is at the discretion of Council and represents a financial management tool for smoothing out fluctuations in taxes and rates over time. To summarize, R.R.F.s:

- Provide a mechanism for legally saving money to finance all or part of future infrastructure, equipment, and other requirements;
- Provide a degree of financial stability by reducing reliance on indebtedness to finance capital projects and acquisitions; and



- Serve as a budgetary option during uncertain economic times, helping to mitigate the need to cut services or to raise taxes.

Most R.R.F.s are established to provide resources for future intended uses. It is important to note that R.R.F.s should not be viewed as a “parking lot” for excess cash. Best practices dictate that a R.R.F. should be established with a clear intent or plan in mind regarding the future purpose, use and, when appropriate, replenishment of funds from the R.R.F.

The Township of The Archipelago has a long history of establishing and utilizing R.R.F.s for various purposes. The Township has a policy framework document titled “Reserves, Reserve Funds, Allowances, Trust Funds and Other Special Funds.” While numerous R.R.F.s have been created following this framework, the policies and intent surrounding many of these R.R.F.s have not been clearly established. Therefore, the purpose of this review is to develop clear and comprehensive policies for the Township’s existing R.R.F.s, as well as to update the framework that is used to develop new R.R.F.s. and to maintain existing R.R.F.s in a consistent and sustainable manner.



Chapter 2

Reserve and Reserve Funds Overview



2. Reserve and Reserve Funds Overview

2.1 Reserves and Reserve Funds

At the outset, it must be stated that there are differences between a reserve and a reserve fund. The establishment of each may be by different legislation and the rules over the use and maintenance of each will vary. The following sections provide detailed information on each type.

2.1.1 Reserves

Reserves are authorized under the provisions set out in the *Municipal Act*. A reserve may be established for a predetermined purpose and applied for that purpose at the discretion of Council.

While reserves may be established for any municipal purpose, the following listing provides the most common uses:

2.1.1.1 Reserve for working funds

In most municipalities, expenditures are often incurred before taxes, grants and other revenues become available. This timing difference can create cash flow issues.

To address this, municipalities can obtain short-term loans, but this approach incurs interest charges. In order to reduce a reliance on short-term borrowing, a working fund reserve is often employed as a financial management technique.

2.1.1.2 Reserve for stabilization

A stabilization reserve is established to mitigate the impacts of unforeseen increases to expenditures or decreases in revenue. The funds are used to offset potential tax rate increases due to temporary economic conditions or other unforeseen circumstances. They may also be used to mitigate water and wastewater revenue fluctuations due to weather conditions (e.g. a year that experiences high precipitation may reduce water billings due to a reduction in outdoor usage). By maintaining a stabilization reserve, municipalities can continue to deliver existing services without imposing significant tax and/or rate increases on residents.



2.1.1.3 Reserve for contingencies

A contingency reserve can also be established in anticipation of unknown expenditures or potential liabilities, such as damage claims or shortfalls in forecast operating revenues. Without contingency reserves, an unforeseen event could lead to significant tax or rate increases or an increased reliance on debt.

2.1.1.4 Reserve for equipment replacement

Major items of equipment, such as fire vehicles, require replacement on a recurring basis. A reserve can be established to set aside funds for future equipment replacement. This type of reserve eliminates the need to levy the full cost of the equipment in the year of acquisition, thereby reducing year-to-year fluctuations in the tax levy and minimizing the need for short-term or long-term debt.

2.1.2 Reserve Funds

Reserve funds are similar to reserves in that they set aside monies for future expenditure. However, reserve funds are normally created by statutory authority or through a municipal by-law and are restricted to specific uses.

The two types of reserve funds are described in more detail below: **obligatory reserve funds** and **discretionary reserve funds**.

2.1.2.1 Obligatory Reserve Funds

Obligatory reserve funds shall be created whenever a statute requires revenue received for special purposes to be segregated from the general revenues of the municipality.

Examples include:

- Monies received as development charges as set out under Sections 33 to 37 of the *Development Charges Act*;
- Monies received as community benefits charges as set out under Sections 37 of the *Planning Act*;
- Monies received in lieu of land for park purposes as set out under Sections 42, 51, and 53 of the *Planning Act*;
- Monies received from special charges to provide additional sewer or water supply;



- Contributions received in consideration of expenses incurred or to be incurred as the result of a proposed subdivision;
- Funds received from the Canada Community-Building Fund Agreements;
- Currency exchange premiums received on debentures expressed in a foreign currency as set out in the *Municipal Act*;

Obligatory reserve funds are to be used solely for the purpose prescribed to them by statute.

2.1.2.2 *Discretionary Reserve Funds*

Discretionary reserve funds are created by by-law under the *Municipal Act*. These funds are established whenever a municipal Council wishes to earmark revenues to finance a future expenditure and set aside a certain portion of any year's revenues so that the funds are available as required.

Discretionary reserve funds may be used for a number of different purposes, including (but not limited to):

- Major capital projects (e.g. facilities, rolling stock, roads, watermain, sewers, etc.);
- Future expenditures for land acquisition;
- Industrial promotion;
- Insurance claims; and
- Future sick leave commitments.

There are two major advantages to discretionary reserve funds:

- **Stabilization of Tax Levy:** Similar to a reserve, they help to stabilize the general municipal tax levy requirements. In a year when a large amount of revenue is required to finance capital projects, a previously established discretionary reserve fund can enable a municipality to spend money without affecting the general municipal levy or the need to incur debt.
- **Investment Income:** The assets of the reserve fund may be specifically directed to be invested to earn additional income, thus helping to reduce the amount of money to be set aside.



2.2 Types of Reserves / Reserve Funds

The previous section summarized the differences between a Reserve and a Reserve Fund. R.R.F.s can be further categorized into four types:

- Operating
- Capital
- Working Funds
- Statutory

2.2.1 *Operating Reserves / Reserve Funds*

Operating R.R.F.s are generally discretionary and may or may not be established by by-law. These reserves are primarily used to manage fluctuations in operating expenditures and revenues, including those arising from cyclical activities or unexpected costs. The following subsections provide examples of operating R.R.F.s:

2.2.1.1 *Financial Stabilization*

These types of R.R.F.s are utilized to offset revenue shortfalls within a given year. They are commonly associated with building permits to mitigate reduced revenues as a result of low levels of building activity, winter maintenance to provide funding in case of an unexpected heavy snowfall, and other R.R.F.s to mitigate unforeseen circumstances.

2.2.1.2 *Insurance*

An insurance reserve is typically established to cover the cost of insurance claims and deductibles. This reserve may also be used to bridge the impacts of significant premium increases. As the magnitude and timing of claims are often indeterminable, municipalities should set aside annual amounts during the budget process to assist in years that experience a larger number of claims.

2.2.1.3 *Other Programs and Contingencies*

Municipalities may consider establishing other types of operating R.R.F.s for cyclical or unexpected expenditures. These could include election reserves to fund municipal elections held every four years, legal reserves to offset lawyer and court fees, and general contingency reserves set aside for emergency situations (e.g. floods, tornadoes, etc.).



2.2.2 Capital Reserves / Reserve Funds

Capital R.R.F.s are established to assist in financing all, or part of the cost of construction, reconstruction, or acquisitions of facilities, equipment, and land. Capital reserve policies are generally developed as part of a Long-Term Financial Plan, a Master Plan, or part of an Asset Management Plan. These funds assist in reducing the overall impact to tax rates or user fees and limit the need for debt financing.

Capital R.R.F.s can be utilized for general capital requirements (e.g. facilities) or for specific projects (e.g. a skate park or community centre). Additionally, this type of R.R.F. typically includes lifecycle replacement to address the ongoing replacement and maintenance of capital assets over their useful life. In a municipal finance setting, this R.R.F. establishes a basis for planning for the long-term replacement of capital assets.

Examples of Capital R.R.F.s include, but are not limited to:

- Equipment Replacement
- Asset Management
- Facilities
- Water Infrastructure
- Wastewater Infrastructure

2.2.3 Working Funds

Working funds are established to provide cash flow for operations to eliminate the need for short-term borrowing to meet immediate obligations. For example, if a municipality does not collect the first installment of taxes until April 30th, expenditures are still being incurred during the months of January to March. Therefore, the working funds provide assistance with the required expenditures for the first four months, until the taxation revenue is received in April.

Although municipalities can short-term borrow to cover these expenditures, doing so would add interest costs to the municipality's budget.

2.2.4 Statutory Reserve Funds

Statutory reserve funds are established through legislation and are classified as obligatory reserve funds. Examples of these reserve funds are created through the following:



- *Development Charges Act*;
- *Planning Act* (Cash-in-Lieu of Parkland, Cash-in-Lieu of Parking);
- *Building Code Act*; and
- Federal / Provincial Transfer Payments (Canada Community-Building Fund).

These reserve funds must be separated from other reserve fund accounts and can only be used for the specific purposes as outlined in their respective legislation or regulations.

2.3 Reserves and Reserve Funds in Ontario

As stated in the preceding section, municipalities in Ontario have the ability to establish R.R.F.s for a variety of purposes and goals. These R.R.F.s can be intended for roads, water, wastewater, parks, transit, protection services, libraries, insurance, parking, health, or any other service that falls within the sphere of jurisdiction for a municipality.

To demonstrate the use of R.R.F.s within Ontario, the following figure (Figure 1) has been extracted from the 2022 Financial Information Return (F.I.R.) data and provides an overview of all reported reserves and reserve fund balances for various purposes. As can be seen, Obligatory Reserve Funds are a distinct category. However, as presented, Discretionary Reserve Funds and Reserves are often used interchangeably for many services and purposes. The key difference is that Discretionary Reserve Funds are established through a by-law.



Figure 1
Summary of Reserves and Reserve Funds for Ontario Municipalities – 2022

FIR2022: PROVINCIAL SUMMARY		Schedule 60		
		CONTINUITY OF RESERVES AND RESERVE FUNDS		
		for the year ended December 31, 2022		
		Obligatory Res. Funds, Deferred Rev.	Discretionary Res. Funds	Reserves
		1	2	3
		\$	\$	\$
Totals in line 2099 are analysed as follows:				
5010	Working funds	446,969,765		1,216,637,034
5020	Contingencies	309,130,106		670,081,095
Asset Replacement funds for: Sewer & Water				
5030	Sewer		733,532,246	443,402,975
5040	Water		353,217,691	624,831,314
5050	Replacement of equipment		382,549,658	1,281,520,864
5060	Sick leave		135,636,440	232,482,853
5070	Insurance		295,731,643	67,068,617
5080	Workplace Safety and Insurance Board (WSIB)		312,128,341	125,219,878
5090	Post-employment benefits		807,694,983	116,153,717
5091	Tax rate stabilization		655,671,138	2,215,293,259
5630	Lot Levies		78,236,065	127,043
5660	Parking revenues		35,220,636	2,707,154
5670	Debtenture repayment		1,484,903,619	219,203,216
5680	Exchange rate stabilization		0	0
Per Service Purpose:				
5205	General government		2,766,013,471	1,188,156,393
5210	Protection services		171,568,315	318,762,004
Transportation services:				
5215	Roadways		1,482,088,562	1,211,012,294
5216	Winter Control		20,746,135	91,036,187
5220	Transit		348,215,254	160,541,897
5221	Parking		64,288,834	15,307,961
5222	Street Lighting		3,139,534	8,639,483
5223	Air transportation		8,411,172	20,031,226
Environmental services:				
5225	Wastewater system		1,906,096,527	686,190,248
5230	Storm water system		296,807,089	113,012,101
5235	Waterworks system		2,050,003,703	813,315,223
5240	Solid Waste collection		70,203,101	21,021,717
5245	Solid Waste disposal		403,809,371	366,544,660
5246	Waste Diversion		139,651,509	143,935,676
5250	Health services		184,351,456	136,606,528
5255	Social and family services		200,245,852	261,351,852
5260	Social housing		922,636,757	486,733,706
Recreation and cultural services:				
5265	Parks		103,095,444	99,406,612
5266	Recreation programs		3,070,372	14,595,488
5271	Recreation facilities - Golf Course, Marina, Ski Hill		5,655,678	31,353,505
5274	Recreation facilities - All Other		146,468,845	242,292,936
5275	Libraries		71,179,723	73,290,620
5276	Museums		12,150,288	13,276,008
5277	Cultural services		43,156,756	38,594,191
5280	Planning and development		673,074,398	331,098,118
5290	Other		1,270,280,738	1,671,859,952
Obligatory Deferred Revenue:				
5635	Development Charges (61 0299 14)	10,306,228,529		
5636	Development Charge Installments Receivable (Uncollected) (61 0299 13)	362,387,441		
5640	Subdivider contributions	198,805,189		
5650	Recreational land (the Planning Act)	2,492,047,261		
5655	Community Benefit Charges	28,331,345		
5661	Building Code Act, 1992 (Section 2.23)	584,940,009		
5690	Gasoline Tax - Province	208,138,872		
5691	Gasoline Tax - Federal	1,774,515,871		
5692	Canada Transit Funding (Bill C-48)	0		
5693	Building Canada Fund (BCF)	39,452,719		
5695	Other	428,017,340		
5696	Other	106,472,037		
5697	Other	147,005,118		
5698	Other	51,312,388		
5699	Other	(9,141,438)		
9930	TOTAL	16,718,512,681	19,397,031,215	15,772,695,605



Based on Figure 1, municipalities in Ontario have a combined R.R.F. balance of \$51.9 billion, of which \$16.7 billion is related to statutory or obligatory requirements.

2.4 The Archipelago's Current Reserves and Reserve Funds

The Township of The Archipelago currently has 89 R.R.F.s. These R.R.F.s have been established either by by-law, Council resolution, or by allocation through the budgeting process. The following provides an overview of the Township's R.R.F.s, as depicted in the 2023 F.I.R.:



Figure 2
Township of The Archipelago's Reserves and Reserve Funds – 2023

FIR2023: The Archipelago Tp		Schedule 60		
Asmt Code: 4905		CONTINUITY OF RESERVES AND RESERVE FUNDS		
MAH Code: 86621		for the year ended December 31, 2023		
		Obligatory Reserve Funds, Deferred Revenue	Discretionary Reserve Funds	Reserves
		1	2	3
		\$	\$	\$
Totals in Line 2099 are Analysed as Follows:				
5010	Working Funds			22,995,201
5020	Contingencies			
Asset Replacement Funds For: Sewer & Water				
5030	Sewer			
5040	Water			
5050	Replacement of Equipment			
5060	Sick Leave			
5070	Insurance			
5080	Workplace Safety and Insurance Board (WSIB)			
5090	Post-Employment Benefits			
5091	Tax Rate Stabilization			
5630	Lot Leves			
5660	Parking Revenues			
5670	Debenture Repayment			
5680	Exchange Rate Stabilization			
Per Service Purpose:				
5205	General Government			
5210	Protection Services			
Transportation Services:				
5215	Roadways			
5216	Winter Control			
5220	Transit			
5221	Parking			
5222	Street Lighting			
5223	Air Transportation			
Environmental Services:				
5225	Wastewater System			
5230	Storm Water System			
5235	Waterworks System			
5240	Solid Waste Collection			
5245	Solid Waste Disposal			
5246	Waste Diversion			
5250	Health Services			
5255	Social and Family Services			
5260	Social Housing			
Recreation and Cultural Services:				
5265	Parks			
5266	Recreation Programs			
5271	Recreation Facilities - Golf Course, Marina, Ski Hill			
5274	Recreation Facilities - All Other			
5275	Libraries			
5276	Museums			
5277	Cultural Services			
5280	Planning and Development			
5290	Other			
Obligatory Deferred Revenue:				
5635	Development Charges Cash Collected (SLC 61B 0299 28)	0		
5636	Development Charges Installments Receivable (Uncollected) (SLC 61A 0299 25)	0		
5640	Subdivider Contributions			
5650	Recreational Land (The Planning Act)	115,882		
5655	Community Benefits Charges			
5661	Building Code Act, 1992			
5690	Gasoline Tax - Province			
5691	Canada Community-Building Fund (Federal Gas Tax)	258,275		
5693	Building Canada Fund (BCF)			
5695	Other			
5696	Other			
5697	Other			
5698	Other			
5699	Other			
9930				
TOTAL		374,157	0	22,995,201



As of December 31, 2023, the combined balance of the Township's obligatory reserve funds, discretionary reserve funds, and discretionary reserves is \$23.4 million. As depicted on Figure 2, the Township's discretionary funds are noted as Reserves, with no allocations provided in the Reserve Fund column. The discretionary R.R.F.s have been examined and categorized appropriately through this policy review process.

Based on the information provided above and by the Township, the Township's R.R.F.s have been categorized into the four primary types: operating, capital, working funds, and statutory. Additionally, these funds are distinguished based on their allocation to the area rated North and South. This separation reflects a requirement set out by the Province at the time of the Township's establishment, mandating that certain reserves be maintained independently for North and South. Figure 3 provides a summary of the Township's current R.R.F.s, allocated by category and type.

Figure 3
Summary of the Township's Reserves and Reserve Funds – by Category

Type	Category of Reserves/Reserve Funds					Statutory - General
	Operating - General	Capital - General	Capital - North	Capital - South	Working Funds - General	
Obligatory						Cash-in-lieu of Parkland AMO Federal Gas Tax Funds Election - Councillors Cemetery
Discretionary with By-law		Henvey Inlet Wind Project				
Discretionary through Allocation	Covid Funds	Massassauga Park	Community Centre	Holiday Cove	Working Funds	
	OPP	Sturgeon Park	PauBCC rink	Roads South - Current Lump Sum (includes S/W loans)		
	Management Discr.	Township Office	PauBCC Park	[Unnamed Reserve]		
	Election	Public Works Garage	Landfill Site North	Aga Ming Rd - Gravel		
	Pay Equity	Public Works Shed	Site 9 Garage	Blackstone Lake Rd - Gravel		
	Restructuring	Public Works Shed roof	Chamber of Commerce	Crane-Walker Rd - Gravel		
	Assess. Appeals	Public Works Office	PAB Washroom Bldg.	North Fork Rd - Gravel		
	WSIB Reserve	Nursing Station	PAB Housing	South Fork Rd - Gravel		
	OMPF	Nursing Station Debenture payments	[Unnamed Reserve]	Ramsey-Johnston Rd - Gravel		
	Zoning Review	PauB Nursing/Ambulance	Current Lump Sum	Tolpt's Rd - Gravel		
	O.P. Review	Cemetery	Docks Pte-au-Baril	Armstrong-Jacklin Rd - Gravel		
	Actual Current Reserve	Belvedere	Wharf/Wall Pte-au-Baril	Earls Rd - Gravel		
	Equipment -GIS (Server, plotter, etc)	Ontario Main Streets Revitalization	Roads North - Current Lump Sum	Fox Back Rd - Gravel		
	Aerial Photography - GIS	Modernization Funds	Skerryvore Community Rd (1st Sect)- LCB	Healey Lake Lodge Rd - Gravel		
	Intigration of Data - GIS	Accessibility funding	Skerryvore Community Rd (2nd Sect)- LCB	Kapikog South Rd - Gravel		
	Website	Belvedere Debenture	Skerryvore Community - LCB	Kapikog North Rd - Gravel		
		Planning Board	Skerryvore Road Debenture payments	Joyce Lane - Gravel		
			Site 9 Rd	Munro Dr - Gravel		
			South Shore Rd - HCB	Joe Koran Rd - LCB		
			South Shore Rd - LCB	Kapikog Rd - LCB		
			Payne's Rd	Blackstone- Crane - HCB		
			North Shore Rd - HCB	Healey Lake Rd - HCB		
			North Shore Rd - LCB	Woods Bay Lane - HCB		
			Hwy 529A (Twp portion) - LCB	Kapikog Road Culvert		
			Skerryvore Road Culvert	Blackstone Lake Road Bridge		



Chapter 3

Reserve and Reserve Fund Principles



3. Reserve and Reserve Fund Principles

3.1 Setting the Framework and Policy

The development of policies for reserves and discretionary reserve funds is based in part on the preferences of the municipality and the objective the reserve or reserve fund is meant to achieve. Generally, the creation of a reserve or discretionary reserve fund shall address several key matters, such as:

- Objective of the fund
- Rules regarding usage
- Source of funding
- Funding targets

With regards to obligatory reserve funds, the objectives and policies are determined through their respective legislation and regulations.

As described in the previous section, R.R.F.s can be a useful financial planning tool when combined with a comprehensive analysis of future financial needs and obligations. However, historical research provides that a level of oversight, evaluation and communication to the public is generally warranted to validate municipal policy. Based on the foregoing, the following questions and considerations may be considered as part of developing reserve policy:

- Has the financial need or purpose served by the reserve been identified?
- Does the reserve fit within or complement the long range financial or capital plans of our locality?
- Has a written reserve fund plan or policy been developed?
- What events and obligations are the municipality planning for? i.e. Is cash being accumulated for the purchase of a major piece of equipment or to help finance other major capital outlays?
- Is cash being sequestered to help mitigate the impact of other large, nonrecurring expenditures?
- Are there risks that need to be protected against?
- Does the municipality's policy address how to replenish depleted reserve balances, as appropriate?
- Is the Council provided with periodic financial reports on reserve fund activity?



- Are reserve balances at an appropriate level?
- Has the Council reviewed all reserve funds currently established and determined if the balances are necessary and reasonable?
- Is there a limit on the dollar amount to be accumulated?
- Is the reserve serving the purpose for which it was established?
- Are the best interests of the taxpayers being met?

Based on the questions presented above, it is important to have policies that outline the overall approach and management of reserves and reserve funds. As well, specific policies, rules, and target levels can be set for individual R.R.F.s. The following sections will address the development of these broader policies, while specific policies are detailed in Chapter 4.

3.2 Structure of Broader Policy Development

Prior to establishing specific policies for individual R.R.F.s, a broader policy framework needs to be established to create a foundation for which all R.R.F. policies will be based on. These following components are addressed in this framework:

- Policy Statement
- Purpose & Objective
- Definitions
- Reserve and Reserve Fund Management
 - Establishment and Modification
 - Investment
 - Contributions to / withdrawals from
 - Lending / Temporary Borrowing
 - Termination / Closure
- Standard of Care / Responsibilities
- Reporting
- Other Considerations

In developing the broader policy framework for the Township, each of the components listed above were examined through detailed meetings with The Archipelago staff. Also, as part of this study process, a benchmarking exercise was undertaken to examine how The Archipelago's neighbouring municipalities handle their respective R.R.F. policies and framework development. These samples were reviewed with



Township staff and assisted in providing insight into developing the Township's R.R.F. policies. The findings of the benchmarking exercise are presented in Appendix A.

The following sections detail the development of the broader policy, including examples for each component. These concepts were discussed with staff and the resultant framework is presented in Section 3.3.

3.2.1 Policy Statement

The policy statement should identify a goal which defines the overall need for the R.R.F. policies. Policy statements can be brief or expanded, as presented in the following examples:

- “A Policy governing the management and administration of reserves and reserve funds.”
- “The *Municipal Act, 2001*, Section 290 provides a municipality’s budget shall set out amounts to be paid into and out of reserves. A municipality may establish reserve funds for any purpose for which is has authority to spend money.”

3.2.2 Purpose & Objective

This portion of the framework should include a statement that defines the overall purpose and objective of the R.R.F. policies, identifying the reasons for establishing R.R.F.s.

Examples of the purpose of R.R.F.s include:

- Adherence to statutory requirements;
- Promotion of financial stability and flexibility;
- Provision of major capital expenditures;
- Smooth expenditures which would otherwise cause fluctuation in the operating budget; and
- To take advantage of financial opportunities that may arise.

3.2.3 Definitions

To ensure clarity for all readers, including Council, staff from various departments, and the public, it is important to define more technical terms. Examples of terms to be defined may include the following:



- Reserve: Monies set aside by approval of Council and not restricted by legislation. Reserves can be related to projects that are of a nature prescribed and managed by approval of Council.
- Reserve Fund: Monies set aside for a specific purpose as required by provincial legislation, a municipal by-law, or an agreement.

3.2.4 Reserve and Reserve Fund Management – Establishment and Modification

This section of the policy framework should outline the process for establishing the R.R.F., as well as any required steps that need to be undertaken prior to its creation.

The first step is to define the process for creating an R.R.F., as shown in the following sample wording:

- Reserve funds can be established through the following processes:
 - Inclusion in the annual operating or capital budget which is approved by Council; or
 - Through resolution of Council.

In addition to creating a process statement, the requirement of supporting documents may be included to further justify the need for the creation of a reserve or reserve fund. An example of this may include the following wording:

- In order to establish a new reserve fund, a financial plan will be prepared which outlines the following where applicable and practicable:
 - Need or justification;
 - Target funding level (if applicable);
 - Contribution sources; and
 - Projected disbursements for planned future obligations.

3.2.5 Reserve and Reserve Fund Management – Investment

As R.R.F.s are typically held in accounts for a period of time before they are utilized, an investment policy should be developed in order to generate a rate of return to hedge against inflation costs of expenditures. Prior to investing the funds, the Township must consider any legislative requirements for specific reserve funds.



When developing an investment policy, consideration of the investment term and application of interest should be identified. Where possible, the R.R.F. framework should refer to existing investment policies a municipality has developed. An example of an investment statement may include:

- Reserves and reserve funds shall be invested for a term that will not exceed its expected date of need;
- Reserves and reserve funds shall be invested in accordance with the Council approved Investment Policy;
- Interest earned on reserves shall be recognized as revenue in the operating budget; and
- Interest earned on reserve funds shall be recognized as revenue in each specific reserve fund.

3.2.6 Reserve and Reserve Fund Management – Contributions to / Withdrawals from

This section of the policy identifies how the transactions for the R.R.F.s will be performed. The policy should describe the process of how the funds will be accessed by the Township, as well as identifying the sources of funding that will contribute to the R.R.F. accounts. Sample wording for this section may include:

- All contributions to and/or withdrawals from reserves and reserve funds shall be approved by Council, normally as part of the annual budget approval process or specifically by resolution with the following exceptions:
 - Direct contribution to reserve and reserve fund such as development charge contributions or settlement in account of prior year events;
 - Transfers of funds between reserve cost centres for reserve restructure which in the opinion of the Treasurer have not changed the purpose for which the funds were intended; and
 - Transfer of funds between asset replacement reserves based upon reserve adequacy analyses or other related information, at the discretion of the Treasurer.



3.2.7 Reserve and Reserve Fund Management – Lending / Temporary Borrowing

To help reduce the need for external debenture financing, municipalities may have the ability to internally borrow against existing reserves or reserve funds. Typically, when this action is initiated, the funds that are borrowed from one R.R.F. should be paid back within a defined timeframe and with interest, to maintain the integrity and intended purpose of the source reserve. However, there may be legislative restrictions for certain reserve funds that limit these actions. For example, the legislation dictates that a municipality may borrow money from a development charges reserve fund, but it can only be used for other development charge eligible services, and it is to be paid back with interest.

A sample policy that could be considered may include the following:

- Temporary borrowing to cover a reserve short-term deficit, interim servicing requirements or internal financing is permitted, when justified, adequately supported and authorized by Council.
- However, the following conditions must be met in order to allow borrowing from reserve funds:
 - Borrowing must not adversely affect the intended purpose of the reserve.
 - A plan to repay the reserve within a reasonable timeframe is required and must be documented.
 - Interest, equivalent to the Township's interest on reserve fund bank accounts, will be applied to outstanding amount borrowed.
 - Where applicable, legislative requirements may apply. For example, the *Development Charges Act* permits inter-fund borrowing only between development charge reserve funds and prescribes a minimum interest rate (ie. Bank of Canada prime rate as of the document approval date, updated on the first business day of every January, April, July and October).

3.2.8 Reserve and Reserve Fund Management – Termination / Closure

The R.R.F. policy framework should include a process on how R.R.F. accounts are to be terminated or closed. Prior to closing an R.R.F., the Township should assess the reason for closing the account, ensuring that the purpose has been met and all legislative requirements are satisfied prior to closure.



The following provides a sample write-up to the R.R.F. closure process:

- If the purpose or purposes for which the reserve or reserve fund was created have been accomplished and the reserve or reserve fund is determined to be no longer necessary, the Treasurer, in consultation with the Department Director, shall report to Council with the recommendation on:
 - The closure of the reserve or reserve fund;
 - The disposition of any remaining funds; and
 - The necessary amendment to the Reserve by-law.
- A resolution of Council will be required to close a reserve.
- The By-law establishing the Reserve Fund will be required to be repealed in order to close a Reserve Fund.

3.2.9 Standard of Care / Responsibilities

After establishing the rules and processes for reserves and reserve funds, the next step is to determine how those accounts will be monitored and maintained. The roles and responsibilities of staff and Council should be defined in order to ensure the proper management of each account.

Sample wording surrounding the roles of staff and Council may include:

- The Treasurer shall:
 - Develop and update this policy as necessary and present changes to Council;
 - Ensure that the principles and requirements contained in this policy are applied consistently across all departments;
 - Perform the transfers to and from reserves and reserve funds as authorized by Council;
 - Recommend strategies for the adequacy of reserve levels; and
 - Report to Council the reserve balances and forecast as part of the annual budget approval process.
- Municipal Council shall:
 - In accordance with the *Municipal Act 2001*, Section 224 develop and evaluate policies, ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place and maintain the financial integrity of the municipality.



- Approve transactions to and from reserves and reserve funds through the budget process or by specific resolution (for reserves) and by-laws (for reserve funds).
- The Chief Administrative Officer shall:
 - Support the Treasurer in ensuring the principles and mandatory requirements contained in this policy are applied consistently across all Township departments.
- Department Directors shall:
 - Provide the Treasurer with the most current capital asset information to be used in the assessment of the adequacy of capital lifecycle reserves;
 - Inform the Treasurer when reserve or reserve fund transfers are required; and
 - Consult with the Treasurer when reserve funds are required for unbudgeted transactions.

3.2.10 Reporting

The final component of an R.R.F. policy framework is to establish how the funds will be reported to Council, Township departments, and to the public. The R.R.F. reporting may be contained within various reports to Council, such as Annual Audited Financial Statements, Budget Reports, D.C. Reserve Funds Reports, etc.

The following is a sample reporting statement that may be considered as part of the policy framework:

- The Treasurer, or designate shall prepare the following reports regarding reserves and reserve funds managed by the Township:
 - Annual Audited Financial Statements - the annual audited financial statements shall include a statement of financial position, financial activities, and changes in fund balances for reserves and reserve funds.
 - Reserve and Reserve Fund Report - a financial plan forecasting reserve and reserve fund balances and a comparison to target objectives shall be prepared periodically based on the most current information available; this report may include the establishment of new, modification of existing and termination of existing reserves and reserve funds.
 - Budget Reports - reserve and reserve fund balances, projected contributions and planned drawdowns shall be presented as a part of the



budget process. Annual changes to reserve and reserve fund balances shall be presented with each annual budget update, or specifically by resolution if required.

- Other reports in line with this Policy shall be brought forward to Council as needed.

3.2.11 Other Considerations

In addition to the main policy matters presented above, a R.R.F. policy framework may also include other miscellaneous items that were not addressed under the preceding headings. These items may include the treatment of external loans, the delegation of authority to oversee the reserves and reserve funds, and the establishment of a formal process to periodically review and update the aforementioned policies.

3.3 Recommended R.R.F. Framework Policies

Based on the broader policy framework outlined in the prior section, detailed discussions with Township staff were undertaken to review the current R.R.F. practices, as well as proposing new policy considerations using the criteria presented herein.

The following provides the proposed Policy Framework for the Township of The Archipelago's Reserves and Reserve Funds for the Council's consideration.

Policy Statement

The *Municipal Act, 2001*, Section 290 provides that a municipality's budget shall set out amounts to be paid into and out of reserves. A municipality may establish reserve funds for any purpose for which it has authority to spend money.

Additionally, reserve funds will be established based on any applicable legislation.

Reserves and Reserve Funds (R.R.F.) are generally part of long-term financial management and they are set out for various reasons, such as:

- Stabilization of taxation and rates;
- Address future planned expenditures; and
- Set aside contingency towards future unforeseen expenditures.

Purpose



The purpose of this policy is to establish consistent principles, standards and guidelines for the maintenance, management and accounting of reserves and reserve funds.

The primary purpose for reserves and reserve funds are:

- Adherence to statutory requirements;
- Absorb the cost of one-time expenses not included in the operating budget;
- Promotion of financial stability and flexibility;
- Provision of major capital expenditures;
- Provide for asset renewal and lifecycle expenditures for municipal infrastructure;
- Smooth cyclical and non-annual expenditures which would otherwise cause fluctuations in the operating budget; and
- Take advantage of financial opportunities that may arise.

Definition

“Allowance” is deducted values to account for an expected loss or reduction in the value of an asset, ensuring the reported value reflects its estimated realizable value.

- Example: include allowance for uncollectible taxes (Only Municipal Share). Amount does not include those properties under Tax Registration.

“Discretionary Reserve Fund” is monies set aside for a specific purpose by Council and legislated by municipal by-law. If Council should decide to spend the money for purposes other than what it was originally intended for, then a new by-law must be passed under Section 417(4) of the *Municipal Act*.

“Obligatory Reserve Fund” is monies set aside and legally restricted by provincial legislation, or a funding agreement. The funds are raised for a specific purpose and cannot be used for any other purpose.

- Example: Canada Community-Building Fund (CCBF) Reserve Fund regulated by the Municipal Funding Agreement with The Association of Municipalities Ontario (AMO).

“Reserve” is monies set aside by approval of Council and not restricted by legislation. Reserves can be related to projects that are of a nature prescribed and managed by approval of Council.



“Reserve Fund” is monies set aside for a specific purpose as required by provincial legislation, a municipal by-law, or an agreement.

“Special Fund” is monies set aside that commonly involve the future payment of a liability.

- Examples: Sinking Funds, Debt Retirement Funds.

“Trust Fund” is monies, properties, or other values held by the Township for the benefit of another party. It is used to segregate and administer assets under the specific terms of a statute or trust indenture. Restrictions might be placed on the use of capital in a trust fund but interest earned maybe accessible for use.

- Examples: Cemetery Care & Maintenance Funds, Endowment Funds.

Reserve and Reserve Fund Management

Establishment of Reserves and Reserve Funds

Reserves

- Set out in the current estimates the amount to be designated as reserves during the fiscal year. Know as “Provision for Reserves” or “Provision for a Reserve for Working Funds”.
- Another source can be the designation of unexpended funds during a year.

Reserve Fund

- Obligatory reserve funds must be created when a statute requires revenue received for special purposes be segregated from general revenues.
- Discretionary reserve funds are established when a council decides to earmark revenues to finance a future expenditure for which it has the authority to spend money on. Council should define the purpose for which the reserve fund is being created.

Reserve funds can be established through the following processes:

- Inclusion in the annual operating or capital budget which is approved by Council;
or
- Through resolution of Council.



In order to establish a new reserve fund, a financial plan will be prepared which outlines the following where applicable and practicable:

- Need or justification;
- Target funding level (if applicable);
- Contribution sources; and
- Projected disbursements for planned future obligations.

The Treasurer will have the authority to establish discretionary reserve funds for specific types of work, within a budget of \$150,000, in alignment with their mandates and directives for those items.

Reserves may be established where a situation arises that requires funds be set aside on an interim basis to address a future need. The funds can be segregated in a Reserve until such time that the eligible expenditures are approved and included in the municipal budget.

Investment

- Reserves and reserve funds may be invested for a term not exceeding its expected date of need. Investments shall be governed by the Township's Cash and Investment Management Policy.
- Investment income will be calculated and distributed to the specific reserve or reserve fund based on the average balance during the term the interest was earned.
- Interest earned shall be recognized as revenue in each specific reserve and reserve fund with the exception of the following:
 - Interest earned on operating reserves and reserve funds may be recognized as general revenue in the operating budget.
- If the balances of the reserve and reserve funds are at the maximum target, the interest may be allocated as per the recommendations of the Treasurer.

Contributions to / Withdrawals from

All contributions to and withdrawals from reserves and reserve funds shall be established as part of the annual budget or specifically by resolution with the following exceptions:



- For statutory reserve funds, contributions to and withdrawals from the reserve fund as dictated by the Act.
- A contribution to the reserves and reserve funds may include leftover surplus amounts in reserves and reserve funds with a similar purpose that are no longer required.
- Direct contributions of anticipated revenues and the settlement in account of prior year events. For example: Cash-in-Lieu of Parkland, Canada Community-Building Fund, etc.
- Transfers of funds between reserves and reserve funds which, in the opinion of the Treasurer, have not changed the purpose for which the funds were intended.
- Transfer of funds between asset replacement reserves based upon reserve adequacy analyses or other related information, at the discretion of the Treasurer.

All contributions to and withdrawals from reserves and reserve funds need to be documented with purpose, amount, and date of transaction.

In emergency situations, funds may be used which, in the opinion of the Treasurer and Chief Administrative Officer, are required to be accessed. A description of the emergency and the use of the funds shall be reported by the Treasurer at the next Council meeting.

Lending / Temporary Borrowing

Temporary borrowing to cover a short-term deficit, interim servicing requirements, or internal financing is permitted under the following conditions:

- Use must be justified, adequately supported, and authorized by Council.
- Lending must not adversely affect the intended purpose of the R.R.F.
- Lending at a specified interest rate, below standard bank rates, over the lifecycle of the asset.

A documented plan to repay the R.R.F. within a reasonable timeframe is required, with reference to standard operating internal borrowing procedures based on asset class.

Interest will be applied quarterly to outstanding balances. The interest rate will be equivalent to the Township's earned interest on reserve fund investments.



For any legislated Reserves and Reserve Funds, lending, borrowing, and repayment are permitted only in accordance with the stipulations outlined in the applicable Act.

Termination

If the purpose for which the reserve or reserve fund was created has been accomplished and is determined to be no longer necessary, the Treasurer, in consultation with the Department Director, shall report to Council with the recommendation on:

- The closure of the reserve or reserve fund;
- The disposition of any remaining funds;
- The necessary amendment to the Reserve or Reserve Fund by-law; and
- A resolution of Council will be required to close a reserve or reserve fund.

Responsibilities

Treasurer or designate shall:

- Have overall responsibility for this Policy, and the authority to implement a program for reserves and reserve funds and establish procedures consistent with the content of this Policy.
- Determine the need for reserves and reserve funds for operating and capital budgets.
- Set targets for R.R.F. in line with directives contained in this and other pertinent policies.
- Review and report to Council on the adequacy and continuing need for reserves and reserve funds managed by the Township.
- Prepare and present reports and/or by-laws associated with the establishment, monitoring, or termination of reserves and reserve funds.
- Develop appropriate practices, procedures and processes for the investment of R.R.F. in line with legislative requirements and the Township's Cash and Investment Management Policy.
- Prepare the Township's financial planning documents, with consideration of appropriate R.R.F. to effectively meet the Township's financing needs.
- Ensure R.R.F. managed by the Township are in line with senior government statutes and agreements and other pertinent policies.



- In the absence of the Treasurer, the Treasurer has the authority to appoint an interim designate, or the CAO may appoint an interim designate on the Treasurer's behalf.

Municipal Council shall:

- Develop and evaluate policies in accordance with the *Municipal Act 2001*, Section 224; ensuring that administrative and controllership policies, practices and procedures are in place to maintain the financial integrity of the municipality.
- Approve transactions to and from R.R.F. through the budget process or by specific resolution and by-laws.

Chief Administrative Officer shall:

- Support the Treasurer in ensuring the principles and mandatory requirements contained in this policy are applied consistently across all Township departments.

Department Directors shall:

- Undertake asset management principles to ensure the most current capital asset information is being used to forecast renewal and lifecycle costs.
- Collaborate with the Treasurer to assess the adequacy of reserves.
- Inform the Treasurer when R.R.F. transfers are required.
- Consult with the Treasurer when R.R.F. are required for unbudgeted transactions.

Reporting

The Treasurer will prepare the following reports:

Annual Audited Financial Statements

- Shall be prepared in accordance with Public Sector Accounting Standards (PSAS) which includes changes in fund balances for all reserves and reserve funds.

Long-Term Forecast Report



- A report will be prepared annually identifying a reserve forecast of all reserves and reserve funds based on the Long-Term Project Plan approved by Council and any other relevant information.

Periodic Review of R.R.F. Policy

- A review of this reserve and reserve fund policy will be undertaken every four years or less including whether balances are adequate and the need still exists, or if new R.R.F. is required.

Annual Budget and Business Plan

- Contributions to and budget appropriations from R.R.F. will normally be approved by Council as part of the annual budget or by Council resolution; except in the above noted instances.

Additional Information

Legislative Authority

Municipal Act, 2001, S.O. 2001, c. 25

Policy Scope and Exemptions

This policy applies to the financial management and planning for the Township of The Archipelago.

Policy Communication

This policy will be communicated to the Executive Leadership Team and stored with other Corporate Policies.

Related Procedures and Documents

- By-law No. [INPUT BY-LAW NUMBER] shall implement the Reserves and Reserve Funds and shall supersede all prior policies and by-laws established by Council.
- Cash and Investment Management Policy FN-10-22.
- The Township's annual operating and capital budgets.
- The Township's Asset Management Plan.



Chapter 4

Reserve and Reserve Fund Policies



4. Drafting Specific Reserves and Reserve Fund Policies

4.1 Components of Specific Policy Development

The establishment of a broader policy framework allows the Township to have policies for R.R.F.s that outline, at a general level, the overall approach and management of the reserves and reserve funds. Using those concepts, this chapter will focus on the development of specific policies, rules, target levels and other details for individual R.R.F.s.

To establish policies related to specific reserves and reserve funds, the components for each R.R.F. should describe the following:

- Purpose & Objective
- Legislative Reference (if required)
- Reserve and Reserve Fund Management
 - Revenues Sources
 - Eligible Expenditures
 - Minimum / Maximum Target Levels
 - Permitted Borrowing

To develop these policies, detailed meetings with staff were undertaken throughout this study process. Each R.R.F. was examined based on the components outlined above, leading to the creation of new policies for both obligatory and discretionary reserves and reserve funds.

As mentioned in the previous chapter, a benchmarking exercise was undertaken to examine how The Archipelago's neighbouring municipalities handle their respective R.R.F. policies. These samples were reviewed with Township staff and assisted in providing insight as to how to develop the Township's R.R.F. policies. The findings of the benchmarking for specific R.R.F. are provided as examples in the following sections.

The following sections provide the drafted policies for specific R.R.F.s. It is recommended that the policies within this chapter replace any existing policies that may be encased in an existing by-law.



4.2 Obligatory Reserve Fund Policies

The Township of The Archipelago currently has four obligatory reserve funds, each governed by specific legislative requirements. The Township's obligatory reserve funds are as follows:

- Cash-in-Lieu of Parkland Reserve Fund
- AMO Federal Gas Tax Reserve Fund
- Election – Councillors Trust
- Cemetery Trust

As a part of this evaluation, it was noted that the Election – Councillors Trust is no longer required. The reserve fund has held a zero balance since December 31, 2014, and no future obligations have been identified. As such, it is recommended that this reserve fund be closed.

In developing appropriate policies for the remaining obligatory reserve funds, a comparative review was conducted using reserve fund policies from neighbouring municipalities. The following figure provides an overview of policies related to selected obligatory reserve funds.

Figure 4
Survey of Select Obligatory Reserve Fund Policies

Cash-in-lieu of Parkland				
Municipality	Naming	Objective of Fund / Rules of Usage	Source of Funding	Funding Targets
Town of Parry Sound	Parkland Reserve Fund	To provide funding for park space development.	Contributions under the Planning Act.	N/A
Township of Georgian Bay	Cash in Lieu of Parkland	Fund capital investment in parklands and public recreational purposes (per Planning Act).	Contributions collected from developers.	N/A
Township of Seguin	Park Fund	Limited to funding parks and recreational expenditures, as per the Planning Act. Ensures that funds received instead of actual parkland are used to benefit citizens' and ratepayers' recreational needs.	Cash in lieu of parkland dedication on consents Investment income.	N/A
Town of Bracebridge	Payment In Lieu of Parkland	To fund the acquisition of land to be used for park or other public recreational purposes, including erection, improvement or repair of buildings and the acquisition of machinery for park or other public recreational purposes.	Payments made upon creation of lots or intensification of properties in accordance with the Planning Act, 1990 and the Parkland Dedication By-law.	Balance based on volume of applicable development activity and timing of eligible capital projects.
Town of Gravenhurst	Parkland Reserve Fund	Fund capital repairs, betterment and development of municipal parks and parkland	Contribution in lieu of parkland (Municipal Act) and 25% of the net revenue from the sale of shore road allowances.	N/A

Canada Community Building Fund (CCBF)				
Municipality	Naming	Objective of Fund / Rules of Usage	Source of Funding	Funding Targets
Town of Gravenhurst	Gas Tax Revenue Reserve Fund	Fund capital investment in infrastructure and initiatives that enhance sustainability outcomes in accordance with the New Deal for Cities and Communities agreement	Federal Government through the Gas Tax agreement administered by AMO	N/A
Township of Georgian Bay	Federal Gas Tax	Fund capital infrastructure projects that qualify under the Federal Gas Tax Program	Federal Government through Gas Tax agreement administered by AMO	N/A
Town of Bracebridge	Canada Community Building Fund	To fund a broad range of infrastructure, including local roads and bridges, public transit, capacity building projects, brownfield redevelopment projects, sport infrastructure, recreational infrastructure, and tourism infrastructure.	Annual allocations prescribed through a multi-year Municipal Funding Agreement with the Association of Municipalities of Ontario (AMO).	N/A - objective is to deploy these funds on eligible projects as quickly as possible to mitigate the levy requirement.
Township of Seguin	Gas Tax	Limited to funding expenditures as dictated by the Federal Gas Tax Program. Federal fund to assist municipalities with capital projects that will reduce greenhouse gas emissions.	Annual Gas Tax Funding, as set by federal government investment income	N/A



Using the benchmarking information as a guide, policies were developed for the Township's obligatory reserve funds that are consistent with their respective legislative requirements. The general policy components for these obligatory reserve funds include the following key elements:

- Purpose:
 - Funds must be used solely for their legislated or designated purpose (e.g. Cash-in-Lieu of Parkland is for acquisition of parkland or other park-related expenditures).
- Source of Funding:
 - Funding is generally collected from fees or charges imposed on development or through specific programs, such as the Canada Community-Building Fund or the *Aggregate Resources Act*.
- Target Balances:
 - The target balances should equal the budgeted or forecasted expenditure amounts.
 - The minimum balances typically should not fall below \$0.

The following information provides the full obligatory reserve funds policies:



Figure 5
Township of The Archipelago's Obligatory Reserve Funds Policies

Suggested Name	Cash-in-Lieu of Parkland	Canada Community-Building Fund (CCBF)	Cemetery Trust
Legislation	Planning Act	N/A	Municipal Act
Purpose	The Cash-in-Lieu of Parkland Reserve Fund provides for the purchase and development of parkland in developing/redeveloping areas and/or supports the upgrading of existing parks/facilities (neighbourhood, community or Township-wide), provided the need to upgrade is due to intensification of the surrounding neighbourhood. This Reserve Fund is a legislative requirement of the Planning Act and is established by By-Law No. 12-05.	The Canada Community-Building Fund is a permanent source of federal funding for local infrastructure. Funds are provided to communities up front and can be strategically invested across 18 project categories to address local priorities.	The Cemetery Trust Fund's purpose is to ensure there is money available to maintain the cemetery for future generations, including after a cemetery no longer has new burials nor the revenue that comes with them from the sale of interment rights.
Source of Funding	<ul style="list-style-type: none"> The Planning Act provides municipalities the authority to request the conveyance of land for parks at a rate of 5% for residential development and 2% of industrial and commercial development. Additionally, the municipality may also collect cash-in-lieu based on the alternative rate as specified by the Act with the establishment of a Parkland Dedication Bylaw. 	<ul style="list-style-type: none"> Association of Municipalities Ontario (AMO) on behalf of the Federal Government per a Municipal Funding Agreement which requires the funds be deposited in a dedicated reserve fund. 	<ul style="list-style-type: none"> A percentage of the price paid by consumers for interment or scattering rights is put into the Cemetery Trust for the upkeep of a cemetery in perpetuity.
Suggested Practice: Target Balance (Min)	The reserve fund balance should not fall below \$0.	The reserve fund balance should not drop below \$0 and should be monitored regularly to make best use of the opportunity available to the Township.	The reserve balance should not fall below \$0.
Suggested Practice: Target Balance (Max)	The funding level should be sufficient to purchase and develop new parkland opportunities and to provide funding for the upgrade of parks/facilities in new areas and areas undergoing intensification, as required. The targets should reflect the requirements of the Township's Asset Management Plan, Official Plan, and any other relevant planning documents.	Per the Municipal Funding Agreement, funds must be expended within five (5) years after the end of the year in which funds were received. Therefore, the maximum balance shall be equal to the total contributions over a five (5) year period.	No target maximum balance.
Permitted Borrowing	Not Permitted.	Not Permitted.	Not Permitted; prescribed use only.

4.3 Discretionary Reserves and Reserve Funds

With respect to discretionary R.R.F.s, the Township currently has 85 reserves and reserve funds that are related to operating, capital, or working funds. To reflect the Township's legislated structure, these funds are further categorized based on their applicability to the general, area rated North, or area rated South. A breakdown of these funds is presented below:

General Operating:

- Covid Reserve Fund
- OPP Reserve
- Management Discretion Reserve
- Election Reserve
- Pay Equity Reserve
- Restructuring Reserve
- Assessment Appeals Reserve



- WSIB Reserve
- OMPF Reserve
- Zoning Review Reserve
- O.P. Review Reserve
- Actual Current Reserve
- Equipment – GIS Reserve
- Aerial Photography – GIS Reserve
- Integration of Data – GIS Reserve
- Website Reserve

General Capital:

- Massassauga Park Reserve Fund
- Sturgeon Park Reserve Fund
- Township Office Reserve Fund
- Public Works Garage Reserve Fund
- Public Works Shed Reserve Fund
- Public Works Shed Roof Reserve Fund
- Public Works Office Reserve Fund
- Nursing Station Reserve Fund
- Nursing Station Debenture Payments Reserve Fund
- PauB Nursing / Ambulance Reserve Fund
- Cemetery Reserve Fund
- Belvedere Reserve Fund
- Ontario Main Streets Revitalization Reserve Fund
- Modernization Funds Reserve Fund
- Accessibility Funding Reserve Fund
- Belvedere Debenture Reserve Fund
- Henvey Inlet Wind Project Reserve
- Planning Board.

General Working Fund:

- Working Funds

North Capital:



- Community Centre Reserve Fund
- PauBCC Rink Reserve Fund
- PauBCC Park Reserve Fund
- Landfill Site North Reserve Fund
- Site 9 Garage Reserve Fund
- Chamber of Commerce Reserve Fund
- PAB Washroom Building Reserve Fund
- PAB Housing Reserve Fund
- Federal Dock - Current Lump Sum Reserve
- Docks Pte-au-Baril Reserve
- Wharf / Wall Pte-au-Baril Reserve
- Roads North - Current Lump Sum Reserve
- Skerryvore Community Rd (1st Sect) – LCB Reserve
- Skerryvore Community Rd (2nd Sect) – LCB Reserve
- Skerryvore Community – LCB Reserve
- Skerryvore Road Debenture Payments Reserve
- Site 9 Rd Reserve
- South Shore Rd – HCB Reserve
- South Shore Rd – LCB Reserve
- Payne's Rd Reserve
- North Shore Rd – HCB Reserve
- North Shore Rd – LCB Reserve
- Hwy 529A (Twp portion) – LCB Reserve
- Skerryvore Road Culvert Reserve

Note: North Capital also includes one unnamed reserve related to federal dock with a nonzero balance.

South Capital:

- Holiday Cove Reserve Fund
- Roads South - Current Lump Sum (includes S/W loans) Reserve
- Aga Ming Rd – Gravel Reserve
- Blackstone Lake Rd – Gravel Reserve
- Crane-Walker Rd – Gravel Reserve
- North Fork Rd – Gravel Reserve



- South Fork Rd – Gravel Reserve
- Ramsey-Johnston Rd – Gravel Reserve
- Tolpt's Rd – Gravel Reserve
- Armstrong-Jacklin Rd – Gravel Reserve
- Earls Rd – Gravel Reserve
- Fox Back Rd – Gravel Reserve
- Healey Lake Lodge Rd – Gravel Reserve
- Kapikog South Rd – Gravel Reserve
- Kapikog North Rd – Gravel Reserve
- Joyce Lane – Gravel Reserve
- Munro Dr – Gravel Reserve
- Joe Koran Rd – LCB Reserve
- Kapikog Rd – LCB Reserve
- Blackstone- Crane – HCB Reserve
- Healey Lake Rd – HCB Reserve
- Woods Bay Lane – HCB Reserve
- Kapikog Road Culvert Reserve
- Blackstone Lake Road Bridge Reserve

Note: South Capital also includes one unnamed reserve related to public works with a nonzero balance.

Similar to the approach taken for obligatory reserve funds, a survey of neighbouring municipalities was conducted to inform the development of policies for the Township's discretionary R.R.F.s. This benchmarking exercise helped identify common principles, objectives, and best practices, which were used to guide the formulation of the Township's own discretionary R.R.F. policies. A summary of discretionary R.R.F. policies from municipalities with available data is presented below:



Figure 6
Survey of Select Discretionary Reserves and Reserve Fund Policies

Election Reserve				
Municipality	Naming	Objective of Fund / Rules of Usage	Source of Funding	Funding Targets
Town of Parry Sound	Municipal Election Reserve	To fund future municipal election costs	Tax levy	25% per year of anticipated election costs
Town of Gravenhurst	Election Reserve	Fund expenditures related to the municipal elections held as per legislation	Town operating budget contributions approved annually	Estimated cost of Municipal Election and related costs including
Township of Georgian Bay	Election	Fund expenditures related to the municipal election held every four years as per legislation	Annual approved operating budget contribution	Estimated cost of the municipal elections. (Estimate: \$15,000)
Town of Lincoln	Election Costs Reserve	The Elections Reserve was established to amortize the cost of a municipal election over 4 years, rather than expensing the entire amount in the year of the election.	The Elections Reserve receives an allocation from the operating budget.	Min: The Elections Reserve balance should not drop below zero. Max: The maximum amount is, in the Clerk and Treasurer's opinion,
Township of Seguin	Election	Fund the municipal election (held every four years)	Tax revenue	N/A

Working Funds				
Municipality	Naming	Objective of Fund / Rules of Usage	Source of Funding	Funding Targets
Town of Parry Sound	General Working Capital Reserve	To provide working capital for the Town	General surplus	15% to 25% of prior year tax levy
Town of Gravenhurst	Working Fund	Cash flow for capital projects and day-to-day operations	Town operating budget contributions approved annually	One times Tax Arrears at Year End as prescribed by provincial
Township of Georgian Bay	Working Capital	Cash flow for capital or operating expenses that are unexpected, unbudgeted or of an emergency nature, that cannot be covered within current year budget	Periodic approved budget contributions, or 50% year end operating surplus	25% of annual tax revenue. (Estimate: \$1,500,000)
Town of Lincoln	Operating Rate Stabilization Reserve	The Operating Rate Stabilization Reserve provides a contingency for unforeseen events that might put pressure on the operating budget.	Sources of funding from the Town's annual surplus	Min: Minimum balance equal to 5% of the Property Taxes. Max: The Target balance should
Township of Seguin	Working Capital	Funds township receivables and cash flow for day to day operations; eliminates need for cash flow Line of Credit and interest payments	Historical tax revenue	N/A

Detailed discussions were undertaken with staff to assess the use and adequacy of each current discretionary R.R.F. Considerations were given to whether each R.R.F. were achieving its intended purpose or if some changes are required for the funds to meet the Township's future financial needs.

The resultant R.R.F. structures were categorized as follows:

- R.R.F.s proposed to be continued;
- R.R.F.s proposed to be modified and combined;
- R.R.F.s proposed to be created; and
- R.R.F.s proposed to be terminated / closed.

4.3.1 R.R.F.s Proposed to be Continued

The following are the Township's discretionary R.R.F.s that are proposed to continue, with updates to the naming of the R.R.F.s if required:

- Planning and Building Legal Reserve Fund (previously Massassauga Park)
- Cemetery Reserve Fund
- Ontario Municipal Partnership Fund Reserve
- Henvey Inlet Wind Project Reserve



- Workplace Safety and Insurance Board Reserve
- Election Reserve
- Working Funds Reserve
- Planning Board

Through detailed discussions with staff, the policies for the above R.R.F.s were developed through an examination of how each of the funds were utilized based on the Township's current and future practices. The following summarizes the policies related to the R.R.F.s that are to be continued:



Figure 7
Township of The Archipelago's Discretionary R.R.F.s Proposed to be Continued

Suggested Name	Legislation	Purpose	Source of Funding	Suggested Practice: Target Balance (Min)	Suggested Practice: Target Balance (Max)	Permitted Borrowing
Planning and Building Legal	N/A	The Planning and Building Legal Reserve Fund provides funding related to Ontario Land Tribunal legal matters, building legal, and other associated costs.	<ul style="list-style-type: none"> • Transfers from operating funds when required, • Annual budget surpluses. 	The reserve fund balance should not fall below \$0.	Maximum of 130,000 based on historical balances within this reserve fund.	Permitted.
Cemetery	N/A	The Cemetery Reserve Fund finances the installation of cemetery-related facilities and amenities, which is separated from the Cemetery Trust.	<ul style="list-style-type: none"> • Allocation from the operating budget annually in the amount of \$7,500. 	The reserve fund balance should not fall below \$0.	The funding level should be sufficient to purchase and develop cemetery-related new facilities and amenities.	Not Permitted.
Ontario Municipal Partnership Fund	N/A	The Ontario Municipal Partnership Fund (OMPF) Reserve is established as a financial safeguard to mitigate the impact of potential reductions or elimination of OMPF funding. Given the Township's reliance on this annual provincial transfer to offset costs associated with provincial downloading, this reserve is designed to provide temporary financial stability and allow for a phased response in the event of funding loss.	<ul style="list-style-type: none"> • The Province's Ontario Municipal Partnership Fund (OMPF) program. 	The reserve balance should not fall below \$0.	The maximum target balance should be equivalent to two years of the OMPF funding, or \$3 million. This target is based on the principle of gradually phasing in the full replacement of OMPF funding over a three-year period.	Not Permitted; prescribed use only.
Henvey Inlet Wind Project	N/A	The Henvey Inlet Wind Project Reserve is intended to be used for the funding of Municipal Projects, or investments with reputable financial institutions for the purpose of accumulating interest income.	<ul style="list-style-type: none"> • Annual financial contributions of \$50,000 in lump-sum payments to the Township from the Henvey Inlet Wind LP, and needs adjustment to account for inflation. Further details are outlined in the Community Benefit Agreement. 	The reserve balance should not fall below \$0.	No target maximum balance.	Not permitted.
Workplace Safety and Insurance Board	Workplace Safety and Insurance Act	The Workplace Safety and Insurance Board (WSIB) Reserve is established to provide funding for the Township's obligations under the Workplace Safety and Insurance Act as a Schedule 2 (self-insured) employer. The reserve is self-funded and intended to cover claim-related expenses as they are approved, including excess costs covered by stop loss insurance. If there is accidental loss of life or permanent disability, the Township may be obligated to pay up to \$500k as per WSIB schedule. This reserve ensures the Township can meet its responsibilities for workplace injury claims and related costs in a timely and fiscally responsible manner.	<ul style="list-style-type: none"> • Allocated through the annual budget. 	The reserve should have a constant balance of \$500,000.	The reserve should have a constant balance of \$500,000.	Not permitted.
Election	N/A	The Elections Reserve was established to amortize the cost of a municipal election over 4 years, rather than expensing the entire amount in the year of the election.	<ul style="list-style-type: none"> • Allocation from the operating budget annually. 	The reserve balance should not fall below \$0.	The required amount to undertake an election in the Clerk and Treasurer's opinion.	Not Permitted, prescribed use only.
Working Funds	N/A	The Working Funds Reserve provides a contingency for unforeseen events that might put pressure on the operating budget and to provide cash flow for operations to eliminate the requirement for short-term borrowing to meet immediate obligations.	<ul style="list-style-type: none"> • Transfers from operating funds when required, • Annual budget surpluses. 	The minimum balance should equal 5% of the Township's property tax revenue.	The maximum balance should equal 6 months worth of operating expenditures of the Township.	Permitted.
Planning Board	N/A	The Planning Board Reserve is a distinct fund established to support the operations and initiatives of the Planning Board. This reserve is managed by the Township but operates independently from the Township's general fund and is not governed by the Township's internal financial policies.	<ul style="list-style-type: none"> • Transfer from planning board operating budget to handle annual fluctuations. 	The reserve balance should not fall below \$0.	No target maximum balance.	Permitted.

4.3.2 R.R.F.s Proposed to be Modified and Combined

Through discussions with Township staff, it was noted that the Township currently has reserves and reserve funds that serve a similar purpose. As part of this review, it is being recommended that the following R.R.F.s be consolidated:



Figure 8
Township of The Archipelago's Discretionary R.R.F.s Proposed to be Combined

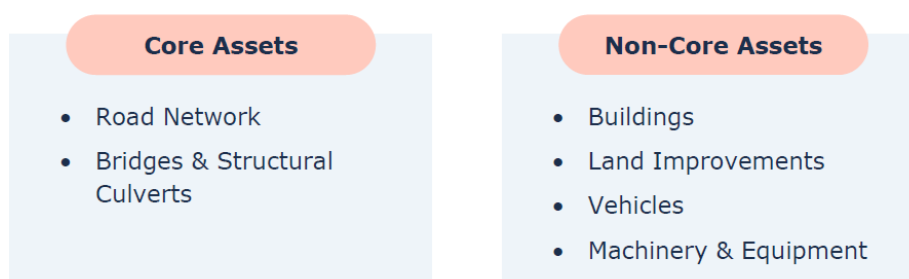
Proposed to be Combined	Combined R.R.F. Title
Modernization Funds	Provincial Grants
Accessibility Funding	
Township Office	AMP/Lifecycle - Buildings
Public Works Garage	
Public Works Shed	
Public Works Shed Roof	
Public Works Office	
PauB Nursing/Ambulance	
Nursing Station	
Nursing Station Debenture Payments	
Working Funds	Working Funds
Belvedere	
OPP	
Belvedere Debenture	AMP/Lifecycle - Machinery & Equipment
Equipment - GIS	
Aerial Photography - GIS	
Intigration of Data - GIS	
Actual Current Reserve	Contingency
Management Discretion	
Pay Equity	
Restructuring	
Assessment Appeals	
Website	Planning
Zoning Review	
Official Plan (O.P.) Review	AMP/Lifecycle - Buildings - North
Community Centre	
Landfill Site North	
Site 9 Garage	
Chamber of Commerce	
PAB Washroom Bldg.	
PAB Housing	
PauBCC rink	
PauBCC Playground	Asset Fund - North
[Unnamed Reserve]	
Current Lump Sum	
Roads North - Current Lump Sum	AMP/Lifecycle - Bridges & Culverts - North
Skerryvore Road Culvert	
Docks Pte-au-Baril	AMP/Lifecycle - Land Improvements - North
Wharf/Wall Pte-au-Baril	
Skerryvore Community Rd (1st Sect) - LCB	AMP/Lifecycle - Road Network - North
Skerryvore Community Rd (2nd Sect) - LCB	
Skerryvore Community - LCB	
Skerryvore Road Debenture Payments	
South Shore Rd - HCB	
South Shore Rd - LCB	
Payne's Rd	
North Shore Rd - HCB	
North Shore Rd - LCB	
Hwy 529A (Twp portion) - LCB	
Holiday Cove	AMP/Lifecycle - Buildings - South
Roads South - Current Lump Sum (includes S/W loans)	Asset Fund - South
[Unnamed Reserve]	
Aga Ming Rd - Gravel	AMP/Lifecycle - Road Network - South
Blackstone Lake Rd - Gravel	
Crane-Walker Rd - Gravel	
North Fork Rd - Gravel	
South Fork Rd - Gravel	
Ramsey-Johnston Rd - Gravel	
Tolpt's Rd - Gravel	
Armstrong-Jacklin Rd - Gravel	
Earls Rd - Gravel	
Fox Back Rd - Gravel	
Healey Lake Lodge Rd - Gravel	
Kapikog South Rd - Gravel	
Kapikog North Rd - Gravel	
Joyce Lane - Gravel	
Munro Dr - Gravel	
Joe Koran Rd - LCB	
Kapikog Rd - LCB	
Blackstone - Crane - HCB	
Healey Lake Rd - HCB	
Woods Bay Lane - HCB	
Kapikog Road Culvert	AMP/Lifecycle - Bridges & Culverts - South
Blackstone Lake Road Bridge	



As seen in Figure 8, the R.R.F.s related to asset management have been consolidated into new groupings based on asset categories defined within the 2025 Asset Management Plan (A.M.P.).

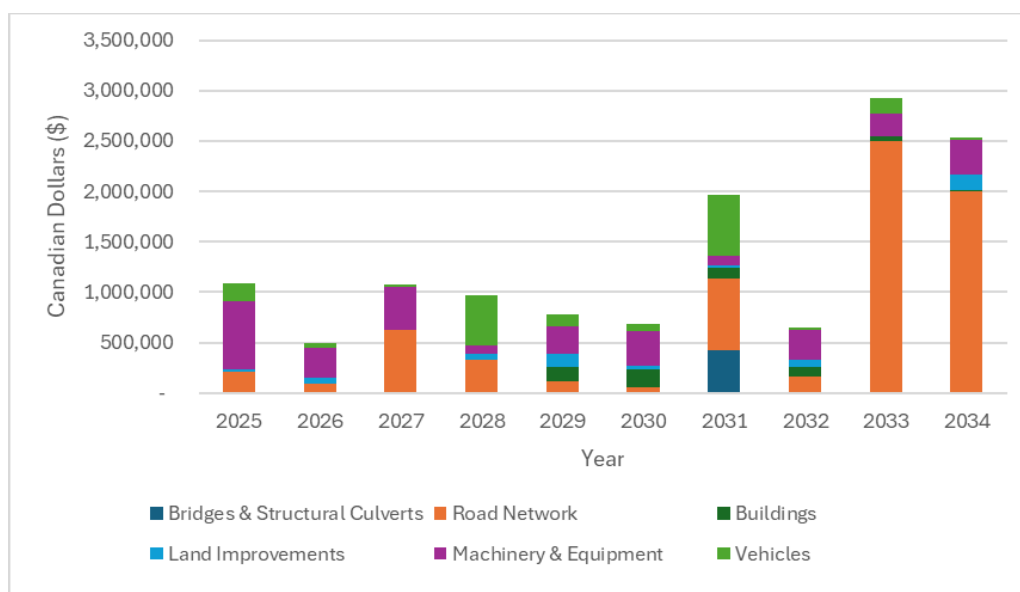
Asset categories from the 2025 A.M.P. are identified below:

Figure 9
Township of The Archipelago 2025 A.M.P. Asset Categories



The target balances for these A.M.P. / Lifecycle R.R.F.s are proposed to be tied with requirements outlined in the A.M.P. and to be assessed annually. The 10-year capital requirements identified from the 2025 A.M.P. are outlined below:

Figure 10
Township of The Archipelago 2025 A.M.P. 10-Year Capital Requirements by Asset Category





The following policies for A.M.P. / Lifecycle R.R.F.s have been drafted for Council's consideration:

Figure 11
Township of The Archipelago A.M.P. / Lifecycle R.R.F.s Policy

Suggested Name	Purpose	Source of Funding	Suggested Practice: Target Balance (Min)	Suggested Practice: Target Balance (Max)	Permitted Borrowing
AMP/Lifecycle - Buildings	The AMP/Lifecycle - Buildings Reserve Fund provides a source of funding for the maintenance, rehabilitation, and replacement of buildings and recreation centres. The capital projects are related to the Buildings category of the Township's Asset Management Plan.	<ul style="list-style-type: none"> Levy from the capital budget (to be assessed annually based on the suggested targets from the A.M.P.). Annual budget surpluses. 	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	Permitted.
AMP/Lifecycle - Machinery & Equipment	The AMP/Lifecycle - Machinery & Equipment Reserve provides a source of funding for the maintenance, replacement, and acquisition of landscaping equipment for public parks, as well as miscellaneous equipment used to support Public Works operations. The capital projects are related to the Machinery & Equipment category of the Township's Asset Management Plan.	<ul style="list-style-type: none"> Levy from the capital budget (to be assessed annually based on the suggested targets from the A.M.P.). Annual budget surpluses. 	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	Permitted.
AMP/Lifecycle - Buildings - North	The AMP/Lifecycle - Buildings North Reserve Fund provides a source of funding for the maintenance, rehabilitation, and replacement of buildings and recreation centres. The capital projects are related to the Buildings category of the Township's Asset Management Plan. This reserve is designated exclusively for projects located within the area rated North of the Township.	<ul style="list-style-type: none"> Levy from the capital budget (to be assessed annually based on the suggested targets from the A.M.P.). Annual budget surpluses. 	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	Permitted.
AMP/Lifecycle - Bridges & Culverts - North	The AMP/Lifecycle - Bridges & Culverts - North Reserve provides a source of funding for the maintenance, rehabilitation, and replacement of major bridges and structural culvert assets. The capital projects are related to the Bridges & Culverts category of the Township's Asset Management Plan. This reserve is designated exclusively for projects located within the area rated North of the Township.	<ul style="list-style-type: none"> Levy from the capital budget (to be assessed annually based on the suggested targets from the A.M.P.). Annual budget surpluses. 	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	Permitted.
AMP/Lifecycle - Land Improvements - North	The AMP/Lifecycle - Land Improvements - North Reserve provides a source of funding for the maintenance, rehabilitation, and replacement of land improvement assets. The capital projects are related to the Land Improvements category of the Township's Asset Management Plan. This reserve is designated exclusively for projects located within the area rated North of the Township.	<ul style="list-style-type: none"> Levy from the capital budget (to be assessed annually based on the suggested targets from the A.M.P.). Annual budget surpluses. 	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	Permitted.
AMP/Lifecycle - Road Network - North	The AMP/Lifecycle - Road Network - North Reserve provides a source of funding for the maintenance, rehabilitation, and replacement of municipally owned and maintained roadways as managed by the Public Works Department. The capital projects are related to the Land Improvements category of the Township's Asset Management Plan. This reserve is designated exclusively for projects located within the area rated North of the Township.	<ul style="list-style-type: none"> Levy from the capital budget (to be assessed annually based on the suggested targets from the A.M.P.). Annual budget surpluses. 	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	Permitted.
AMP/Lifecycle - Buildings - South	The AMP/Lifecycle - Buildings South Reserve Fund provides a source of funding for the maintenance, rehabilitation, and replacement of buildings and recreation centres. The capital projects are related to the Buildings category of the Township's Asset Management Plan. This reserve is designated exclusively for projects located within the area rated South of the Township.	<ul style="list-style-type: none"> Levy from the capital budget (to be assessed annually based on the suggested targets from the A.M.P.). Annual budget surpluses. 	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	Permitted.
AMP/Lifecycle - Road Network - South	The AMP/Lifecycle - Road Network - South Reserve provides a source of funding for the maintenance, rehabilitation, and replacement of municipally owned and maintained roadways as managed by the Public Works Department. The capital projects are related to the Land Improvements category of the Township's Asset Management Plan. This reserve is designated exclusively for projects located within the area rated South of the Township.	<ul style="list-style-type: none"> Levy from the capital budget (to be assessed annually based on the suggested targets from the A.M.P.). Annual budget surpluses. 	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	Permitted.
AMP/Lifecycle - Bridges & Culverts - South	The AMP/Lifecycle - Bridges & Culverts - South Reserve provides a source of funding for the maintenance, rehabilitation, and replacement of major bridges and structural culvert assets. The capital projects are related to the Bridges & Culverts category of the Township's Asset Management Plan. This reserve is designated exclusively for projects located within the area rated South of the Township.	<ul style="list-style-type: none"> Levy from the capital budget (to be assessed annually based on the suggested targets from the A.M.P.). Annual budget surpluses. 	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually.	Permitted.



In addition to the A.M.P. / Lifecycle reserves, finance staff have suggested that the current lump sum capital reserves and unnamed capital reserves could be combined and structured to serve a similar purpose, while maintaining the required distinction between area rated North and South. It is therefore being recommended that these five reserves be combined into two newly designated reserves: the Asset Fund – North Reserve and the Asset Fund – South Reserve. The policies surrounding these reserves are summarized as follows:

Figure 12
Township of The Archipelago Asset Fund Reserves Policy

Suggested Name	Purpose	Source of Funding	Suggested Practice: Target Balance (Min)	Suggested Practice: Target Balance (Max)	Permitted Borrowing
Asset Fund - North	The Asset Fund - North is established to hold AMP/Lifecycle funds that have not yet been allocated to the AMP/Lifecycle Reserves and Reserve Funds within the area rated North of the Township.	<ul style="list-style-type: none"> • Transfers from operating funds when required • Annual Budget surpluses 	The reserve balance should not fall below \$0.	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually. This will supplement shortfalls in the specific AMP areas and cover mid-year unbudgeted operating budget increases or overages.	Permitted.
Asset Fund - South	The Asset Fund - South is established to hold AMP/Lifecycle funds that have not yet been allocated to the AMP/Lifecycle Reserves and Reserve Funds within the area rated South of the Township.	<ul style="list-style-type: none"> • Transfers from operating funds when required • Annual Budget surpluses 	The reserve balance should not fall below \$0.	The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's Asset Management Plan (e.g. CCBF, OCIF, etc.). To be assessed annually. This will supplement shortfalls in the specific AMP areas and cover mid-year unbudgeted operating budget increases or overages.	Permitted.

It is also proposed that the Modernization Reserve Fund and the Accessibility Reserve Fund be consolidated into a single Provincial Grants Reserve Fund. Future grant funding from the Province that does not require the establishment of a separate legislated reserve fund will also be directed into this new consolidated reserve fund. The following policy has been drafted for Council's consideration:

- Purpose
 - The Provincial Grants Reserve Fund is intended to provide a mechanism for managing and accounting for unspent or committed provincial grant funding received by the municipality. The funds may be used for
 - 1) expenditures directly tied to the original intent of the grant,
 - 2) projects or initiatives deferred due to timing, regulatory, or operational constraints, and
 - 3) covering eligible costs in future fiscal years as approved by Council or in accordance with multi-year agreements.
- Source of Funding
 - Unspent balances from provincial operating or capital grants,



- Surplus allocations designated for future provincial grant match requirements, as approved by Council.
- Suggested Target Balance (Min.)
 - The reserve fund balance should not fall below \$0.
- Suggested Target Balance (Max.)
 - No target maximum balance.
- Permitted Borrowing
 - Not permitted, prescribed use only.

Based on recommendations from the finance staff, it is proposed that the Management Discretion Reserve, Pay Equity Reserve, Restructuring Reserve, Assessment Appeals Reserve, and Website Reserve be consolidated into a single general reserve titled the Contingency Reserve. The Contingency Reserve would continue to support the original intents of the individual reserves but would provide broader discretion to address unforeseen expenditures or priority initiatives as they arise. The policies surrounding this reserve is summarized as follows:

- Purpose
 - The Contingency Reserve provides financial flexibility to respond to unforeseen or unplanned expenditures that may arise during the year and are not accommodated in the approved operating budget. The fund acts as a stabilization mechanism to ensure the Township can manage unexpected financial pressures without significant disruption to services or unplanned tax increases.
- Source of Funding
 - Annual operating budget allocations (subject to Council approval),
 - Year-end operating surpluses,
 - Transfers from other reserves or reserve funds, where appropriate and approved by Council.
- Suggested Target Balance (Min.)
 - The minimum balance should equal 5% of the Township's property tax revenue.
- Suggested Target Balance (Max.)
 - The target balance should be no greater than an amount to equal to 0% tax increases for the year.
- Permitted Borrowing



- Permitted.

Furthermore, it is recommended that the Zoning Review Reserve and the Official Plan (O.P.) Reserve be consolidated into a single reserve titled the Planning Reserve. This consolidation is intended to simplify the reserve structure, reduce administrative complexity, and enhance the flexibility of funding allocation for planning-related initiatives. The following policy has been drafted for Council's consideration:

- Purpose
 - The Planning Reserve is established to support the Township's long-term land use planning responsibilities, including the periodic review and update of the Official Plan, Zoning By-law, and related planning initiatives. The reserve provides a stable and dedicated source of funding for these cyclical and resource-intensive activities, ensuring that planning policies remain current and compliant with legislation.
- Source of Funding
 - Annual contributions from the Township's operating budget, as approved by Council,
 - Surplus funds from planning-related operations, where appropriate,
 - Transfers from other reserves as directed by Council,
 - Project-specific grants or recoveries, if applicable.
- Suggested Target Balance (Min.)
 - The target balance of the Planning Reserve should reflect the estimated cost of a full Official Plan and Zoning By-law review cycle, subject to periodic review based on actual project costs and legislative requirements.
- Suggested Target Balance (Max.)
 - No target maximum balance.
- Permitted Borrowing
 - Permitted.

4.3.3 R.R.F.s Proposed to be Created

Through this study process, it was identified that four reserves should be established based on the Township's evolving needs. These proposed reserves include

- A.M.P. / Lifecycle – Vehicles Reserve Fund
- Federal Grants Reserve Fund



- Working Funds – North Reserve
- Working Funds – South Reserve

The proposed A.M.P. / Lifecycle – Vehicles Reserve Fund is aligned with the Township's Asset Management Plan (A.M.P.) and is specifically designated for the Vehicles asset category. Similar to the other A.M.P. / Lifecycle Reserve Funds outlined in the previous section, the target balance for this reserve will be directly linked to the funding requirements identified in the A.M.P. and reviewed on an annual basis to ensure alignment with updated asset data and lifecycle forecasts. The following policy has been drafted for Council's consideration:

- Purpose
 - The A.M.P. / Lifecycle - Vehicles Reserve Fund provides a source of funding for the maintenance, replacement, and acquisition of vehicles and associated accessories used to support the transportation network and service requests for Public Works. The capital projects are related to the Vehicles category of the Township's Asset Management Plan.
- Source of Funding
 - Levy from the capital budget (to be assessed annually based on the suggested targets from the A.M.P.)
 - Annual budget surpluses.
- Suggested Target Balances
 - The Reserve balance should be adequate to replace annual existing assets needs (as per the Capital budget) while recognizing other potential sources of funding as described in the Township's A.M.P. (e.g. CCBF, OCIF, etc.). To be assessed annually.
- Permitted Borrowing
 - Permitted.

Similar to the Provincial Grants Reserve Fund described in the previous section, a Federal Grants Reserve Fund is proposed. This reserve fund would serve as a holding account for future federal grant funding that does not require the establishment of a separate legislated reserve fund. Based on the objective, the following policy has been drafted:

- Purpose



- The Federal Grants Reserve Fund is intended to provide a mechanism for managing and accounting for unspent or committed federal grant funding received by the municipality. The funds may be used for
 - 1) expenditures directly tied to the original intent of the grant,
 - 2) projects or initiatives deferred due to timing, regulatory, or operational constraints, and
 - 3) covering eligible costs in future fiscal years as approved by Council or in accordance with multi-year agreements.
- Source of Funding
 - Unspent balances from federal operating or capital grants,
 - Surplus allocations designated for future federal grant match requirements, as approved by Council.
- Suggested Target Balance (Min.)
 - The reserve fund balance should not fall below \$0.
- Suggested Target Balance (Max.)
 - No target maximum balance.
- Permitted Borrowing
 - Not permitted, prescribed use only.

In addition to the general Working Funds Reserve, which supports Township-wide financial needs, it is proposed that two geographically designated reserves be established: the Working Funds – North Reserve and the Working Funds – South Reserve. These reserves are intended to provide dedicated financial flexibility for the area rated North and South, respectively. The policies surrounding the two proposed reserves are as follows:

Figure 13
Township of The Archipelago Working Funds Reserves (North and South) Policy

Suggested Name	Purpose	Source of Funding	Suggested Practice: Target Balance (Min)	Suggested Practice: Target Balance (Max)	Permitted Borrowing
Working Funds - North	The Working Funds - North Reserve provides a contingency for unforeseen events that might put pressure on the operating budget and to provide cash flow for operations to eliminate the requirement for short-term borrowing to meet immediate obligations. This reserve is only applicable to the area rated North of the Township.	<ul style="list-style-type: none"> • Transfers from operating funds when required • Annual Budget surpluses 	The minimum balance should equal 5% of the Township's property tax revenue related to the area rated North.	The maximum balance should equal 6 months worth of operating expenditures of the Township related to the area rated North.	Permitted.
Working Funds - South	The Working Funds - South Reserve provides a contingency for unforeseen events that might put pressure on the operating budget and to provide cash flow for operations to eliminate the requirement for short-term borrowing to meet immediate obligations. This reserve is only applicable to the area rated South of the Township.	<ul style="list-style-type: none"> • Transfers from operating funds when required • Annual Budget surpluses 	The minimum balance should equal 5% of the Township's property tax revenue related to the area rated South.	The maximum balance should equal 6 months worth of operating expenditures of the Township related to the area rated South.	Permitted.



4.3.4 R.R.F.s Proposed to be Terminated / Closed

Through this evaluation process, it was observed that certain R.R.F.s that the Township currently maintains have either fulfilled their intended purpose or are no longer required. Therefore, it is being recommended that the following R.R.F.s be Closed:

- Sturgeon Park Reserve Fund: The balance of the reserve fund has been zero since December 31, 2019, and its related projects have been completed.
- Covid Funds Reserve Fund: The funds have been used towards Covid-19 relief efforts. The purpose of the reserve fund has been achieved, and its balance has been zero since December 31, 2019.
- Ontario Main Streets Revitalization Reserve Fund: This fund was established using funding from the Ministry of Agriculture, Food and Rural Affairs under the Main Street Revitalization Initiative. The associated project is now complete, and the fund balance has been zero since December 31, 2019.
- Site 9 Rd Reserve: The balance of the reserve fund has been zero as of December 31, 2014, and is no longer required as the related projects have been completed.
- Belvedere Reserve Fund: Through discussions with staff, this reserve fund is to be closed, with the remaining balance transferred to the Working Funds Reserve.
- Belvedere Debenture Reserve: This reserve fund is also recommended for closure, with the remaining balance transferred to the Working Funds Reserve.
- OPP Reserve: It is recommended that this reserve be closed, and the remaining balance be transferred to the Working Funds Reserve.
- Actual Current Reserve: Following staff consultation, this reserve is to be closed and its remaining balance transferred to the A.M.P. / Lifecycle – Machinery & Equipment Reserve.



Chapter 5

Annual Reporting



5. Annual Reporting

5.1 Summary of Reporting

The previous chapters set the foundational principles for the creation, management, maintenance, and termination of the Township's R.R.F.s along with specific policies for each account. To ensure transparency and accountability, it is recommended that the Township undertake annual reporting to stakeholders, including Council, Township departments, and the public. These reports should:

- Identify the current state of the R.R.F., providing balances, commitments, and transactions performed throughout the year;
- Provide a forecast of funds, which includes potential expenditures and revenues over a period of time; and
- Identify any issues that should be addressed. This may include:
 - Target balances not being met;
 - Target balances being exceeded; or
 - Balances not sufficient for proposed expenditures.

5.2 Annual Reporting Example

As part of the study process, other municipalities were examined in order to analyze best practices that could be adopted by the Township. Through this review, it was noted that one municipality provides a comprehensive R.R.F. annual report to Council. The report provides details to the various types of reserves and reserve funds that are currently in place, including:

- An overview of the Town's current reserves and reserve funds;
- Opening balances, projected activity for the following year, and the estimated closing balances;
- An explanation of how the R.R.F.s will be utilized;
- A summary of R.R.F.s related to the Town's Boards and Committees;
- Details for significant changes in each R.R.F.;
 - Reasons for substantial decreases (or increases) in balances
- Schedule of Movement – summarizing the transaction activity in the current year; and



- Forward forecast of their R.R.F.s over the next 10-years.

This type of reporting would assist the Township of The Archipelago in maintaining transparency for stakeholders, in addition to providing a document that will assist in forecasting the reserve and reserve fund positions for budgetary considerations. A sample of the R.R.F. presentation is provided in Appendix B.



Chapter 6

Conclusion and Recommendations

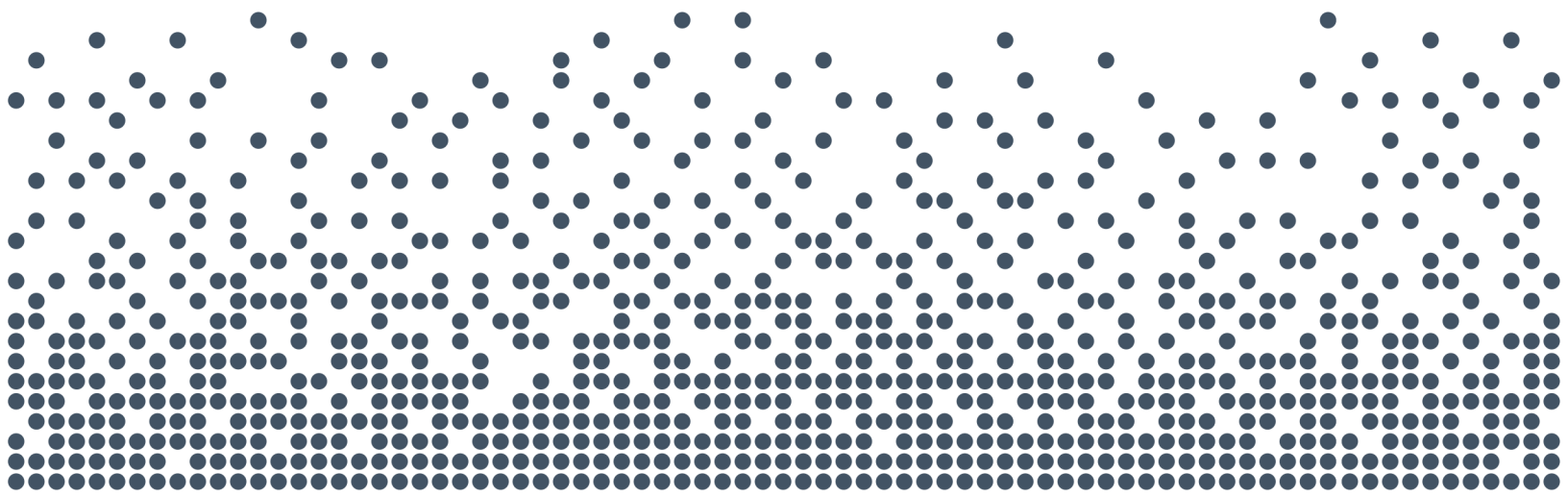


6. Conclusion and Recommendations

In summary, this study has reviewed the Township's existing reserves and reserve funds, provided a historical background, developed a draft policy framework, and developed policies for specific R.R.F.s.

Based on the findings of this review, the following recommendations are being presented for staff and Council's consideration:

- Approve the draft Reserve and Reserve Fund Policy Framework as set out in Section 3.3;
- Approve the specific reserve and reserve fund policies as outlined in Chapter 4;
- Draft a reserve fund by-law that incorporates the Reserve and Reserve Fund Policy Framework, as well as the specific reserve and reserve fund policies in an attached schedule; and
- Repeal all existing non-obligatory reserve and reserve fund by-laws.



Appendices



Appendix A

Survey of The Archipelago's Neighbouring Municipalities' Policy Framework



Municipality	Town of Parry Sound
Policy Statement	Policy Statement The Municipal Act, 2001, section 290 provides that a municipality's budget shall set out amounts to be paid into and out of reserves. A municipality may establish reserve funds for any purpose for which it has authority to spend money.
Definition	In this policy the following definitions are used: - "Deferred Revenue" means revenue that is considered a liability on the Town's financial statements until it becomes relevant to current operations, such as prepayment received for goods or services that have not yet been provided. Some Deferred Revenue is set aside in obligatory reserve funds for a specific purpose as required by legislation, regulation, or agreement such as development charges, cash-in-lieu of parkland, and federal and provincial gas tax. - "Discretionary Reserve Fund" means Reserve funds created at the discretion of Council whenever revenues are earmarked to finance future expenditures of a purpose designated by Council. - "Obligatory Reserve Fund" means Reserve funds that are required by legislation or agreement to be segregated from the Town's general revenues for a special purpose or for works to be undertaken on behalf of the contributor. These funds are classified in the financial statements as Deferred Revenue. - "Reserve" means an allocation of accumulated net revenue that makes no reference to any specific asset and does not require the physical segregation of money. Established primarily for the purpose of providing working funds. A reserve cannot have a revenue or expense of itself, like a reserve fund. - "Reserve Fund" means a fund that is segregated and restricted to meet a specified purpose and includes both an obligatory reserve fund and a discretionary reserve fund.
Purpose	The purpose of this policy is to establish consistent principles, standards and guidelines for the maintenance, management and accounting of reserves and reserve funds. The primary purpose for reserves and reserve funds is: <ul style="list-style-type: none">• Adherence to statutory requirements;• Promotion of financial stability and flexibility;• Provision for major capital expenditures;• Smooth expenditures which would otherwise cause fluctuation in the operating budget; and• To take advantage of financial opportunities that may arise.



<p>Establishment of Reserve/Reserve Fund (R/RF)</p>	<p>Reserves will be maintained to meet one of the following purposes of the Municipality:</p> <ul style="list-style-type: none"> - Asset Replacement - established to smooth the spikes in capital budgets and smooth out property tax changes; - Project Reserves - established to provide cost effective self borrowing mechanisms to reduce risks associated with interest rate fluctuations; - Economic Stability Reserves - established to buffer against significant fluctuations in the economy; - Contingency Reserves - established to accommodate contingent, unfunded or known liabilities (where the amount is unknown) for current and/or future years; - Working Fund Reserves - established to provide cash flow for operations to eliminate the requirement to borrow funds to meet immediate obligations; and - Self Insurance Reserves - established to provide self insurance provisions. <p>Reserves can be established through the following processes:</p> <ul style="list-style-type: none"> - Inclusion in the annual operating or capital budget which is approved by Council; or - Through resolution of Council. <p>The budget document or resolution will clearly identify the name of the reserve being created and the purpose for the reserve. A reserve may be amended through resolution.</p> <p>Reserve Funds will be maintained in the following categories:</p> <ul style="list-style-type: none"> - Discretionary - subdivided into: Operating, Capital, Specific Use - Obligatory - subdivided into: Operating, Capital <p>Council, on the recommendation of the Director of Finance may establish a discretionary reserve fund and shall establish an obligatory reserve fund.</p> <p>A reserve fund can be recommended only if at least one of the following applies:</p> <ul style="list-style-type: none"> - A mandatory obligation exists, either pursuant to legislation or contract - The funds are intended for purchasing or maintaining capital assets - The funds are donated for a specific purpose - The funds are intended to fund a future liability <p>A report which recommends the establishment of a reserve must include the following:</p> <ul style="list-style-type: none"> - Statement of purpose - Rationale for the appropriate level to be maintained or targeted in the reserve - Initial contribution - Contribution policy <p>A Discretionary Reserve Fund will be established through by-law. The by-law will clearly identify the name of the reserve fund, the funding method and the purpose for the reserve fund. A reserve fund can only be used for the identified purpose, unless Council amends or repeals the establishing by-law.</p> <p>An Obligatory Reserve Fund is established through either terms of an agreement which is entered into by the Town or through legislation from a higher level of government. Obligatory Reserve Funds will be added to the summary of Reserve Funds.</p> <p>In order to achieve maximum flexibility, when establishing a reserve or reserve fund, the intended use should be defined in more general terms such as "facilities" rather than "hockey arena". The Finance Department will establish tracking procedures to ensure that funds in the reserve or reserve fund that are earmarked for a specific project are easily identifiable to management and Council.</p>
<p>Investment</p>	<ul style="list-style-type: none"> - Reserve funds will be invested in accordance with the Town's approved investment policy. Earnings shall be credited to each separate reserve bank account that invested the funds. - Where multiple reserve funds are included in one bank account, interest shall be allocated to reserve funds on a monthly basis based on the actual balance of the reserve fund. - Reserves shall not be invested and are not allocated interest.



Contributions to/from R/RFs	<p>Approval of funding allocations to and from Reserves and Reserve Funds Approval of funding to and from the Reserves and Reserve funds will be in accordance with the Town's established Budget Policy and reports to Council as referred to above.</p> <p>Allocation of Operating Surplus / Deficit - Year-end General Levy budget surplus will be allocated in accordance with the Operating Surplus /Deficit Policy. - Year-end General Levy budget deficits will be funded in accordance with the Operating Surplus /Deficit Policy. - Year-end Water and Wastewater budget surplus will be allocated to appropriate Water or Wastewater Reserve. Deficits will be funded from the Water and Wastewater Reserve, if insufficient any shortfall will be funded from the appropriate reserve fund.</p>
Lending/Temporary Borrowing	<p>Temporary borrowing to cover a reserve short-term deficit, interim servicing requirements or internal financing is permitted, when justified, adequately supported and authorized by Council.</p> <p>However the following conditions must be met in order to allow borrowing from reserve funds:</p> <ul style="list-style-type: none">- Borrowing must not adversely affect the intended purpose of the reserve.- A plan to repay the reserve within a reasonable timeframe is required and must be documented.- Interest, equivalent to the Town's interest on reserve fund bank accounts, will be applied to outstanding amount borrowed.- Where applicable, legislative requirements may apply. For example, the Development Charges Act permits inter-fund borrowing only between development charge reserve funds and prescribes a minimum interest rate (ie. Bank of Canada prime rate as of the document approval date, updated on the first business day of every January, April, July and October)
Closing R/RFs	<p>If the purpose or purposes for which the Reserve or Reserve Fund was created have been accomplished and the Reserve or Reserve Fund is determined to be no longer necessary, the Director of Finance, in consultation with the Department Director, shall report to Council with the recommendation on:</p> <ul style="list-style-type: none">- The closure of the Reserve or Reserve Fund- The disposition of any remaining Funds- The necessary amendment to the Reserve by-law <p>A resolution of Council will be required to close a reserve.</p> <p>The By-law establishing the Reserve Fund will be required to be repealed in order to close a Reserve Fund.</p>



Responsibilities	<p>Municipal Council shall:</p> <ul style="list-style-type: none"> - In accordance with the Municipal Act 2001, Section 224 develop and evaluate policies, ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place and maintain the financial integrity of the municipality. - Approve transactions to and from reserves and reserve funds through the budget process or by specific resolution (for reserves) and by-laws (for reserve funds). <p>The Chief Administrative Officer shall:</p> <ul style="list-style-type: none"> - Support the Director of Finance in ensuring the principles and mandatory requirements contained in this policy are applied consistently across all Town departments. <p>The Director of Finance shall:</p> <ul style="list-style-type: none"> - Develop and update this policy as necessary and present changes to Council; - Ensure that the principles and requirements contained in this policy are applied consistently across all departments; - Perform the transfers to and from reserves and reserve funds as authorized by Council; - Recommend strategies for the adequacy of reserve levels; and - Report to Council the reserve balances and forecast as part of the annual budget approval process. <p>Department Directors shall:</p> <ul style="list-style-type: none"> - Provide the Director of Finance with the most current capital asset information to be used in the assessment of the adequacy of capital lifecycle reserves; - Inform the Director of Finance when reserve or reserve fund transfers are required; and - Consult with the Director of Finance when reserve funds are required for unbudgeted transactions.
Reporting	<p>Reporting of Reserves and Reserve Funds will occur through the following processes:</p> <ul style="list-style-type: none"> - A year to date continuity schedule will be included in quarterly variance reports to Council. - As required under development charge legislation, if and when a Development Charges By-law is enacted by Council, the Director of Finance will provide Council with a financial statement related to the Development Charge By-law and include information regarding development charge reserve funds. This statement will then be forwarded to the Minister of Municipal Affairs and Housing within 60 days after Council receipt. - Year-end audit and financial statements - balances of reserves, both obligatory and discretionary reserves and reserve funds will be presented with note disclosure and comparative figures as required to meet PSAB reporting standards. - Where required, reporting to Council or other agencies may exist for reserved residual balances related to grants or other contributed funds (eg. Federal and Provincial Grants)
Additional	<p>Total Reserve Target</p> <ul style="list-style-type: none"> - The target for each reserve and reserve fund is identified in Schedule 1 to this policy - The Director of Finance will review the targets annually and propose changes to the target levels as required.

Municipality	Town of Gravenhurst
Policy Statement	<p>Policy Statement</p> <p>It is the policy of the Town of Gravenhurst:</p> <ul style="list-style-type: none"> - to establish reserves and reserve funds for: <ul style="list-style-type: none"> - planned future capital expenditures, - unexpected or unpredicted events, or, - extraordinary expenditures which would otherwise cause fluctuations in the operating or capital budgets - to manage and utilize reserves/reserve funds in a responsible manner



Definition	<p>Reserve Fund: Funds set aside for a specific purpose as required by provincial legislation, a municipal by-law, or agreement. Reserve Funds receive an annual interest allocation based on the average annual balance. The Town of Gravenhurst has both Obligatory and Discretionary Reserve Funds</p> <p>Obligatory Reserve Fund: Funds set aside and legally restricted by Provincial Legislation, a municipal by-law, or agreement. The funds are raised for a specific purpose and cannot be used for any other purpose.</p> <p>Discretionary Reserve Fund: Funds set aside for a specific purpose by Council and legislated by municipal by-law. If Council should decide to spend the money for purposes other than what it was originally intended for, then a new by-law must be passed under section 417(4) of the Municipal Act.</p> <p>Reserve: Funds set aside by approval of Council and not restricted by legislation. Reserves can be related to projects that are of a nature prescribed and managed by approval of Council. Reserves do not receive an annual interest allocation.</p>
Purpose	<ul style="list-style-type: none"> - Planned future capital expenditures, - Unexpected or unpredicted events, or, - Extraordinary expenditures which would otherwise cause fluctuations in the operating or capital budgets.
Establishment of Reserve/Reserve Fund (R/RF)	<p>Creation</p> <ul style="list-style-type: none"> - Reserves and reserve funds are created by specific by-laws or as part of other by-laws, e.g. Development Charges or the Operating Budget. - Council shall establish obligatory reserve fund as prescribed by any provincial statute e.g. Development Charges or an agreement e.g. Federal Gas Tax. It may establish a discretionary reserve fund to be used for any other authorized exclusive purpose e.g. Facilities replacement and repair. - The use of reserves is one way of maintaining a sound financial position, but cash flow improvements, risk management, tax stabilization or other considerations may affect reserve requirements. <p>Intended Use</p> <ul style="list-style-type: none"> - Any change to the purpose for which the reserve or reserve fund is designated must be permitted by provincial statute and approved by by-law of Council.
Investment	<p>Interest Allocation</p> <ul style="list-style-type: none"> - Earnings from combined investments shall be credited to each separate reserve fund in proportion to the amount invested from it.
Contributions to/from R/RFs	<p>Limitations</p> <ul style="list-style-type: none"> - Transfers shall be made into or from reserves or reserve funds as prescribed by provincial statute or approved by by-law, including but not limited to the Development Charges By-law and the annual budget. - The annual budget shall set out the recommended portion of revenues to be paid into Town reserves and reserve funds. - From time to time, or as part of the year-end accounting process, the Treasurer may recommend for Council approval transfers to and from reserves or reserve funds in a manner consistent with provincial statute, existing legislation and Councils' strategic direction. - Money in a reserve or reserve fund shall be spent only for the predetermined purpose(s) of the reserve or reserve fund. <p>Transfer timing</p> <ul style="list-style-type: none"> - Contributions from operating budgets to reserves shall be transferred upon the approval of the Town's budget. - Contributions from reserves and reserve funds to operating or capital accounts up to amounts approved by Council shall be transferred at year-end or upon completion of a capital/multi-year project as determined by the Treasurer. <p>Authorization</p> <ul style="list-style-type: none"> - The Treasurer shall monitor the status of reserves and reserve funds and recommend to Council the appropriate source of financing for the Town's programs and capital projects. - Utilization of funds from a reserve or reserve fund must be identified in an approved annual budget or a separate report submitted to Council for approval if outside the normal annual budget process. - Council approval of the Capital and Operating Budgets or recommendations in a report will provide the authorization for utilization of/contributions to reserves and reserve funds.



Lending/Temporary Borrowing	Inter-Reserve Fund Borrowing - Temporary inter-fund borrowing to cover a reserve fund shortfall is permitted and allowable under the Municipal Act. However, borrowing from a reserve or reserve fund shall occur only when an analysis of the reserve has determined that excess funds are available, that the use of these funds will not adversely affect the intended purpose of the reserve, and in the assessment of the Treasurer there is an ability to repay the inter-fund borrowing. - In all cases, an appropriate market rate, e.g. Infrastructure Ontario rate, will be used.
Closing R/RFs	N/A
Responsibilities	N/A
Reporting	- Reserve and reserve fund balances, projected contributions, and planned expenditure withdrawals shall be presented with the annual budget. - Where the annual budget is presented before the fiscal year-end, the Treasurer shall report to Council year end reserve and reserve fund balances providing their opening balances, contributions and withdrawals during the fiscal year. In addition to this report, separate reports will include the financial details related to development charge reserve funds and to building permit reserve funds prescribed by provincial statute. - Balances of reserves, discretionary reserve funds, and deferred revenue (obligatory reserve funds) with comparative figures shall be disclosed by way of a note to the financial statements, with specific reference made on the financial statements to the note, in conformity with the requirements of Public Sector Accounting Standards.
Additional	Scope The Reserve and Reserve Fund Policy applies to all departments and local boards of the Town of Gravenhurst. Adequacy - The adequacy of an individual reserve or reserve fund shall be determined on a case-by-case basis using an estimate of the timing and magnitude of the costs to be incurred and a projection of expected contributions and interest earned. - Target reserve balances and estimated timelines to achieve these targets are included in Appendix 1 and may be updated by the Treasurer periodically as deemed appropriate. Policy Review - This policy shall be reviewed within two years of adoption. Reference • 2017 - 106 Establishment and Maintenance of Reserves and Reserve Funds By-law • 2019 - 52 Development Charges By-law • 2009 - 140 Gravenhurst Public Library Endowment Reserve Fund By-law • 2007 - 149 Community Re-investment Reserve Fund By-law • 2005 - 209 Federal Gas Tax Reserve Fund By-law • Building Code Act • Municipal Act

Municipality	Township of Muskoka Lakes
Policy Statement	N/A



Definition	<p>Definitions and Examples</p> <ul style="list-style-type: none"> - Discretionary means a reserve that is created through Council By-law for purposes as designated by Council and funded from Township revenues. - Obligatory means a statutory reserve that is created with funds collected for a specific purpose which may only be expended in accordance with the legislation. - Restricted means a reserve that is created through Council resolution for purposes which are defined by the contributors to the reserve for specific purposes, and would require the funds to be returned to the contributor if not used for that purpose.
Purpose	<p>The purpose of this policy is to establish specific reserves to provide for emergent financial needs, stabilize tax rates, to set aside funds for the replacement of aging infrastructure, and to fund future plans and reports.</p> <p>This policy supports long-term financial sustainability. To this end, it is incumbent on the Township to ensure that financial resources are set aside to maintain existing service levels and to stabilize tax rates.</p>
Establishment of Reserve/Reserve Fund (R/RF)	N/A
Investment	<p>Investment earnings on cash holdings related to reserves shall be applied the reserve fund balances on a pro rated basis of the average reserve balance (opening balance + closing balance divided by 2).</p>
Contributions to/from R/RFs	<ul style="list-style-type: none"> - Transfers to reserves will be restricted to the following sources: <ul style="list-style-type: none"> - Appropriations from operating or surplus accounts as approved by Township Council. - Direct cash receipts such as grants, sale of fixed assets and land, or any other cash receipts as authorized by Township Council. Investment income earned on reserve funds will be added to reserves annually. - Transfers from reserves shall be as authorized in the annual budget or by resolution of Township Council. - Reserve funds shall be held in a separate bank account from Township operating funds.
Lending/Temporary Borrowing	<p>Where the Township chooses to borrow internally to reduce the overall impact of borrowing, the rate used shall be the determined based on the current bank prime rate at the time the funds are drawn. This rate will be variable in nature and adjusted based on the rate published by the Township's bank.</p>
Closing R/RFs	N/A
Responsibilities	<ul style="list-style-type: none"> - The Director of Financial Services or designate will carry out administration of all reserves. - Township Council shall approve the establishment of Operating and/or Capital Reserves in accordance with the <i>Municipal Act, 2001</i>, as well as contributions to and withdrawals from reserves through approval of the annual Operating Budget, and or by way of resolution. This may be either as part of the overall budget review and approval process or on an as-needed basis. - Staff shall include in the annual budget document approved by Township Council a separate statement for reserves and provide estimated additions and uses for the year.
Reporting	<ul style="list-style-type: none"> - Where appropriate, the balance of each capital reserve in support of a 10-year forecast will be monitored and maintained through an analysis of expected receipts and disbursement activity. This analysis will inform reserve account projections updated as part of the annual budget process. - Staff shall present a proposed reserve contribution target level for each operating and capital reserve for Council's consideration and approval as part of the annual budget process. - Reserve reporting will form a part of the quarterly and annual financial statements and significant transactions affecting these will be highlighted in the comments.



Additional	Scope This policy shall apply to all discretionary reserve funds as defined in By-law 2021-123.
	Records Management and Privacy All records relating to any issue pursuant to this policy shall be maintained in accordance with the Municipality's record retention schedule. Throughout all processes outlined in this policy, all Members of Township Council and municipal employees shall adhere to all applicable legislation regarding privacy in accordance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). Individuals should be aware that certain circumstances may identify them during an investigation.
	Change History

Municipality	Town of Huntsville
Policy Statement	N/A
Definition	<ul style="list-style-type: none"> - "BIA Reserve(s)" means reserves funds set aside for the purpose of the Huntsville Business Improvement Area - "Capital Asset Replacement Reserve" refers to a type of reserve established for the purpose of smoothing out the potentially uneven nature of non-routine asset replacement from year to year and to plan for sustainable funding for the Town's Asset Management Plan. - "Centre Street Environmental Reserve" refers to a reserve established for the sole purpose of potential remediation and/or redevelopment costs for the property located at 37 Centre Street North and 25 North Dufferin Street. - "Human Capital Reserve" refers to a reserve used to provide funding for organizational human resources management. - "Insurance Reserve" refers to a reserve used to provide funding for areas where the municipality has elected to self-insure, unbudgeted deductibles, or significant changes in insurance premiums from year to year. - "Local Share Hospital Dedication Reserve" refers to a reserve established for the sole purpose of saving for the local share hospital dedication. - "Obligatory Reserve Funds" refers to a reserve fund created by legislation which stipulates those revenues received for special purposes be segregated from the general revenues of the municipality. All earnings derived from such investments form part of the obligatory reserve funds. - "Project Reserve" refers to a type of reserve that tracks financial performance of specific functional areas (i.e., Library, BIA, etc.) or funding set aside for a specific figure expenditure or set of expenditures. - "Reserves" are established at the discretion of Council and are funded from general revenues, either proactively as part of the budget process, or as distinct in-year events at the discretion of Council. Reserves may be held as cash and/or investments together with all other Reserves in the municipality's general bank account. Reserves do not generate or expend funds directly but are limited to transfers to and from itself (in-year activities related to a Reserve are recorded within the Current Fund's activities). - "Stabilization Reserve" refers to a type of reserve established for the purpose of smoothing out cyclical variances, due to the nature of certain Town run programs (i.e., Building Department, Affordable Housing, Election, etc.). - "Trust Funds" refers to funds generally established by a third party and bequeathed to the municipality, typically with restrictions in place regarding the receipt and expenditure of funds (i.e., Cemetery Maintenance Fund). - "Working Funds Reserve" refers to a reserve established to provide sufficient cash flow for annual operations to eliminate the requirement to enter into temporary in-year borrowings.
Purpose	<ul style="list-style-type: none"> - This policy governs the establishment and maintenance of municipal Reserve as a financial tool for the municipality. - This policy establishes guidance to maintain adequate levels of reserve balances to mitigate current and future risks.
Establishment of Reserve/Reserve Fund (R/RF)	N/A
Investment	N/A



Contributions to/from R/RFs	N/A
Lending/Temporary Borrowing	N/A
Closing R/RFs	N/A
Responsibilities	<p>Council</p> <ul style="list-style-type: none"> - Approve, via Council resolution, the creation or establishment of any new reserves, whether capital or operating. Where possible, any new reserves shall be contained in the annual budget for approval. - Approve, via Council resolution, proposed funding for unbudgeted capital or operating expenditures as outlined in the Budget & Financial Controls policy. <p>Chief Administrative Officer</p> <ul style="list-style-type: none"> - Approve funding for unbudgeted capital or operating expenditures from reserve or obligatory reserve funds up to the limits outlined in the Budget & Financial Controls policy - Utilize the Human capital reserve funds up to a maximum amount of \$25,000 annually to address matters relates to Human Capital, as set by the delegation of authority by-law (2024-15) <p>Staff</p> <ul style="list-style-type: none"> - Consult with the Treasurer on all reports containing proposals to fund unbudgeted capital or operating expenditures from reserve or obligatory reserve funds. <p>Treasurer</p> <ul style="list-style-type: none"> - Transfer any budget surplus to the Working Funds Reserve at the end of the year based on audited financial results. - Transfer any budget deficit from the Working Funds Reserve at the end of the year based on audited financial results. - Transfer funds from insurance reserve to fund unbudgeted deductibles throughout the year as outlined in the delegation of authority by-law. - Advise Council of any short falls or deficits arising at the end of each year and the amount to be transferred to or from the Working Funds Reserve as a result.
Reporting	<ul style="list-style-type: none"> - The Schedule of Reserve and Obligatory Reserve Funds for the Town will be provided to Council on an annual basis. Details of funding for unbudgeted capital or operating expenditures will be provided to Council on a quarterly basis in accordance with the Budget & Financial Controls policy. - For each of the Town's Reserve or Obligatory Reserve funds the following details be recorded and reported, at a minimum, on an annual basis: <ul style="list-style-type: none"> - Name, type of reserve, reserve category - Date of establishment - Description of Purpose - Reserve: Fund Transfers to and from the Reserve - Targeted fund balance (if any) - Special Conditions at establishment or elimination of the Reserve (if any)



Additional	<p>Scope</p> <ul style="list-style-type: none"> - This policy applies to the establishment and maintenance of Town of Huntsville reserves. - Obligatory reserve funds are reserves required because of provincial statute or agreements with other entities such as the Federal or Provincial governments. These obligatory reserves are subject to the provisions outlined in their respective legislation or agreements. - This policy does not apply to Trust Funds. <p>Adequacy and Targets (Refer to Survey-Specific Policies tab)</p> <p>Policy Review</p> <ul style="list-style-type: none"> - The Finance Department may automatically update this policy for minor and administrative amendments, should they be required.
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Municipality	Township of Georgian Bay
Policy Statement	<p>Policy Statement</p> <p>This policy will be an important financial planning tool that will be utilized in coordination with the annual budget and business plan preparation, the 10 year long term capital plan and the Asset Management Plan. It also supports other plans such as the Strategic Plan, Fire Master and Roads Needs Study.</p>
Definition	<p>Reserve: Funds set aside by approval of Council and not restricted by legislation. These funds can be related to a future liability or expenditure and does not have to be related to a specific asset. Reserves do not receive annual interest</p> <p>Reserve Fund: Reserve Funds receive annual interest. There are two types of Reserve Funds:</p> <ul style="list-style-type: none"> - Obligatory Reserve Fund: Funds set aside for a specific purpose as required by Federal, Provincial or other statute/agreement. The funds are raised for a specific purpose and cannot be used for any other purpose. - Discretionary Reserve Fund: Funds set aside for a specific purpose by Council and legislated by municipal by-law. If Council should decide to spend the money for other purposes, then a new by-law must be passed. <p>Operating Surplus/Deficit: Operating surplus refers to funds remaining when annual revenues exceed expenditures. Operating deficit refers to unfunded portion when annual revenues are less than expenditures.</p>
Purpose	<p>Reserve and Reserve funds are an integral component of the Township's finances and provide a strong indicator of the Township's overall financial health. For this reason, the primary purpose of this policy is to establish consistent principles and guidelines for the management and accounting of reserves and reserve funds.</p> <p>Reserves and reserve funds are intended for the following purposes:</p> <ul style="list-style-type: none"> • Future operating and capital requirements • Contingencies or unexpected events • Significant expenses requiring smoothing over time • Legislated liabilities • Reduce need for tax-levy funded debentures • Specific Purpose
Establishment of Reserve/Reserve Fund (R/RF)	Any establishment of a new reserve or reserve fund will be authorized through the budget process or Council Resolution.



Investment	N/A
Contributions to/from R/RFs	<p>Funding Reserves and Reserve Funds</p> <ul style="list-style-type: none"> - Reserves and discretionary reserve funds are funded annually as part of the budget process. Once budget is approved, contributions will be allocated on a quarterly basis and reflected in the quarterly financial statements. - Obligatory reserve funds will be funded as prescribed by Federal, Provincial or other statute/agreement. - Interest payable to reserve funds will be allocated on a monthly basis as part of the monthly bank reconciliations carried out by staff. <p>Operating Surplus/Deficit</p> <p>Should the Township be in an overall surplus position at year-end, the funds will be allocated as follows:</p> <ul style="list-style-type: none"> • 50% to the Reserve – Working Capital • 45% to the Reserve - Assets: Operations • 5% to the Reserve – Assets: Fire/Emergency Services <p>Should the Township be in an overall deficit position at year-end, the funds will be allocated from Reserve – Working Capital.</p> <p>Withdrawal/Transfers</p> <p>All withdrawals/transfers will be authorized through the budget process or Council resolution. Transfers will occur on a quarterly basis and be reflected in the quarterly financial statements. Under no circumstances should a withdrawal place a reserve or reserve fund in a negative position.</p>
Lending/Temporary Borrowing	N/A
Closing R/RFs	<p>If the purpose for which the funds raised are accomplished, and the reserve or reserve fund is deemed no longer necessary, the Director of Financial Services/Treasurer, in consultation with the relevant department Director, shall report to Council with the recommendation on:</p> <ul style="list-style-type: none"> • The closing of the reserve or reserve fund • The disposition of any remaining funds <p>A resolution of Council will be required to close a reserve or reserve fund.</p>
Responsibilities	<p>Council will approve:</p> <ul style="list-style-type: none"> • Any revisions to the Reserve and Reserve Fund policy • The establishment of new reserves or reserve funds • Transfers to and from reserves and reserve funds through the budget process or specific resolution <p>Director of Financial Services/Treasurer will:</p> <ul style="list-style-type: none"> • Ensure the principles and guidelines contained in this policy are applied consistently • Provide recommendations to Council for any revisions to a reserve, reserve fund or between funds • Provide recommendations to Council for the establishment or closing of a reserve or reserve fund
Reporting	<p>The Director of Financial Services/Treasurer will provide the following reports to Council:</p> <ul style="list-style-type: none"> • Summary of projected contributions and withdrawals/transfers as part of the annual budgeting process • Reserve and Reserve Fund Summary providing the continuity schedule as at December 31 of each year (unaudited) • Development Charges Reserve Fund statement



Additional	<p>Scope The scope of this policy will apply to all departments of the municipality and all reserves and reserve funds held by the municipality.</p> <p>Reserve and Discretionary Reserve Fund Levels and Targets</p> <ul style="list-style-type: none"> - Targeted levels, where applicable, are detailed in Appendix 1 to the policy. - Levels will vary dependent on what the reserve or discretionary reserve fund is intended for. The following principles should apply: <ul style="list-style-type: none"> - Overall Consolidated Target Balance: <ul style="list-style-type: none"> - The target balance of consolidated reserves and discretionary reserve funds should be maintained at a level not less than 50% of municipal expenses. This would ensure that the Township would be financially well positioned to sustain periods of economic uncertainty. - At a minimum, the overall total for reserves and discretionary reserve funds as a % of municipal expenses should never fall below 20%. This will ensure that the level of risk indicator remains low. This is one of the measures calculated by the Ministry of Municipal Affairs and Housing in the municipal Financial Indicator Review. - Reserve Balances Exceeding Target: <ul style="list-style-type: none"> - Any balance exceeding target will be recommended to be allocated at the discretion of the Director of Financial Services/Treasurer. The specifics of the allocation will be brought forth for Council approval.
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Municipality	Town of Bracebridge
Policy Statement	<p>Policy Statement:</p> <ul style="list-style-type: none"> - The Corporation of the Town of Bracebridge manages Reserves and Reserve Funds in a responsible manner to achieve corporate objectives while ensuring sufficient capacity exists to meet financial obligations. - The Town recognizes that maintaining Reserves and Reserve Funds for unavoidable events (e.g., floods), growth-related capital requirements, or capital lifecycle obligations reduces the need for long-term borrowing or imposing sudden tax increases on current or future taxpayers. - The Town utilizes Reserves and Reserve Funds solely for their intended purpose and abides by any statutory or contractual requirements to establish or report on activity within Reserve Funds.
Definition	<p>Deferred Revenue: Revenue that is considered a liability on the Town's financial statements until such time as it becomes relevant to current operations.</p> <p>Reserve: An allocation of accumulated net revenue. A Reserve has no reference to any specific asset nor does it require the physical segregation of money or assets as in the case of a Reserve Fund. Reserves are part of a revenue fund and therefore do not receive allocations of interest.</p> <p>Reserve Fund: A fund that is segregated and restricted to meet a specific purpose. It is usually prescriptive as to the basis for collection and use of monies in the fund. All earnings derived from such assets must form part of the Reserve Fund. There are two types of Reserve Funds: Discretionary Reserve Funds and Obligatory Reserve Funds, defined below.</p> <ul style="list-style-type: none"> - Discretionary Reserve Fund: A fund established for a specific purpose by Council through a by-law. Council may establish a Discretionary Reserve Fund for any purpose for which it has authority to spend money. While Council has discretion in the establishment of this type of Reserve Fund, it can only use the fund to meet the purpose established in the by-law. - Obligatory Reserve Fund: A fund that is legislated by senior levels of government, or agreement under external stipulations, giving rise to a potential liability. An Obligatory Reserve Fund is legally restricted for a specific purpose. Obligatory Reserve Funds are classified as Deferred Revenue on the financial statements.
Purpose	This Policy aims to establish guiding principles, primary objectives, key management and administrative responsibilities, and standards of care for the Town's Reserves and Reserve Funds.



Establishment of Reserve/Reserve Fund (R/RF)	<ul style="list-style-type: none"> - The Director of Finance/Treasurer or designate is permitted to establish a new Reserve when the Reserve meets all of the following criteria: <ul style="list-style-type: none"> - It will serve a unique purpose compared to other Reserves and Reserve Funds; - It will have an ongoing multi-year use; and - It will fund costs that would not ordinarily be funded by another source. - Prior to establishing a new Reserve Fund, the Director of Finance/Treasurer or designate will bring forward a staff report to Council for approval, identifying the name of the Reserve Fund, its purpose, planned funding sources, and any appropriate target balance.
Investment	Monies underlying Reserves and Reserve Funds shall be invested in accordance with the Town's Investment Policy Statement. At least annually, interest and realized investment income will be credited to each Reserve Fund based on the average Reserve Fund balances during the period in proportion to the total interest and realized investment income earned by the Town.
Contributions to/from R/RFs	<ul style="list-style-type: none"> - Transfers to/from Reserves and Reserve Funds shall be approved by Council, normally as part of the Municipal Budget and Business Plan or by specific resolution, with the following exceptions: <ul style="list-style-type: none"> - Direct contributions to Reserve and Reserve Funds from third parties, such as Development Charges, where funds have not been fully utilized; or - Transfers of funds between Reserves following the establishment, closure or consolidation of Reserves; - Budgeted transfers to/from Reserves and Reserve Funds will typically occur on a quarterly basis in conjunction with the Town's Quarterly Municipal Budget and Business Plan reporting schedule. - Final Reserve and Reserve Fund transfers will be based on actual expenditures rather than budgeted amounts, as recommended in the annual Reserve and Reserve Funds Staff Report to General Committee.
Lending/Temporary Borrowing	<p>Internal borrowing from Reserves and Reserve Funds is permitted to finance capital or operating expenditures to avoid external borrowing costs, provided that the following conditions are met:</p> <ul style="list-style-type: none"> - Council approves the internal borrowing; - There is a plan to repay the Reserve or Reserve Fund over a reasonable timeframe, not to exceed the life of the asset requiring the funds; and - All legislative requirements are satisfied. For example, the Development Charges Act, 1997 currently permits borrowing from the Development Charges Reserve Fund, but only to fund capital undertakings for which the development charges may be spent, and subject to interest.
Closing R/RFs	<ul style="list-style-type: none"> - The Director of Finance/Treasurer or designate is permitted to close or consolidate a Reserve when: <ul style="list-style-type: none"> - The purpose of the Reserve has been fulfilled; - The Reserve is no longer being used for its intended purpose; - No future commitments are expected within the foreseeable future; - Strategic re-positioning of the Reserve would generate benefits; or - Any other reason at the discretion of the Director of Finance/Treasurer. - Following the closure or consolidation of a Reserve, the Director of Finance/Treasurer or designate will provide details about the Reserve, identifying its name, purpose, rationale for closure/consolidation, as well as the transfer of any residual fund balances within the next annual Reserve and Reserve Funds Staff Report. - Prior to the closure or consolidation of a Reserve Fund, the Director of Finance/Treasurer or designate will bring forward a staff report to Council for approval, identifying the name of the Reserve Fund, its purpose, rationale for closure/consolidation, as well as the transfer of any residual fund balances within the next Reserve and Reserve Funds Staff Report to General Committee.



Responsibilities	<p>Council:</p> <ul style="list-style-type: none"> - In accordance with Section 224 of the Municipal Act, 2001, it is the role of Council to develop and evaluate policies of the municipality; ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place; and maintain the financial integrity of the municipality. - Council also approves a number of administrative actions, such as the establishment, closure or consolidation of Reserve Funds as stated in this Policy. <p>Chief Administrative Officer:</p> <ul style="list-style-type: none"> - The Chief Administrative Officer (CAO) supports the Director of Finance/Treasurer in ensuring the principles and mandatory requirements contained in this Policy are applied consistently across all departments. <p>Director of Finance/Treasurer:</p> <ul style="list-style-type: none"> - The Director of Finance/Treasurer or designate is responsible for managing and administering Reserves and Reserve Funds in accordance with this Policy, including the following tasks: <ul style="list-style-type: none"> - Facilitating transfers to and from Reserves and Reserve Funds in accordance with this Policy; - Establishing, closing or consolidating Reserves; - Recommending to Council the establishment, closure or consolidation of Reserve Funds; - Reporting all Reserve and Reserve Funds, transactions, targets, and balances for the current year through a Reserve and Reserve Funds Staff Report that is presented to General Committee in the following year; - Developing a preliminary strategy to utilize Reserves and Reserve Funds to help fund the Town's anticipated multi-year capital requirements within the annual Long Term Capital Plan; - Facilitating the investment of monies underlying Reserves and Reserve Funds in accordance with the Town's Investment Policy Statement; - Monitoring and reconciling all receipts to and disbursements from Reserve and Reserve Fund accounts to ensure compliance with legislation, Public Sector Account Board (PSAB) standards, and this Policy; - Periodically reviewing the continuing suitability of the Town's overall Reserve and Reserve Fund framework; and - Approving amendments to this Policy for administrative and clerical reasons.
Reporting	<p>The Director of Finance/Treasurer, or designate, shall prepare the following reports regarding Reserves and Reserve Funds:</p> <ul style="list-style-type: none"> - Audited Financial Statements: The annual audited financial statements shall include balances of Reserves and Reserve Funds with relevant note disclosures and comparative figures as required to meet PSAB reporting standards; - Municipal Budget and Business Plan: The annual municipal budget and business plan package shall include projected Reserve and Reserve Fund balances associated with the budget estimates; - Long Term Capital Plan: The annual report regarding the Long Term Capital Plan shall contain a minimum ten-year projection of Reserve and Reserve Fund balances associated with the long-term capital financing plan; - Reserves and Reserve Funds Staff Report: The annual report shall contain recommended Reserve and Reserve Fund transactions for the prior fiscal year ended. This report may also include information about the establishment, closure or consolidation Reserves in accordance with this Policy; - Development Charges Reserve Fund Statement: The annual report shall contain a financial statement of activity within the Development Charges Reserve Fund for the prior fiscal year ended, prepared in accordance with the Development Charges Act, 1997; and - Payment in lieu of Parkland Reserve Fund Statement: The annual report shall contain a financial statement of activity within the Payment in lieu of Parkland Reserve Fund for the prior fiscal year ended, prepared in accordance with the Planning Act, 1990.



Additional	<p>Scope: This Policy aims to establish guiding principles, primary objectives, key management and administrative responsibilities, and standards of care for the Town's Reserves and Reserve Funds.</p> <p>Balances:</p> <ul style="list-style-type: none"> - The Town shall strive to maintain total Reserves and Discretionary Reserve Funds greater than 10% or more of municipal expenses, or such other liquidity thresholds established as high risk by the Province of Ontario. - Methodologies for calculating individual targets are specific to each Reserve or Reserve Fund where applicable, with consideration given to the following: <ul style="list-style-type: none"> - Purpose of fund (e.g., operations or capital); - Certainty of end needs (e.g., for contingent liability or long-term asset replacement); - Economic factors; - Industry target levels for similar funds; and - Multi-year forecast of contribution and projected usage. - The targets for the Reserves and Reserve Funds where applicable are identified in Table 1 of this policy. - The Director of Finance/Treasurer or designate shall review the targets periodically and enact changes to the target levels when, in their opinion, deemed appropriate. <p>Legislative Authority:</p> <ul style="list-style-type: none"> - <i>Municipal Act, 2001.</i> - <i>Development Charges Act, 1997.</i> - <i>Planning Act, 1990.</i> <p>Policy Maintenance:</p> <ul style="list-style-type: none"> - This Policy shall be presented to Council for review and updated as deemed necessary by Council or the Director of Finance/Treasurer or designate. <p>Implementation:</p> <ul style="list-style-type: none"> - This policy shall become effective on the date that it is approved by Council.
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Municipality	Township of Lake of Bays
Policy Statement	<p>Policy Statement:</p> <ul style="list-style-type: none"> - The Municipal Act, 2001, Section 290 provides that a municipality's budget shall set out amounts to be paid into and out of reserves. A municipality may establish reserve funds for any purpose for which it has authority to spend money.
Definition	<p>In this policy the following definitions are used:</p> <ul style="list-style-type: none"> - "Deferred Revenue" means revenue that is considered a liability on the Municipality's financial statements until it becomes relevant to current operations, such as prepayment received for goods or services that have not yet been provided. Some Deferred Revenue is set aside in obligatory reserve funds for a specific purpose as required by legislation, regulation, or agreement such as development charges, cash-in-lieu of parkland, and federal and provincial gas tax. - "Discretionary Reserve Fund" means Reserve funds created at the discretion of Council whenever revenues are earmarked to finance future expenditures of a purpose designated by Council. - "Obligatory Reserve Fund" means Reserve funds that are required by legislation or agreement to be segregated from the Municipality's general revenues for a special purpose or for works to be undertaken on behalf of the contributor. These funds are classified in the financial statements as Deferred Revenue. - "Reserve" means an allocation of accumulated net revenue that makes no reference to any specific asset and does not require the physical segregation of money. Established primarily for the purpose of providing working funds. A reserve cannot have a revenue or expense of itself, like a reserve fund. - "Reserve Fund" means a fund that is segregated and restricted to meet a specified purpose and includes both an obligatory reserve fund and a discretionary reserve fund.



Purpose	<p>The purpose of this policy is to establish consistent principles, standards and guidelines for the maintenance, management and accounting of reserves and reserve funds.</p> <p>The primary purpose for reserves and reserve funds is:</p> <ul style="list-style-type: none"> • Adherence to statutory requirements; • Promotion of financial stability and flexibility; • Provision for major capital expenditures; • Smooth expenditures which would otherwise cause fluctuation in the operating budget; and • To take advantage of financial opportunities that may arise.
Establishment of Reserve/Reserve Fund (R/RF)	<p>Reserves will be maintained to meet one of the following purposes of the Municipality:</p> <ul style="list-style-type: none"> - Asset Replacement - established to smooth the spikes in capital budgets and smooth out property tax changes; - Project Reserves - established to provide cost effective self borrowing mechanisms to reduce risks associated with interest rate fluctuations; - Economic Stability Reserves - established to buffer against significant fluctuations in the economy; - Contingency Reserves - established to accommodate contingent, unfunded or known liabilities (where the amount is unknown) for current and/or future years; - Working Fund Reserves - established to provide cash flow for operations to eliminate the requirement to borrow funds to meet immediate obligations; and - Self Insurance Reserves - established to provide self insurance provisions. <p>Reserves can be established through the following processes:</p> <ul style="list-style-type: none"> - In the annual operating or capital budget by resolution or by-law which is approved by Council; or - Through resolution of Council. <p>The budget document or resolution will clearly identify the name of the reserve being created and the purpose for the reserve. A reserve may be amended through resolution.</p> <p>Reserve Funds will be maintained in the following categories:</p> <ul style="list-style-type: none"> - Discretionary - subdivided into: Operating, Capital, Specific Use - Obligatory - subdivided into: Operating, Capital <p>Council, on the recommendation of the Treasurer may establish a discretionary reserve fund and shall establish an obligatory reserve fund.</p> <p>A reserve fund can be recommended only if at least one of the following applies:</p> <ul style="list-style-type: none"> - A mandatory obligation exists, either pursuant to legislation or contract - The funds are intended for purchasing or maintaining capital assets - The funds are donated for a specific purpose - The funds are intended to fund a future liability <p>A report which recommends the establishment of a reserve must include the following:</p> <ul style="list-style-type: none"> - Statement of purpose - Rationale for the appropriate level to be maintained or targeted in the reserve - Initial contribution - Contribution policy <p>A Discretionary Reserve Fund will be established through By-Law. The By-Law will clearly identify the name of the reserve fund, the funding method and the purpose for the reserve fund. A reserve fund can only be used for the identified purpose, unless Council amends or repeals the establishing By-Law.</p> <p>An Obligatory Reserve Fund is established through either terms of an agreement which is entered into by the Municipality or through legislation from a higher level of government. Obligatory Reserve Funds will be added to the summary of Reserve Funds.</p> <p>In order to achieve maximum flexibility, when establishing a reserve or reserve fund, the intended use should be defined in more general terms such as "facilities" rather than "hockey arena". The Finance Department will establish tracking procedures to ensure that funds in the reserve or reserve fund that are earmarked for a specific project are easily identifiable to management and Council.</p>
Investment	N/A



Contributions to/from R/RFs	<p>Approval of funding allocations to and from Reserves and Reserve Funds: Approval of funding to and from the Reserves and Reserve funds will be in accordance with the Township established Budget Policy and reports to Council as referred to above.</p> <p>Allocation of Operating Surplus / Deficit: Year-end General Levy budget surplus/deficit will be allocated, as recommended by the Treasurer and approved by Council, in accordance with the Public Sector Accounting Board (PSAB) Standards.</p>
Lending/Temporary Borrowing	N/A
Closing R/RFs	<p>If the purpose or purposes for which the reserve or reserve fund was created have been accomplished and the reserve or reserve fund is determined to be no longer necessary, the Treasurer shall report to Council with the recommendation on:</p> <ul style="list-style-type: none"> - The closure of the reserve or reserve fund - The disposition of any remaining funds <p>The By-Law establishing the Reserve Fund will be required to be repealed in order to close a Reserve Fund.</p>
Responsibilities	<p>Municipal Council shall:</p> <ul style="list-style-type: none"> - In accordance with the Municipal Act 2001, Section 224 develop and evaluate policies, ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place and maintain the financial integrity of the municipality. - Approve transactions to and from reserves and reserve funds through the budget process or by specific resolution (for reserves) and By-Laws (for reserve funds). <p>The Chief Administrative Officer shall:</p> <ul style="list-style-type: none"> - Support the Treasurer in ensuring the principles and mandatory requirements contained in this policy are applied consistently across all Township departments. <p>The Treasurer shall:</p> <ul style="list-style-type: none"> - Develop and update this policy as necessary and present changes to Council; - Ensure that the principles and requirements contained in this policy are applied consistently across all departments; - Perform the transfers to and from reserves and reserve funds as authorized by Council; - Recommend strategies for the adequacy of reserve levels; and - Report to Council the reserve balances and forecast as part of the annual budget approval process. <p>Department Managers shall:</p> <ul style="list-style-type: none"> - Provide the Treasurer with the most current capital asset information to be used in the assessment of the adequacy of capital lifecycle reserves; - Inform the Treasurer when reserve or reserve fund transfers are required; and - Consult with the Treasurer when reserve funds are required for unbudgeted transactions.
Reporting	<p>Reporting of Reserve Funds will occur through the following processes:</p> <ul style="list-style-type: none"> - Year-end audit and financial statements - balances of reserves, both obligatory and discretionary reserves and reserve funds will be presented with note disclosure and comparative figures as required to meet PSAB reporting standards. - Where required, reporting to Council or other agencies may exist for reserved residual balances related to grants or other contributed funds (e.g. Federal and Provincial Grants)
Additional	N/A



Appendix B

Reporting Example

Overview

Reserves and reserve funds are an important element of the [Municipality]'s long- term financial plan as they allow the [Municipality] to set aside funds for a future purpose and fulfill a critical financial need for the municipality. They make provisions for the replacement and rehabilitation of existing [Municipality] assets, provide a contingency for one-time and unforeseeable events and provide flexibility to manage debt levels and protect the [Municipality]'s financial position.

Reserves

A reserve is an allocation of accumulated net revenue and is governed by Council policies that identify the intended purpose, target balance and funding sources. Reserves are part of the [Municipality]'s overall revenue fund and are non-interest bearing. Therefore, any interest earned by the [Municipality] from the investment of funds in reserves is retained as revenue in the overall operating fund.

Reserve Funds

Reserve funds are established to segregate funds that are acquired for a specific purpose as identified through legislation, financial agreements or Council direction. Reserve funds are interest bearing and earnings are applied to each reserve fund based on yields earned on the [Municipality]'s total investment portfolio and cash balances. There are two types of reserve funds:

1. **Obligatory Reserve Funds** - these funds are acquired by the [Municipality] for a legislated purpose or for a specifically defined purpose through a financial agreement. They are segregated and created solely for the purpose prescribed for them.
2. **Discretionary Reserve Funds** - these funds are established based on Council direction and are used to finance specific future expenditures or to fund specific contingent liabilities. These funds are also segregated from the general revenues of the [Municipality].

Reserves and reserve funds are a key funding source for capital infrastructure with [X]% of the 2026 capital budget funded from reserves and reserve funds including development charges and capital provision revenues. This section includes an overview of the reserves and reserve funds by their intended or legislated use.

[Municipality] Reserves and Reserve Funds

Stabilization Reserves

Stabilization reserves are used to offset extraordinary and unforeseen expenditure requirements, one-time expenditures, cyclical expenses, revenue shortfalls and they help to minimize fluctuations in the tax levy.

Stabilization Reserves	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Projected 2026 Activity	Dec 31, 2026 Estimated Balance
Tax Rate Stabilization	[X]	[X]	[X]	[X]
Election	[X]	[X]	[X]	[X]
Winter Control	[X]	[X]	[X]	[X]
Building Rate Stabilization	[X]	[X]	[X]	[X]
Total Stabilization Reserves	[X]	[X]	[X]	[X]
Total Stabilization Reserves	[X]	[X]	[X]	[X]

As illustrated in the table, the estimated balance in these reserves at December 31, 2025 is \$[X] million. The 2026 budget is forecast to increase these reserves to \$[X] million, largely driven by an increase in the Building Stabilization Reserve due to an increase in the estimated development activity during 2026.

Overview

Corporate Use Reserves

Corporate use reserves provide for various contingent and potential future liabilities. At the end of this year, the estimated balance in the corporate use reserves is \$[X] million as illustrated in the table.

Corporate Use Reserves	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Projected 2026 Activity	Dec 31, 2026 Estimated Balance
Legal Matters	[X]	[X]	[X]	[X]
Per Unit Development Processing Fee	[X]	[X]	[X]	[X]
Insurance	[X]	[X]	[X]	[X]
WSIB	[X]	[X]	[X]	[X]
Working Funds	[X]	[X]	[X]	[X]
Training	[X]	[X]	[X]	[X]
Growth Related Resources	[X]	[X]	[X]	[X]
Total Corporate Use Reserves	[X]	[X]	[X]	[X]

Capital Reserves

Capital reserves are used to fund the annual capital program including both the replacement/rehabilitation of existing infrastructure to maintain assets in a state of good repair and the construction/purchase of infrastructure to service the growing community. The assets base owned by the [Municipality] continues to increase with the ongoing growth in the community which will require long term investment for their future renewal. As such, the contribution to reserves for capital replacement should be adjusted regularly to align with the future lifecycle costing identified in the [Municipality]'s asset management plans.

As illustrated in the table, the estimated total balance for these reserves at year end is \$[X] million, of which \$[X] million specifically relates to future investment in growth infrastructure.

Capital Reserves	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Projected 2026 Activity	Dec 31, 2026 Estimated Balance
Infrastructure Renewal	[X]	[X]	[X]	[X]
Municipal Building Components	[X]	[X]	[X]	[X]
Capital Provision	[X]	[X]	[X]	[X]
Capital Works	[X]	[X]	[X]	[X]
Transit and Transportation	[X]	[X]	[X]	[X]
Computer Requirements	[X]	[X]	[X]	[X]
Equipment Replacement	[X]	[X]	[X]	[X]
Municipal Buildings Replacement	[X]	[X]	[X]	[X]
Cash-in-lieu of Parkland	[X]	[X]	[X]	[X]
Property Transactions	[X]	[X]	[X]	[X]
Cash-in-lieu of Parking	[X]	[X]	[X]	[X]
Cash-in-lieu of Storm Water Management	[X]	[X]	[X]	[X]
Ontario Lottery Corporation Proceeds	[X]	[X]	[X]	[X]
Development Charges	[X]	[X]	[X]	[X]
Total Capital Reserves	[X]	[X]	[X]	[X]

The [Municipality] continues to improve its financial forecasting and planning through the development of asset management plans. The current asset management plans for Roads, Bridges and Culverts, as well as Facilities and Transit, identify an annual combined funding shortfall of \$[X] million compounded by an existing infrastructure deficit of \$[X] million. Future budgets will need to consider increases to the Infrastructure Renewal Reserve to eliminate the overall funding deficit and ensure the long-term financial sustainability of the [Municipality].

Overview

Government Funded Reserves and Reserve Funds

Government funded reserves and reserve funds are established to appropriately monitor and record revenues received from the Provincial and Federal governments through various grant funding programs. The funds accumulate in the respective reserve funds until such time as they can be used in the [Municipality]'s budgets in accordance with the guidelines of each program. The balances reflected in the following table include all outstanding commitments against these reserves and reserve funds. The Ontario Community Infrastructure Reserve Fund shows a zero balance as the funds are anticipated to be utilized in the year received until 2027.

Government Funded Reserves	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Projected 2026 Activity	Dec 31, 2026 Estimated Balance
Ontario Community Infrastructure Fund	[X]	[X]	[X]	[X]
Provincial Gas Tax	[X]	[X]	[X]	[X]
Federal Gas Tax	[X]	[X]	[X]	[X]
Total Government Funded	[X]	[X]	[X]	[X]

Program Specific Reserve Funds

Program specific reserve funds are non-obligatory reserve funds established to accumulate funds for specific programs or contain funding received for a specified purpose as outlined in the reserve and reserve fund policies. Reserve fund balances for this classification are summarized in the following table:

Program Specific Reserves	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Projected 2026 Activity	Dec 31, 2026 Estimated Balance
Perpetual Maintenance	[X]	[X]	[X]	[X]
Aggregate Permit Fees	[X]	[X]	[X]	[X]
Sportsfield Development	[X]	[X]	[X]	[X]
Investment in the Arts	[X]	[X]	[X]	[X]
Metrolinx Bike	[X]	[X]	[X]	[X]
Mayor's Legacy Fund	[X]	[X]	[X]	[X]
Total Program Specific	[X]	[X]	[X]	[X]

Boards and Committees

The following table summarizes the reserves and reserve funds that are established for the specific use of [Municipality] boards and committees as well as the expansion of the [Municipality] District Hospital.

Boards and Committees Reserves	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Projected 2026 Activity	Dec 31, 2026 Estimated Balance
Library Tax Rate Stabilization	[X]	[X]	[X]	[X]
Library Capital Works	[X]	[X]	[X]	[X]
DBIA Surplus	[X]	[X]	[X]	[X]
Seniors' Fundraising	[X]	[X]	[X]	[X]
[Municipality] District Hospital Expansion	[X]	[X]	[X]	[X]
Total Boards and Committees	[X]	[X]	[X]	[X]

A significant decrease in the balance is anticipated due to the completion of the expansion to the [Municipality] District Hospital and the associated [Municipality] payment to [Municipality] Healthcare Services in early 2026.

Overview

Significant Changes in Reserves and Reserve Funds

Reserve and reserve fund balances can vary greatly from year to year as funds are utilized to support the ongoing operations and capital investment of the [Municipality]. It is important to understand and address the causes of the large swings and update the long-term financial plans accordingly.

Substantial Increases in Balances

Numerous of the [Municipality]'s reserve and reserve fund balances are anticipated to experience a positive change greater than 10% of the prior year end balance.

Stabilization Reserves

- Election
- Winter Control

Corporate Use Reserves

- Legal Matters
- Insurance
- Training
- Growth Related Resources

Capital Reserves

- Infrastructure Renewal
- Capital Provision
 - Equipment Replacement
 - Municipal Buildings Replacement
 - Property Transactions
- Development Charges

Government Funded

- Provincial Gas Tax
- Federal Gas Tax

Program Specific

- Investment in the Arts

Boards and Committees

Library Tax Rate Stabilization

- DBIA Surplus

Increases in stabilization, corporate use and Boards and Committees reserves are largely driven by contributions in the 2026 budget to replenish previous draws on the reserves and ensure sufficient balances to address future requirements. A large transfer to the Growth Related Resources Reserve was approved mid-year 2025 through [Insert Staff Report Reference] due to savings in vacancies from new approved positions.

As the [Municipality] continues to grow and infrastructure ages, the need for capital reserves to fund infrastructure renewal requirements and future property and growth needs will necessitate both larger contributions and average annual balances in the reserves to support the growing capital program. Although these reserves are increasing in the short-term, as large capital projects are undertaken the balances will decrease and require replenishment.

Although the balance in the government funded reserve funds are forecast to increase over the prior year, many of the funds in the Federal Gas Tax reserve fund are committed to various road infrastructure projects that are anticipated to be completed during 2026. In addition, future growth in the transit system will require increased draws from the Provincial Gas Tax reserve fund to minimize the impact on the operating fund commencing in 2026.

Through [Insert Staff Report Reference], a portion of the sale of the property adjacent to the [Municipality] Centre for the Arts was directed to be deposited into the Investment in the Arts reserve fund which is causing the large increase in the balance over the prior year. These additional funds are intended to cover the balance of the debenture payments issued for the construction of the facility and will be completely depleted by 2029.

Overview

Substantial Decreases in Balances

On the contrary, numerous of the [Municipality]'s reserve and reserve fund balances are anticipated to experience a decrease greater than 10% of the prior year end balance.

Stabilization Reserves

- Tax Rate Stabilization
- Building Rate Stabilization

Corporate Use Reserves

- WSIB

Capital Reserves

- Capital Works
- Computer Requirements

Large decreases in the stabilization and corporate use reserves are driven by operating requirements during 2025 primarily caused by a temporary slowdown in growth resulting in lower building permit revenues and a smaller capital program. When growth accelerates in 2026 and continues through the forecast, the balances in the stabilization reserves are expected to recover.

Estimated reserve and reserve fund balances for 2025 as well as projections for 2026 activity are outlined in the following tables.

Summary of Projected 2026 Activity

Revenues into the [Municipality]'s reserves and reserve funds are anticipated to reach nearly \$[X] million in 2026, largely from development revenues including development charges, cash flow assistance for roads infrastructure and capital provision along with grants from the federal and provincial governments through the Federal Gas Tax and Ontario Community Infrastructure Fund. External funding sources generate significant contributions to the [Municipality]'s reserves and reserve funds and play a critical role in the [Municipality]'s long-term financial management.

Significant transfers of \$[X] million from reserves and reserve funds are anticipated in 2026 to fund the large capital program, including the expansion of the [Municipality] District Hospital as well as for committed funds not yet transferred from prior year budget approvals. Nearly two thirds of the transfers are from the development charge reserve funds and will be used to support such projects as the development of the Sherwood Community Centre and Library, redevelopment of Fire Station #1 and numerous road infrastructure projects to service growth. Transfers to the Operating Fund of \$[X] million are forecast for 2026. These transfers are made to fund the debenture principle and interest payments on previously approved reserve fund debt as well as to support the daily operations of the organization including WSIB, insurance and legal matters, staff training, transit expenditures and transfers to the community fund.

Development charge debenture payments will be funded directly through the reserve fund in the amount of \$[X] million for debt previously issued.

Schedule of Movement - Reserves

Reserves	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Projected 2026 Activity							Dec 31, 2026 Estimated Balance
			Interest Earned	Contribution from Revenue	Other Revenue	Transfer to Capital	Transfer to Revenue	Debt Payments		
Tax Rate Stabilization	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Infrastructure Renewal	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Library Tax Rate Stabilization	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Library Capital Works	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Legal Matters	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Per Unit Development Processing Fee	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Election	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Winter Control	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Insurance	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
WSIB	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Municipal Building Components	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Capital Provision	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Capital Works	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Transit and Transportation	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Computer Requirements	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Equipment Replacement	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Working Funds	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Aggregate Permit Fees	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
DBIA Surplus	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Seniors' Fundraising	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Training	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Growth Related Resources	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Municipal Buildings Replacement	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Total Reserves	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	

Schedule of Movement - Reserve Funds

Reserve Funds	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Projected 2026 Activity							Dec 31, 2026 Estimated Balance
			Interest Earned	Contribution from Revenue	Other Revenue	Transfer to Capital	Transfer to Revenue	Debt Payments		
Ontario Community Infrastructure Fund	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Provincial Gas Tax	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Perpetual Maintenance	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Cash-in-lieu of Parkland	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Building Rate Stabilization	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Property Transactions	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
(Municipality) District Hospital Expansion	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Cash-in-lieu of Parking	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Cash-in-lieu of Storm Water Management	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Sportsfield Development	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Investment in the Arts	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Metrolinx Bike	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Federal Gas Tax	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Mayor's Legacy Fund	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
(Municipality) District High School Reunion Scholarship Fund	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Ontario Lottery Corporation Proceeds	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Development Charges	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	
Total Reserve Funds	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	

Reserves and Reserve Funds Forecast

A 10 year reserve and reserve fund forecast has been prepared to illustrate the long-range financial stability of the organization. Many of the balances can be difficult to predict as their use is affected by uncertain future events however, the following tables illustrate projections based on historical usage patterns and the capital budget forecast.

Generally, reserves are forecast to maintain relatively stable balances over the forecast period. However, the capital provision will experience a sharp decline towards the end of the forecast as the funds are used towards the growth infrastructure supporting the Boyne and Sherwood secondary plan areas.

Reserve fund balances are expected to decline in 2028-2029 before progressively increasing in the balance of the forecast. The change is largely driven by fluctuations in the Development Charges reserve fund as funds are expended to deliver growth infrastructure to the community and revenues received from new development.

Reserves	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Dec 31, 2026 Estimated Balance	Dec 31, 2027 Estimated Balance	Dec 31, 2028 Estimated Balance	Dec 31, 2029 Estimated Balance	Dec 31, 2030 Estimated Balance	Dec 31, 2031 Estimated Balance	Dec 31, 2032 Estimated Balance	Dec 31, 2033 Estimated Balance	Dec 31, 2034 Estimated Balance	Dec 31, 2035 Estimated Balance
Tax Rate Stabilization	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Infrastructure Renewal	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Library Tax Rate Stabilization	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Library Capital Works	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Legal Matters	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Per Unit Development Processing Fee	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Election	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Winter Control	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Insurance	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
WSIB	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Municipal Building Components	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Capital Provision	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Capital Works	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Transit and Transportation	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Computer Requirements	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Equipment Replacement	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Working Funds	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Aggregate Permit Fees	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
DBIA Surplus	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Seniors' Fundraising	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Training	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Growth Related Resources	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Municipal Buildings Replacement	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Total Reserves	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]

Reserves and Reserve Funds Forecast

Reserve Funds	Dec 31, 2024 Balance	Dec 31, 2025 Estimated Balance	Dec 31, 2026 Estimated Balance	Dec 31, 2027 Estimated Balance	Dec 31, 2028 Estimated Balance	Dec 31, 2029 Estimated Balance	Dec 31, 2030 Estimated Balance	Dec 31, 2031 Estimated Balance	Dec 31, 2032 Estimated Balance	Dec 31, 2033 Estimated Balance	Dec 31, 2034 Estimated Balance	Dec 31, 2035 Estimated Balance
Ontario Community Infrastructure Fund	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Provincial Gas Tax	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Perpetual Maintenance	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Cash-in-lieu of Parkland	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Building Rate Stabilization	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Property Transactions	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
(Municipality) District Hospital Expansion	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Cash-in-lieu of Parking	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Cash-in-lieu of Storm Water Management	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Sportsfield Development	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Investment in the Arts	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Metroline Bike	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Federal Gas Tax	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Mayor's Legacy Fund	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
(Municipality) District High School Reunion Scholarship Fund	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Ontario Lottery Corporation Proceeds	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Development Charges	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]
Total Reserve Funds	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]	[X]

Township of The Archipelago



COUNCIL CORRESPONDENCE Regular Meeting of Council June 20, 2025

★ Township of The Archipelago has already endorsed this resolution, or action has already been taken

FEDERAL GOVERNMENT

[01]

PROVINCIAL GOVERNMENT

[02] [Parry Sound – Muskoka MPP, Graydon Smith](#)

RE: July 8, 2025 E-News – Celebrating Progress: Two Key Milestones Reached

[03] [Ministry of the Environment, Conservation and Parks](#)

RE: Proposed amendments to the Resource Recovery and Circular Economy Act, 2016 and planning for small IC&I collection

[04] [Ministry of Natural Resources](#)

RE: 2025 Wildland Fire Season – In-Season Situational Awareness Briefing

[05] [Ministry of Emergency Preparedness and Response](#)

RE: Invitation to AMO breakout session on August 17, 2025

[06] [Ministry of Energy and Mines](#)

RE: Launch of the Ontario's first-ever Integrated Energy Plan

[07] [Ministry of Rural Affairs](#)

RE: Rural Ontario Development Program is now accepting applications

ARCHIPELAGO CORRESPONDENCE - OUTBOUND

[08]

WEST PARRY SOUND AREA MUNICIPALITIES

[09] [Request to Province to not close the Cecil Facer Youth Centre in Sudbury](#)

RE: Town of Parry Sound

ONTARIO MUNICIPALITIES

***[10]** Resolutions in opposition to the proposed Bill 5, Protect Ontario by Unleashing Our Economy

RE: Municipality of Magnetawan

RE: City of Pickering

RE: Municipality of Wawa

RE: Township of Alberton

RE: Township of Southgate

RE: City of Pickering

RE: Town of Cobourg

***[11]** Request to Province to amend Ontario Regulation 391/21: Blue Box so that producers are responsible for the end-of-life management of recycling product from all sources

RE: Municipality of Tweed

[12] Resolutions in opposition to the proposed amendments to O.Reg 530/22 to Expand Strong Mayor Powers

RE: Town of Renfrew

RE: Township of McNab/Braeside

RE: Town of Prescott

RE: Municipality of West Nipissing

[13] Request to Provincial and Federal governments to enact legislative changes to exempt municipalities from trade agreement restrictions while tariffs are imposed, allowing them to give preference to Canadian suppliers

RE: Township of Mulmur

[14] Request to Federal government to increase the eligibility threshold for the Income Replacement Benefit (IRB) program from \$20,000 to no less than \$40,000 annually for a single person household and Canadian Veterans

RE: City of Port Colborne

[15] Resolution supporting, in principle, pursuing an Integrated Watershed Management approach for the Muskoka River Watershed

RE: Town of Huntsville

[16] Request to Province to significantly raise the payments of Ontario Works and Ontario Disability Support Program

RE: City of Pickering

RE: City of Port Colborne

FIRST NATIONS

[17]

RATEPAYER ASSOCIATIONS

[18]

RATEPAYERS/OTHERS

[19]

AGENCIES

[20] [Federation of Ontario Cottagers' Associations \(FOCA\)](#)
RE: June 2025 E-news

[21] [Independent Electricity System Operator \(IESO\)](#)
RE: Launch of Long-Term 2 procurement process

[22] [North Bay Parry Sound District Health Unit](#)
RE: 2024 Annual Report

[23] [Parry Sound Downtown Business Association](#)
RE: Thank you letter for contribution toward the 2nd Annual Maple Syrup Festival

[24] [Parry Sound Area Chamber of Commerce](#)
RE: Thank you letter for 2025 monetary contribution
RE: Tri-Regional Tariff Roundtable – July 16, 2025

[25] [Rotary Club of Parry Sound](#)
RE: Thank you letter for supporting the Fathers Day weekend 3-pitch event

[26] [West Parry Sound OPP Detachment Board](#)
RE: Annual Report 2025

ENVIRONMENT

[27] [Georgian Bay Guardians](#)
RE: Response to the May 23, 2025 Georgian Bay Geopark Deputation

MISCELLANEOUS

[28] [Courageous Companions](#)
RE: 2025 Sponsorship Request

From: Graydon Smith MPP <graydon.smith@pc.ola.org>
Sent: Tuesday, July 8, 2025 3:22:08 PM
To: Bert Liverance - Reeve <bliverance@thearchipelago.ca>
Subject: Celebrating Progress: Two Key Milestones Reached



Hi Bert,

It's been a big and important week here in Parry Sound–Muskoka as we recognize the hard work of so many and celebrate two major milestones for our region.

On Monday, I had the honour of helping cut the ribbon on our area's first-ever MRI machine. With \$900,000 per year committed by our government for operational funding, this incredible achievement was made possible thanks to the inspiring generosity of local donors and the leadership of community partners. Our government remains deeply committed to strengthening rural healthcare, and Monday's celebration is a proud reflection of that commitment.

Then today, I had the opportunity to take part in the official groundbreaking for the new Parry Sound pumping station. With a \$14 million investment from our government, this critical infrastructure project will help improve essential services, support the development of more accessibly priced homes, and help keep municipal taxes in check. This initiative is part of a broader commitment to infrastructure renewal. Our government has also invested \$50 million into the District of Muskoka to upgrade sewer and water systems.

Since June 2022, new funding for Parry Sound–Muskoka has now reached \$600 million (not including the \$1 billion commitment for two, new acute care hospitals) —and is still growing. We continue to make smart, strategic investments that enhance the quality of life for residents right across our region.

There's more good news to come. To stay updated on all that's happening in Parry Sound–Muskoka, I encourage you to follow me on Facebook (<https://www.facebook.com/graydonthempp/>).

Wishing you a fantastic summer, and I look forward to seeing you at a local event soon!

Warm regards,
Graydon Smith MPP

Parry Sound–Muskoka

Associate Minister of Municipal Affairs and Housing

Alana Torresan

From: RRPB, Mail (MECP) <RRPB.Mail@ontario.ca>
Sent: June 26, 2025 3:55 PM
To: Alana Torresan
Subject: Proposed amendments to the Resource Recovery and Circular Economy Act, 2016 and planning for small IC&I collection

Dear Township of Archipelago,

In response to your previous letter to the ministry on blue box services for small industrial, commercial and institutional (IC&I) locations, I wanted to inform you of the proposed amendments to the *Resource Recovery and Circular Economy Act, 2016*, which would strengthen Ontario's blue box program by improving transparency, cost disclosure, and collection of materials.

Maintaining blue box services for IC&I locations that previously received municipal services is an important part of this proposal.

We understand that some municipalities are taking steps this summer to plan for continued collection.

That is why on June 4, 2025, the Minister wrote to Producer Responsibility Organizations (PROs) requesting that they not wait until the proposed amendments are finalized, and that they begin to plan immediately for how they will continue to offer small IC&I service to municipalities in 2026 and beyond.

The Minister has directed PROs to prioritize providing offers for municipalities and small IC&I establishments that received services during the transition period. The Minister's expectation is that this should be in place as soon as possible to ensure there is no disruption in service for these locations upon full implementation in 2026.

The intent is that PROs and municipalities are able to discuss arrangements before legislative amendments are finalized so that local communities and businesses have more certainty as soon as possible.

PROs will be working on their response to the Minister's request this summer. We encourage municipalities to reach out to PROs if they are interested in having PROs continue small IC&I collection in their communities beyond 2026.

We appreciate your municipality's commitment to an effective and orderly transition to producer responsibility and welcome your feedback on the proposed changes. As a reminder, the [comment period](#) for proposed changes closes on July 21, 2025.

If you have any questions about the proposal, please contact Marc Peverini, Manager, Resource Recovery Policy Branch at marc.peverini@ontario.ca or (416) 908-1528.

Sincerely,

Charles O'Hara
Director, Resource Recovery Policy Branch
Environmental Policy Division
Ministry of the Environment, Conservation and Parks

2025 Wildland Fire Season

In-Season Situational Awareness Briefing



Purpose and Agenda Outline



To provide:

- An overview on the current Ontario Wildland Fire Season for situational awareness.
- Information sources to support ongoing situation awareness.
- Messaging for the audience to consider in their own respective preparedness activities.

Information presented will include:

1. Current Fire Situation
 - Number of active fires and location
 - Number of hectares burning
 - Resources committed
 - Resources available
 - Minister's Orders (EAO, IO, RFZ)
2. Updated Weather and Fire Outlook
3. Preparedness and Planned Next Steps
 - AFFES Suppression and Operational Priorities
 - Fire Management Strategies and Tactics
 - Actions: Emergency Response, Prevention and Mitigation, Preparedness
4. Municipal Updates and Information
5. Appendices (Resources, Information Sources and Contacts)

- We would like to begin by acknowledging the Indigenous peoples of all the lands that we are on today.
- While this session takes place on a virtual platform, we would like to take a moment to acknowledge the importance of the lands we each call home.
- We do this to reaffirm our commitment and responsibility in improving relationships between Nations, and to improving our own understanding of local Indigenous peoples and their cultures.



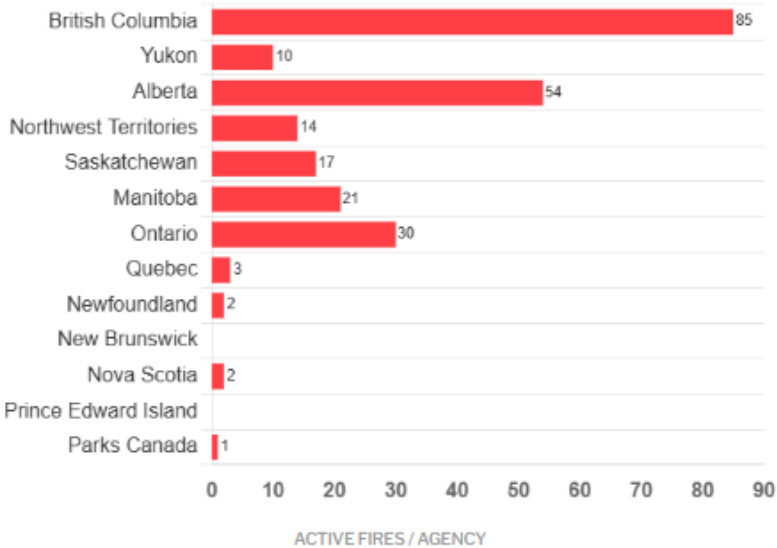
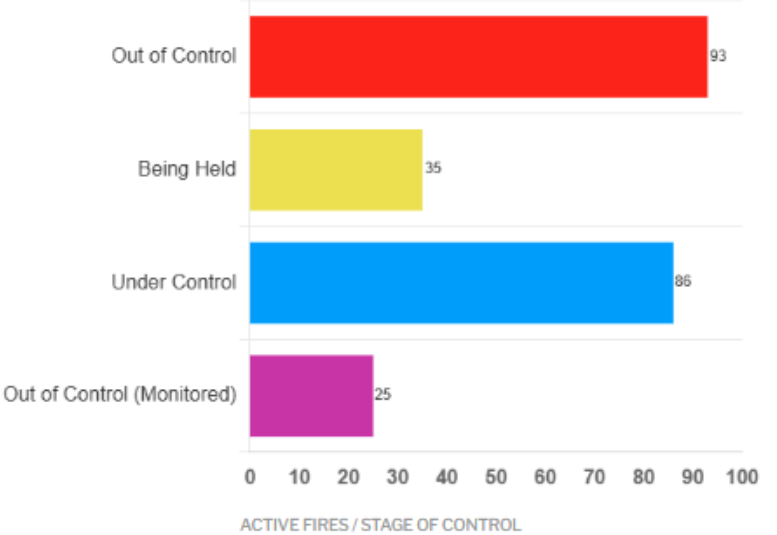
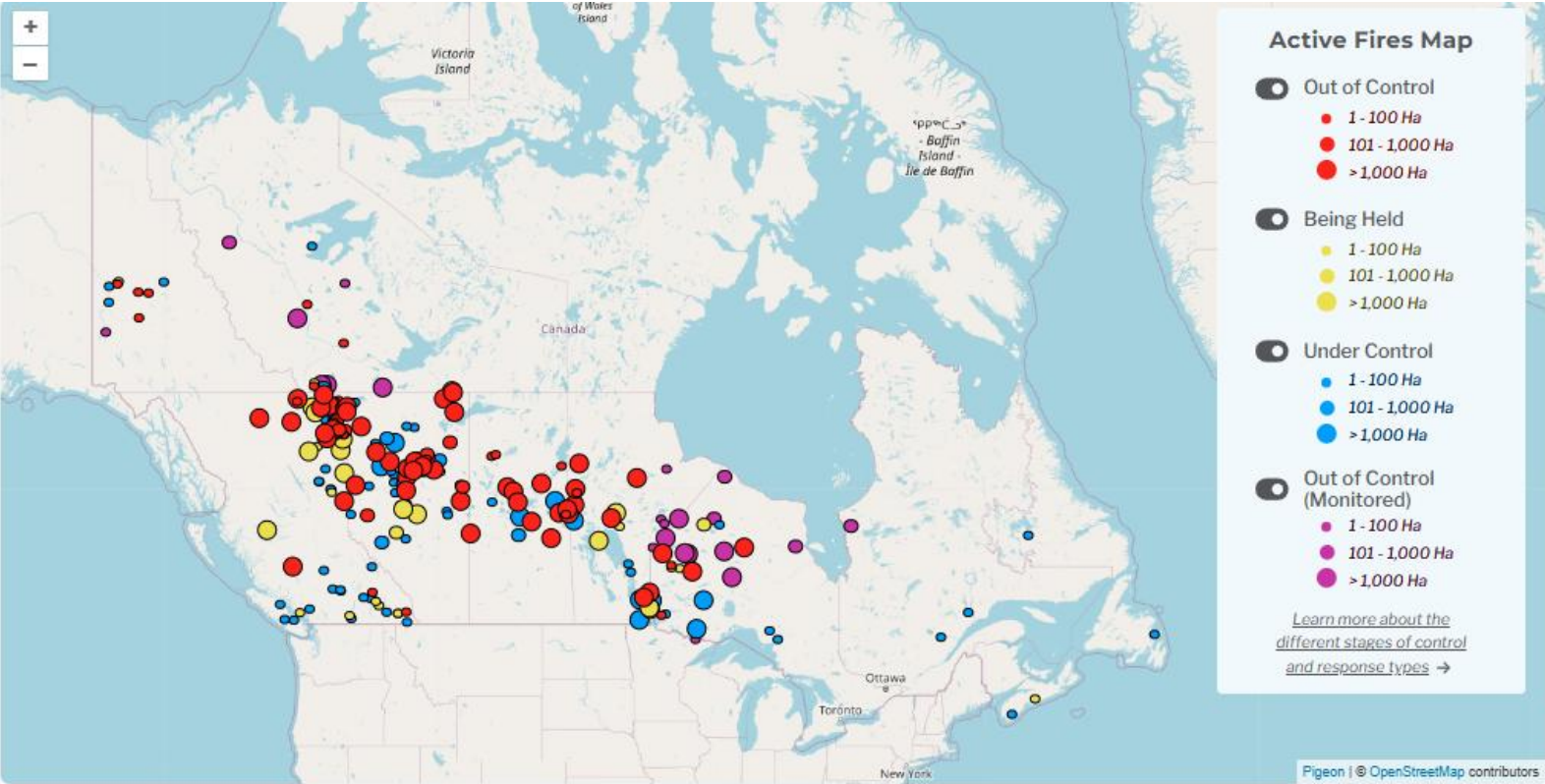
2025 Wildland Fire Season

In Season Situational Awareness Briefing

- These briefings are focused on delivering general wildland fire situational awareness information.
- The briefings are not designed for urgent, emergency decision-making or to determine courses of action (strategies and tactics) related to safety.
 - Information for decision-making is provided through regular established planning venues (e.g., community level, joint command, Ministry and partner decision-making tables).
- During the fire season, AFFES will manage the frequency and content of in-year briefings according to the provincial preparedness level and fire hazard, or escalation.
- As the fire situation is highly dynamic, briefing information provided as well as information provided through sources/links may not be the most current information.



Current Fire Season Situation – National *(As of June 18, 2025)*



5

NATIONAL PREPAREDNESS LEVEL

Wildland fire activity is significant within one or more jurisdictions. Firefighters and equipment in every jurisdiction in Canada is put to use, and international help has been requested.

[Learn more about the NPL →](#)

June 18, 2025

NATIONAL FIRE SITUATION REPORT

[Read the full report →](#)

[Browse our report archive →](#)

16

NEW FIRES TODAY

239

ACTIVE FIRES

2,061

YTD FIRES

3.9M

AREA BURNED YTD (HA)



Ontario monitors the fire danger through the use of the Canadian Forest Fire Danger Rating System (CFFDRS) and a network of weather stations strategically located across the province.

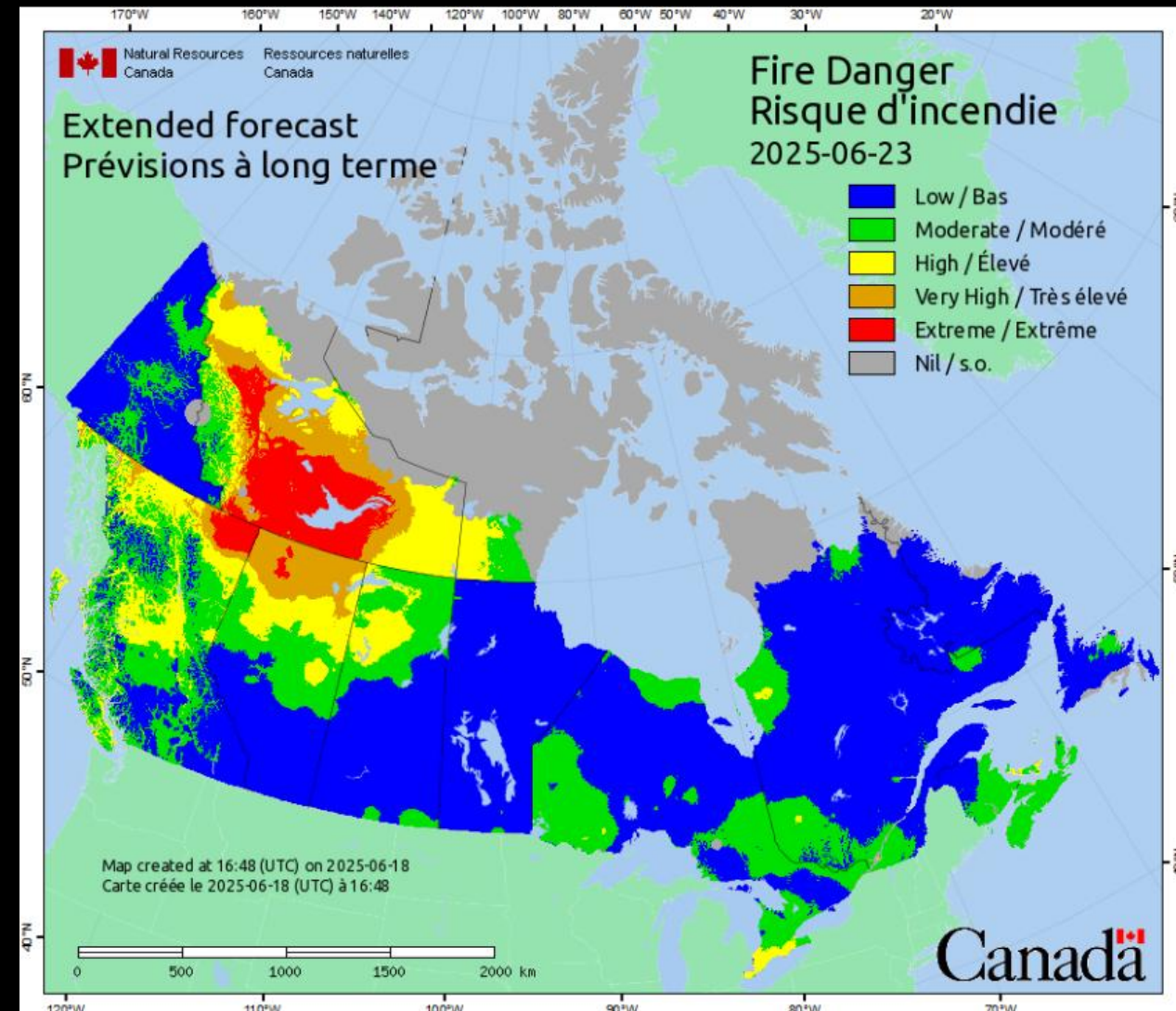
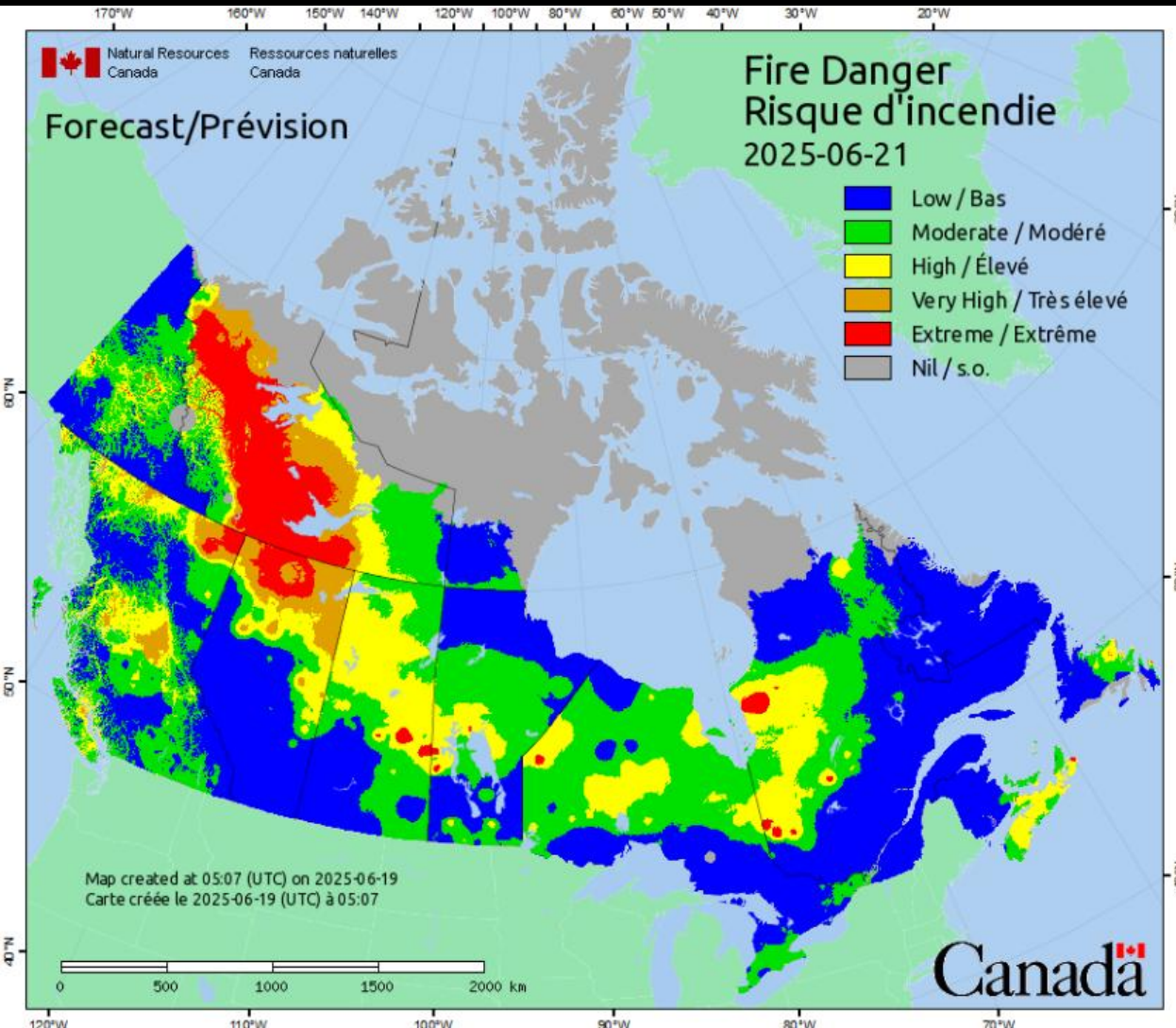
The System takes weather readings like temperature, windspeed, humidity and rainfall, and calculates a series of indicators of forest fuel conditions, ignition potential, and potential fire behaviour.

The Daily Fire Danger or Hazard rating shown on roadside signs and MNR's interactive Fire Information Map is a general indicator of the condition of the forest in an area; how easily a fire could start, and how intense or fast a fire could spread if it started.

Fire hazard ratings are colour coded (Blue – Low, Green – Moderate, Yellow – High, Red – Extreme).

A high to extreme fire danger rating or fire hazard indicates that forests are extremely dry and in general are highly susceptible to fires starting and spreading, with extreme and aggressive fire behaviour.

National Fire Danger Outlook – June 21 and June 23, 2025



Current Fire Season Situation

(As of June 19, 2025 @ 08:00 hrs)

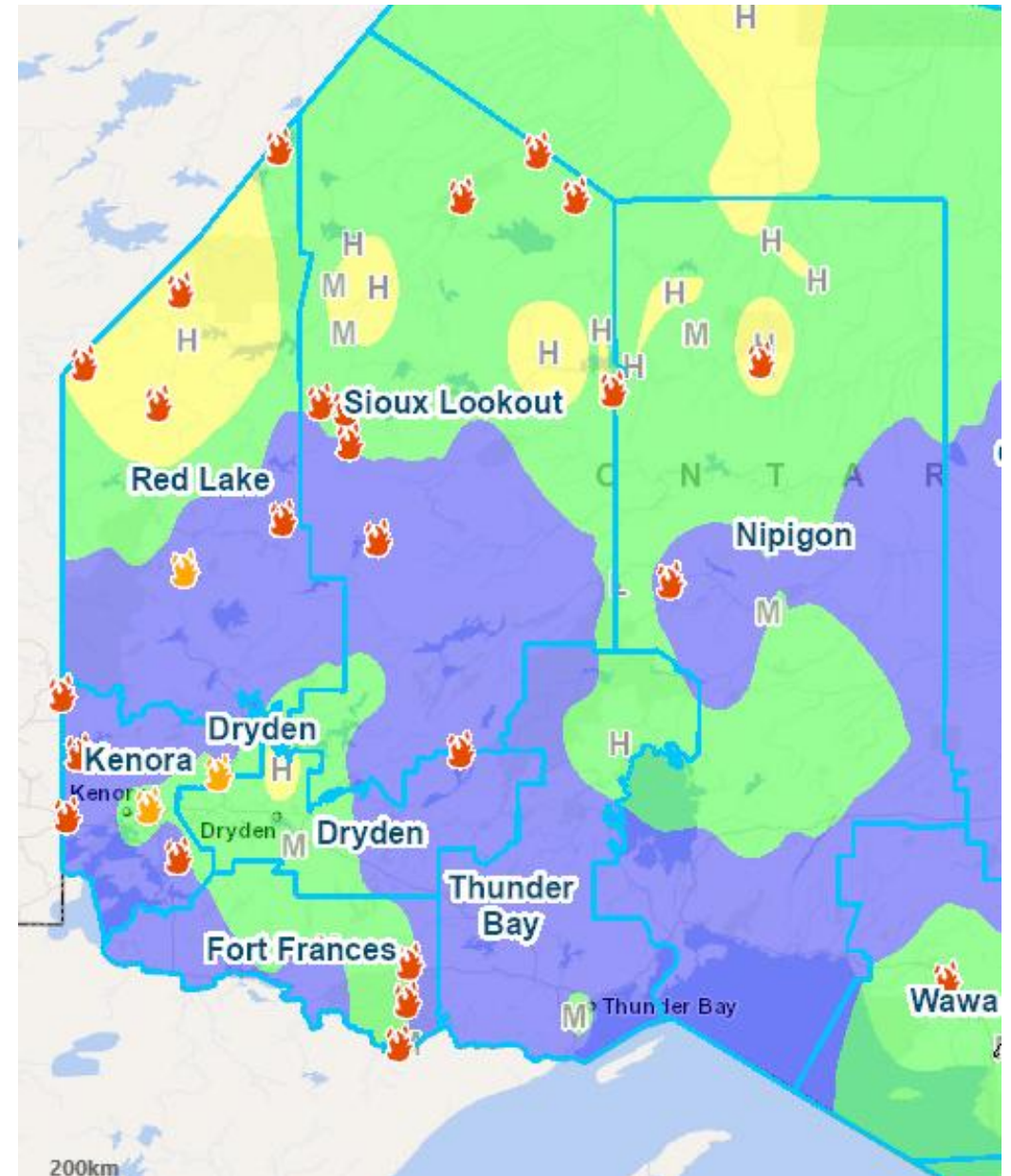
2025 Wildland Fire Information	West	East	Total
New Fires Yesterday (June 18)	6	0	6
Active Fires Today (June 19)	26	3	29
Total Fires to Date	150	54	204
Total Hectares Burned to Date	316,766.7	1,158.8	317,925.5
Historical Wildland Fire Information	Last Year (2024)	10-year Average	
Total to Date	109	194	
Total Hectares Burned to Date	6,400.1	106,484.1	

Northwest Region

[Forest Fire Info Map \(gov.on.ca\)](http://gov.on.ca)

At the time of this update there are 26 active fires in the Northwest Region. 6 fires are not under control, 3 are being held, 6 are under control, and 11 are being observed.

124 fires called out to date.



Northwest Region – Fires of Note *(as of June 19)*

Fire	Location (approx.)	Size (ha)	Status	Comments/Description/Update
RED012	Deer Lake First Nation	177,087	Not Under Control (NUC)	An incident management team is assigned to the fire. Fire crews continue to make progress consolidating hose lines near the community of Sandy Lake First Nation. Bucketing helicopters have been used to support this objective.
NIP005	Webequie First Nation	10,816	Not Under Control (NUC)	Minimal fire behaviour was observed yesterday with no reported growth in several days. The northeast and southeast portions remain the focus for fire crews. Infrared scanning will take place on the fire over the next several days to identify hotspots.
SLK018	East of Cat Lake First Nation	23,816	Not Under Control (NUC)	An incident management has now been assigned to the fire. Fire Ranger crews continue to focus on values protection and establishing hose lines on the southwest side of the fire nearest to the community of Cat Lake First Nation.

Northwest Region – Evacuations *(as of June 19)*

Evacuations	
Sandy Lake First Nation	<p>Evacuation due to RED012.</p> <p>Community evacuation began on June 7th, and has now been completed, and community members remain evacuated.</p>
Deer Lake First Nation	<p>Evacuation due to RED012.</p> <p>Community evacuation concluded on June 3rd, and community members remain evacuated.</p>
Keewaywin First Nation	<p>Evacuation due to RED012.</p> <p>Community evacuation began on June 7th with phase 1 and 2 of the evacuation now complete.</p>
Webequie First Nation	<p>Evacuation due to NIP005.</p> <p>Community members are beginning to return to the community, with return flights underway. It is anticipated that the return of evacuees from the host site in Barrie should be completed by end of day today.</p>

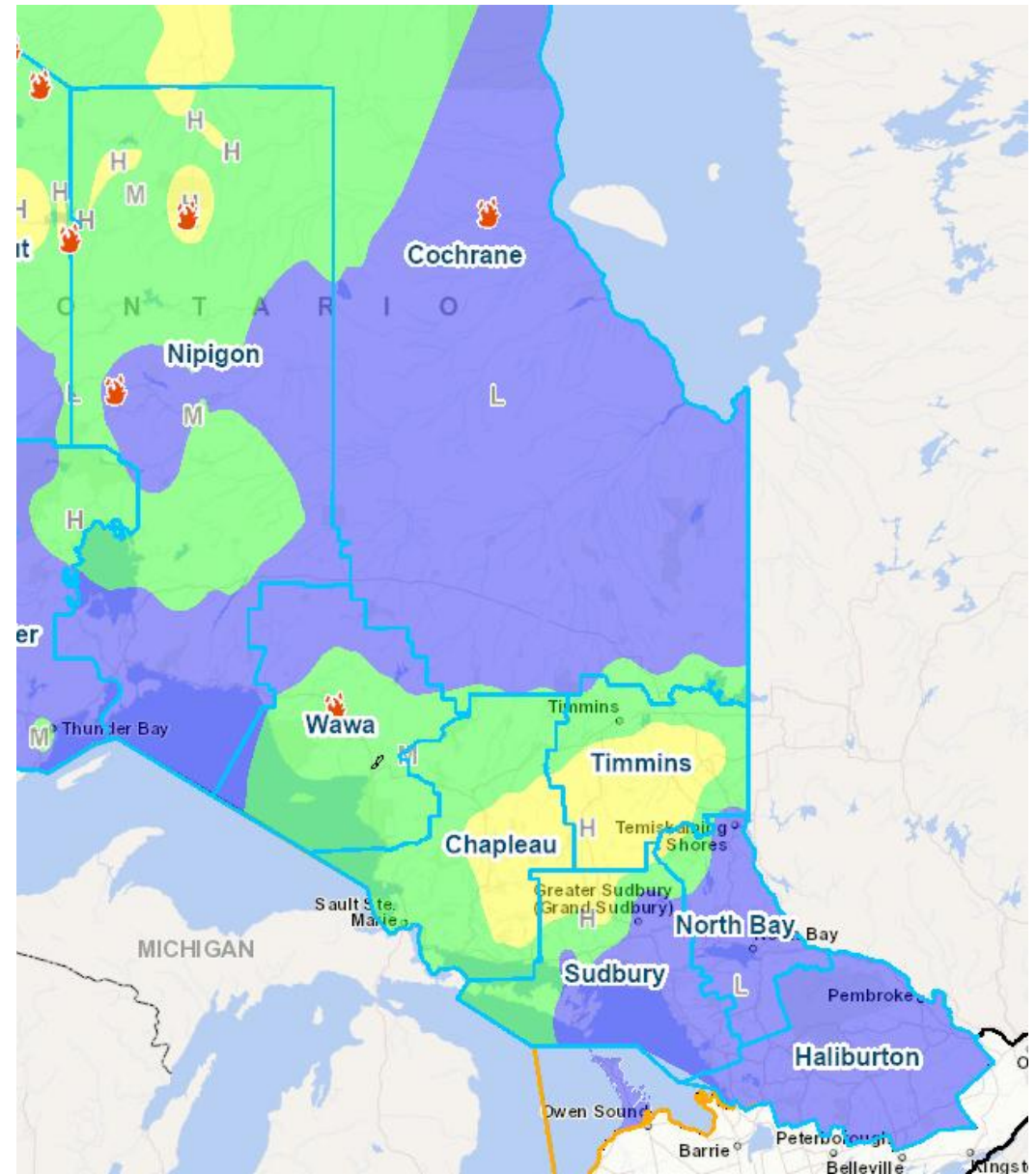
Northeast Region

[Forest Fire Info Map \(gov.on.ca\)](http://gov.on.ca)

At the time of this update there are 3 active fires in the Northeast Region. 2 fires are currently being observed and 1 is under control.

To date, 51 fires have been called OUT.

There are currently no fires of note.



Current Fire Season Situation - Resources

(As of June 19, 2025)

2025 Wildland Fire Resource	West	East	Total
Resources Committed	<ul style="list-style-type: none">51 crews30 aircraft	<ul style="list-style-type: none">0 crews0 aircraft	<ul style="list-style-type: none">51 crews30 aircraft
Resources Available	<ul style="list-style-type: none">32 crews24 aircraft	<ul style="list-style-type: none">33 crews11 aircraft	<ul style="list-style-type: none">65 crews35 aircraft

Out of Province Resources Imported to Ontario

Quebec	2 – CL415 (water bombers)
Wisconsin	1 – 5p Crew
Alberta	Forest Fire Suppression Equipment
New Brunswick	Forest Fire Suppression Equipment

Incident Management Teams

Brown Team	On Alert
Hurley Team	No Alert
Horan Team	Committed (RED012)
Yanni Team	Committed (SLK018)

Personnel

- Permanent Full Time Staff: ~421
- Command and Control Staff: ~210
- Support Staff: ~270
- Front Line Fire Rangers: ~800 positions**
Includes allocation of approximately 180 4/person Type 1 Initial Attack Crews in 16 bases across Ontario.

Aircraft

- 10 private sector fire detection aircraft
- 9 CL-415 heavy water bombers
- 4 Twin Otter medium water bombers
- 13 initial attack helicopters (9 commercial and 4 MNR-owned)
- 7 private sector birddog aircraft

Current Fire Season Situation – Emergency Orders, Implementation Orders and Restricted Fire Zones

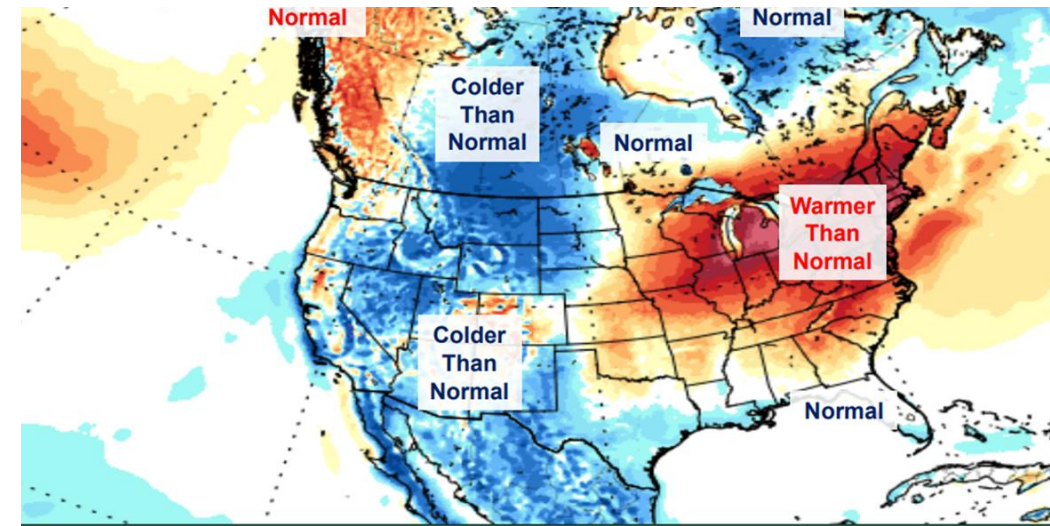
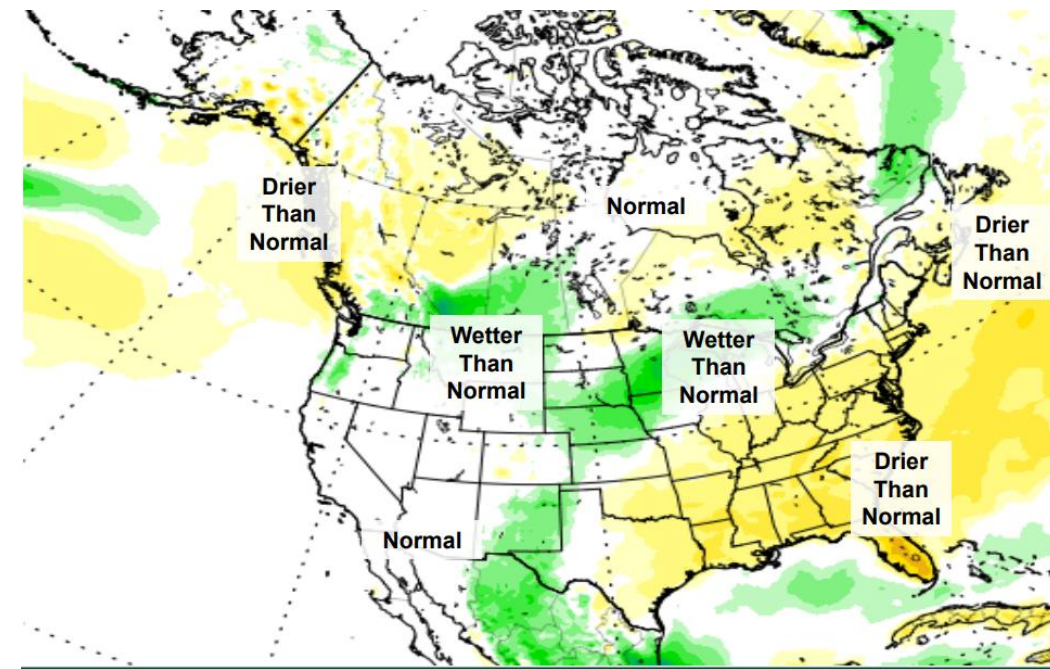
(As of June 19, 2025)

Current Orders	Location / Fires	As of Date	Comments/Description
Restricted Fire Zone (RFZ)	None		All Restricted Fire Zone Orders have now been revoked.
Emergency Area Orders	None	June 19, 2025 at 00:01	All Emergency Area Orders have now been revoked.
Implementation Orders	None	June 19, 2025 at 00:01	All Implementation Orders have now been revoked.

General Weather Outlook (5-15 days)

(As of June 17, 2025)

- Zonal flow with an upstream trough continues to put Ontario in a pattern where precipitation over the Great Lakes will be higher than normal, with slightly drier conditions along the Manitoba border. Temperatures trend towards warmer than normal as we close in on July.
- Drier and warmer than normal conditions slowly build in Western Canada while the east coast sees a return to zonal flow and more seasonal precipitation.



Current and 3-5 Day Weather Outlook

(As of June 19, 2025)

Current NER:

- A mix of sun and cloud to cloudy skies except in the south which sees increasing showers and occasional thunderstorms.
- Precipitation amounts will range from a few mm to upwards of 30mm running from along the French River southwards.
- Areas to the north will also see drier conditions with much lower RH values while areas under the main cloud deck hold in the 50 to 60% plus range.

Current NWR:

- The north sees mainly sunny skies as an east west ridge of high pressure lies from the Manitoba Elbow eastwards to a high centre in northern James Bay keeping conditions mainly sunny as temperatures in the mid teens to low 20's and RH values in the 20 to 30% range.
- Area's south of a line from Poplar Hill to Ogoki Post see cloud, showers, and a risk of developing thunderstorms by late afternoon and overnight.
- Winds remain light and somewhat variable through the day.

Current and 3-5 Day Weather Outlook

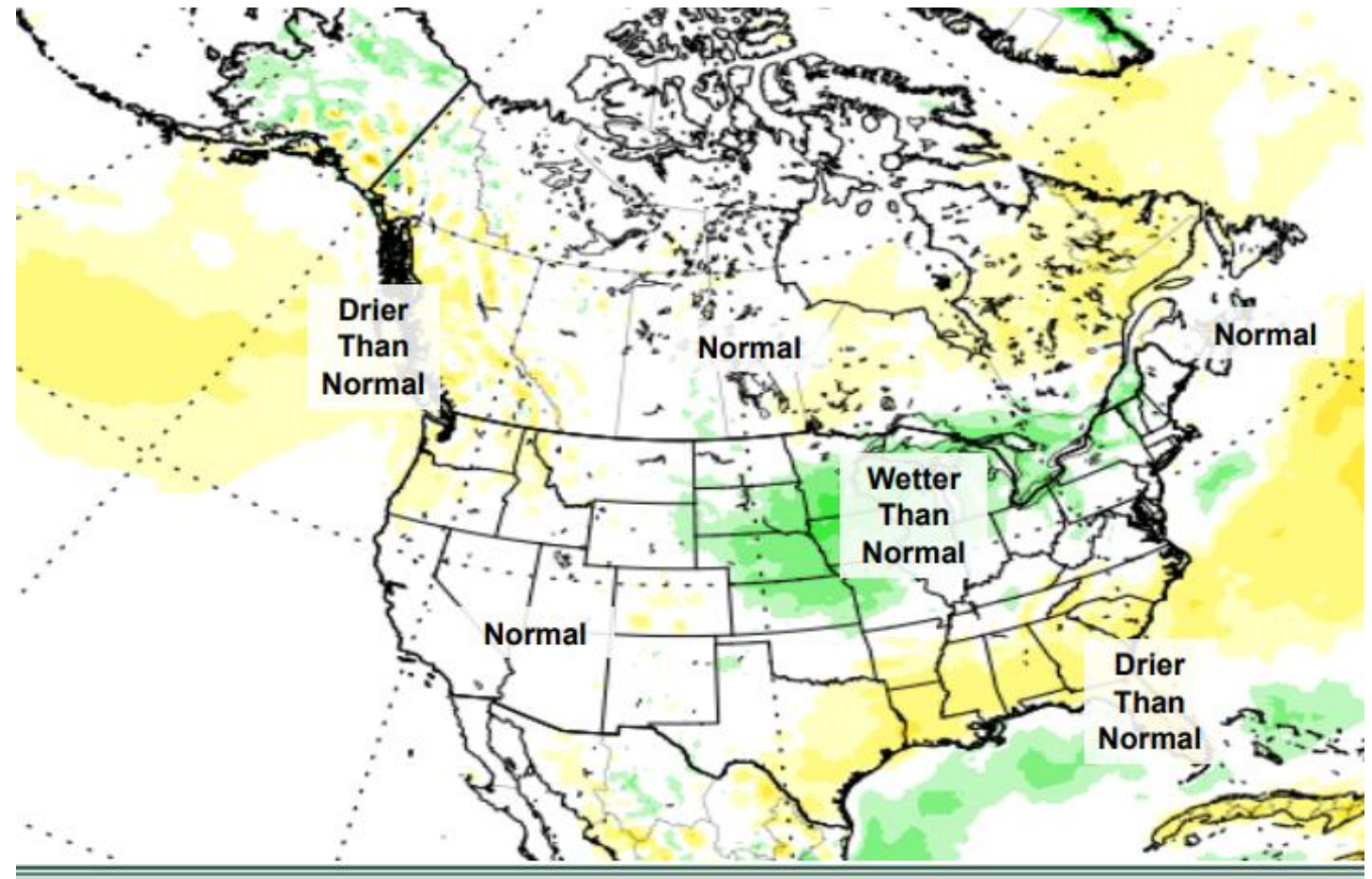
(As of June 19, 2025)

3-5 Day Outlook:

- Lots of unsettled weather ripples across the province throughout the course of the weekend.
- The driest period will be held by the northern half of the province on Friday as some high pressure will hold position.
- Rain, showers, and thunderstorms become increasingly widespread through Saturday and Sunday as frontal waves orient themselves from east to west, rainfall especially heavy on Sunday.
- 3-day convective totals could get as high as 50-150mm particularly along the central and upper Great Lakes and along the Hwy 11 corridor.
- Turbulent and gusty winds will accompany a lot of that wet weather, but RHs will stay largely saturated. Expect temperatures to start cooling down into next week.

Wildland Fire Outlook *(As of June 19, 2025)*

- 9-15 day precipitation patterns showing wetter than normal precipitation in southern Ontario and normal to drier than normal in central and normal Ontario.
- Resources are adequate for the anticipated fire load.



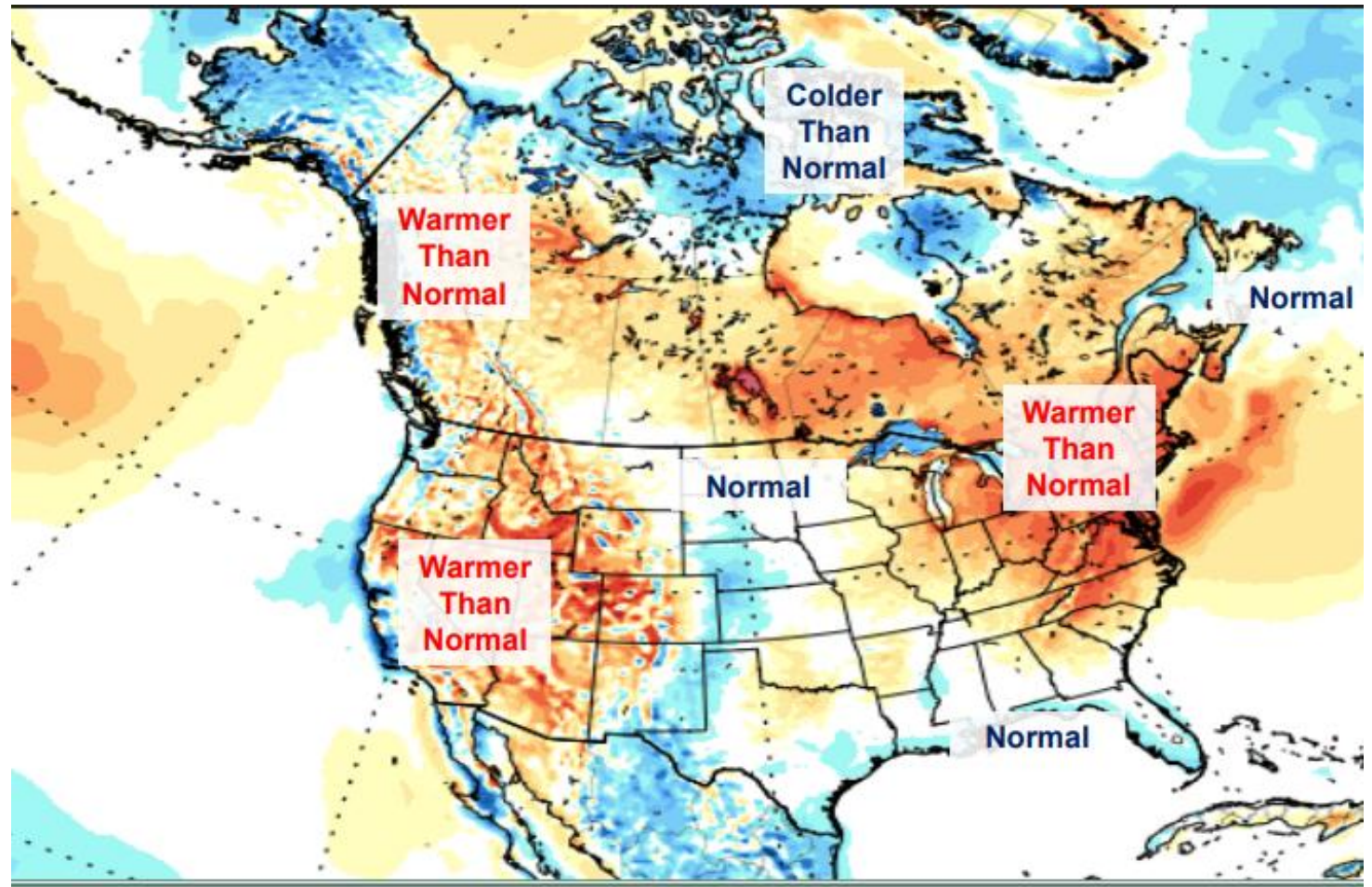
9-15 Day Precipitation Anomaly Patterns

valid: June 25 to July 2, 2025



Wildland Fire Outlook *(As of June 19, 2025)*

- A forecasted drying trend could see a rebound in the fire hazard depending on the precipitation received.
- 11-15 day temperature patterns showing warmer than normal temperatures are expected across the province.
- Resources are adequate for the anticipated fire load.

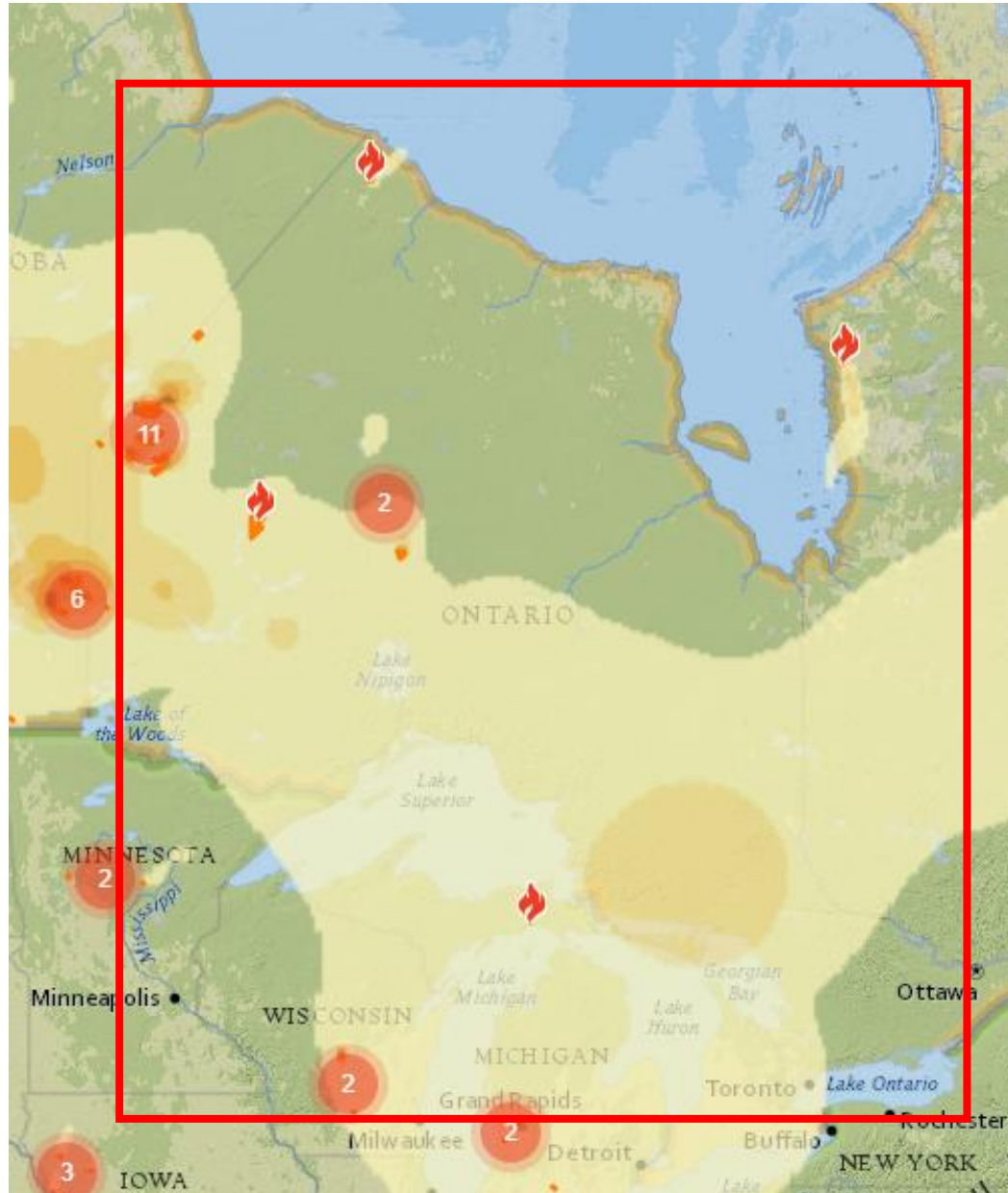


11-15 Day Temperature Anomaly Patterns

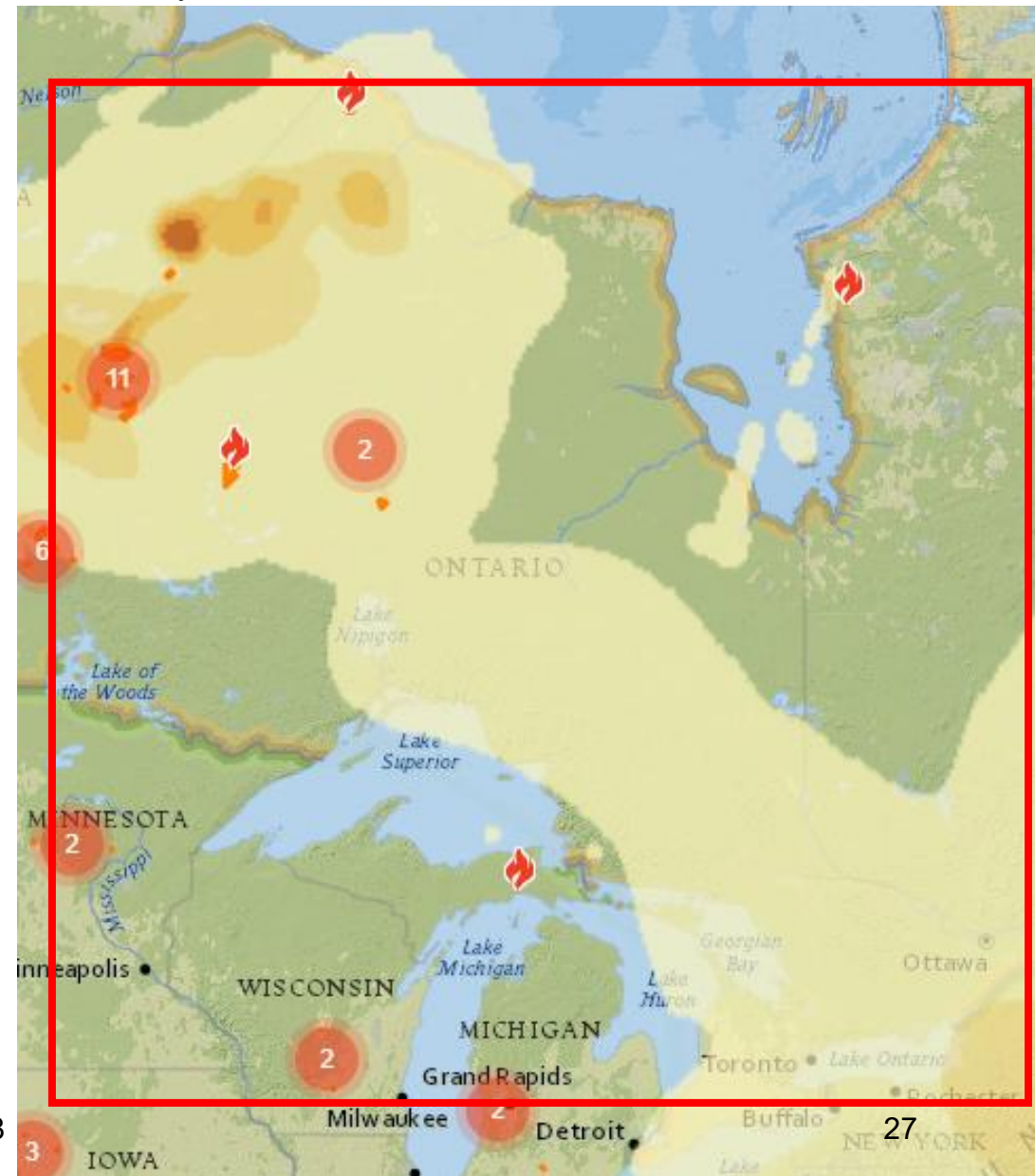
valid: June 27 to July 2, 2025



June 19, 18:00 hrs



June 20, 08:00 hrs



Preparedness and Planning Next Steps

Overall Focus:

- ✓ Reviewing all incident reports for safety trends.
- ✓ Actively monitoring weather to predict fire activity, occurrences and behaviour across the province.
- ✓ Modeling and forecasting fire growth projections.
- ✓ Actively personnel forecasting to account for availability, days off, priority actions.
- ✓ Exploring and acquiring additional resources to support capacity (mutual aid agreements, contracted support, emergency firefighting hires, etc.). This includes exploring national and international resources.
- ✓ Mobilizing resources and personnel as required to ensure appropriate response capabilities to meet the forecasted conditions.
- ✓ Replenishing inventory levels and ensuring fire suppression equipment is serviceable.
- ✓ Conducting regular maintenance on all aircraft.
- ✓ Utilizing legislative and regulatory authorities as required.

✓ **MNR Priorities**

- Safety, Initial Attack, Protection of Communities and Infrastructure

✓ **Fire Management Strategies and Tactics:**

- Incident Management Team (IMT) alerts/deployments
- Adaptive strategies (e.g., ignition, values protection, aggressive initial attack)
- Fire prioritization

✓ **Emergency Response Actions (as required)**

- Emergency Area Orders & Implementation Orders
- Evacuations
- NOTAM's (airspace restrictions)

✓ **Prevention and Mitigation Actions:**

- Restricted Fire Zones – Compliance efforts will be increasing
- FireSmart - Resources for protecting your home and property

Thank you for joining today!



Appendices – General Information

Municipal Partners Information of Interest



Wildland Fire Reporting



North of the French and Mattawa Rivers, call [310-FIRE \(3473\)](tel:310-FIRE).



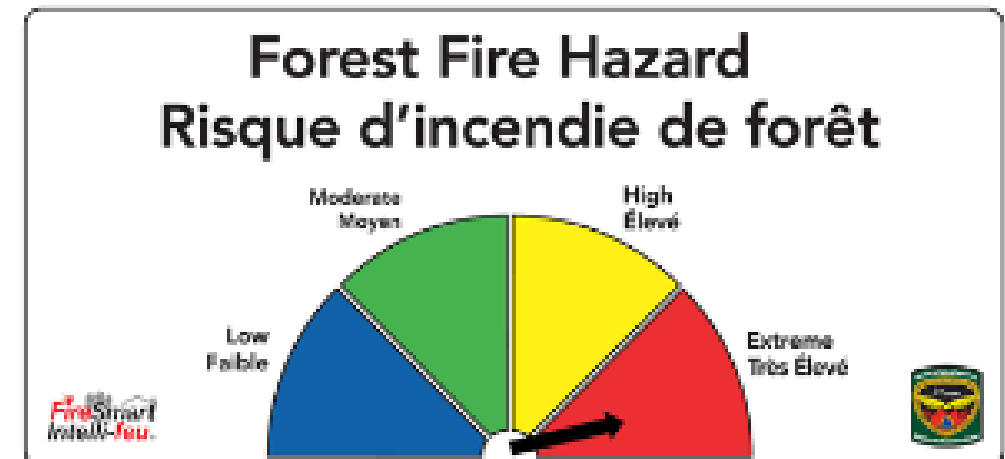
South of the French and Mattawa Rivers, call 911.

What to Report:

- Location
- Flame height
- What is burning
- Fire size

Wildland Fire Prevention and Education

- **Restricted Fire Zones**
 - Temporary measure under the Forest Fires Prevention Act
 - Open air fires like campfires are restricted, with exceptions for cooking and warmth meeting prescriptions under the Outdoor Fires Regulation
- **Local fire bans**
 - Imposed by organized municipalities or Office of the Fire Marshal (in UT's)
 - Can be in place at the same time as RFZ
 - Must meet or exceed provisions set out in FFPA and O.Reg 207/96
- **Fire Hazard**
 - A general indicator of the condition of the forest in an area, how easily a fire could start, and how intense or fast a fire could spread if it started.
 - Important to maintain currency on Municipal hazard or danger rating signage
 - Providing reminders to your community members and visitors about exercising caution in high to extreme hazard conditions and to follow Outdoor Burning Regulations and local fire by-laws.
- **Fire prevention Communications**
 - Fireworks – not restricted under RFZ
 - FFPA provisions – restricting fireworks in or within 300 metres of forest area
 - Starting a fire from unextinguished hot residue can be charged under the Act & pay for cost of suppression
 - Municipal by laws and burn bans can allow for the restriction fireworks



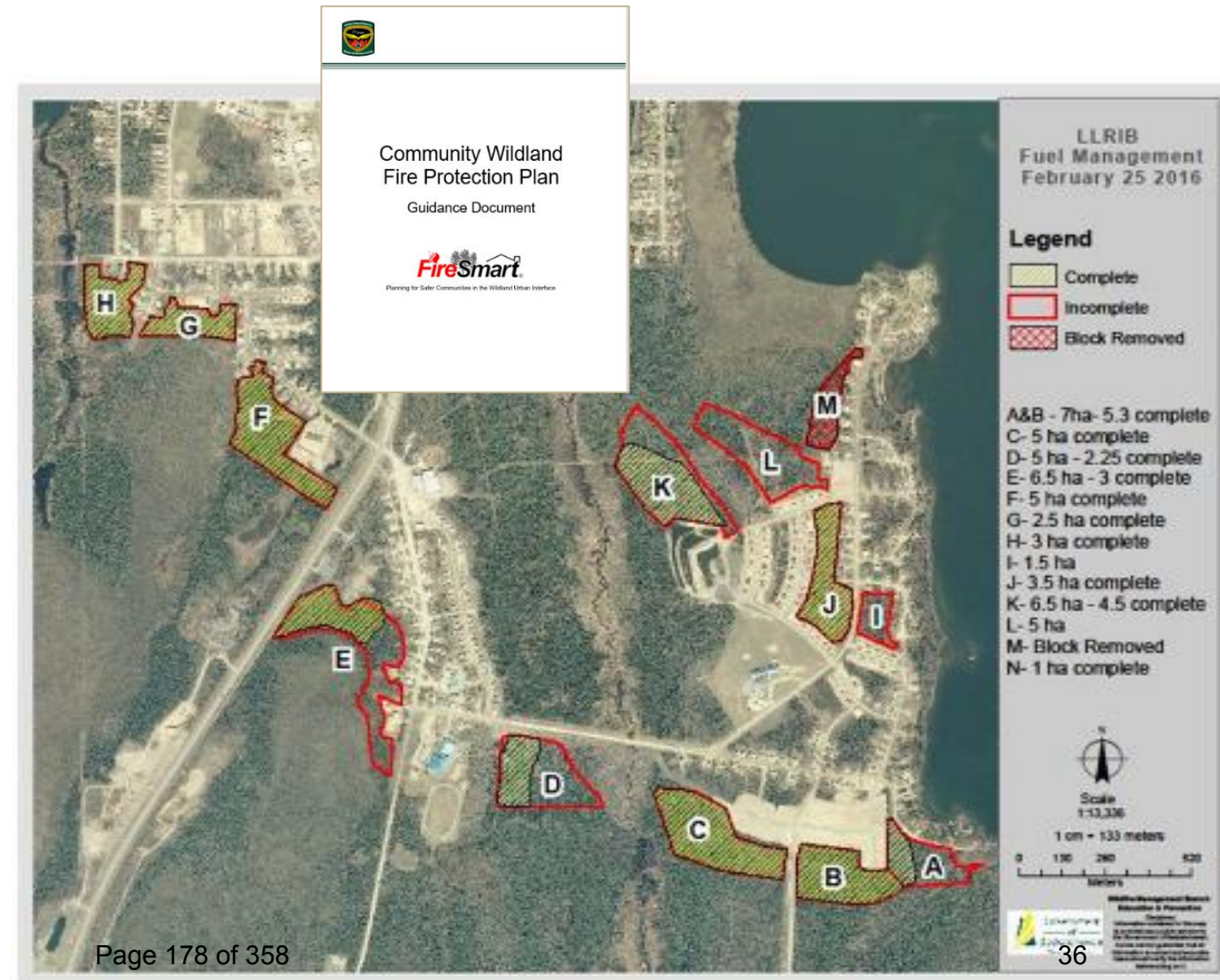
Wildland Fire Mitigation – FireSmart Program

- FireSmart is a national program administered by FireSmart Canada through the Canadian Interagency Forest Fire Centre (CIFFC), founded over 20 years ago under Partners in Protection.
- Ontario adopted the FireSmart Program in 2004 as part of its wildland fire management program.
- FireSmart focuses on the wildland urban interface, and helps homeowners, neighborhoods and communities to reduce their wildland fire risk, and increasing their wildland fire resilience.
- **Key Concepts:**
 - Seven disciplines:
 - Education, Emergency Planning, Vegetation Management, Legislation, Development, Interagency Cooperation, and Cross training.
 - Home Ignition Zones:
 - Immediate Zone
 - Intermediate Zone
 - Extended Zone
- **Getting Started:**
 - [FireSmart Begins at Home Guide](#)
 - [FireSmart 101](#)
 - FireSmart Begins at Home app
- **Programs and Resources:**
 - [Wildfire Community Preparedness Day](#)
 - [Neighborhood Recognition Program](#)
 - [Brochures, Factsheets and Guides](#)



Community Wildland Fire Protection Plans

- Emergency Planning is a key principle of the FireSmart program;
 - Includes the development of Community Wildland Fire Protection Plans (CWPP).
- CWPPs identify and assess vulnerabilities, and risks to communities.
- Key Components:
 - Identify stakeholders,
 - Community Description,
 - Community hazard identification and risk assessment (HIRA),
 - Wildland fire hazard forest map,
 - Prevention and Mitigation planning and strategies, and,
 - Wildland Fire Response Planning.



Ontario FireSmart Communities Grant

- Limited funding opportunity for organized municipalities within the legislated fire region to support the development of CWPPs, fire hazard maps, and mitigation strategies.
- All organized municipalities within the fire region are eligible and invited to apply;
 - Previously closed/invitational,
 - Applications are open annually from April to September.
- Recipients receive \$15,000 over 2-year term*
- Since the 2016, 23 Municipalities have successfully completed the grant program;
 - 9 municipalities approved for funding as part of the 2024-2026 cycle,
 - Applications are now open for new applicants (closes September 2025).

CIFFC National Preparedness Levels

	Provincial Escalation Levels				
	Level 1	Level 2	Level 3	Level 4	Level 5
Fire Hazard	Low	Low-Mod	Mod-High	High-Extreme	Extreme
Current Fire Load	Low	Low-Mod	Mod-High	High	High-Extreme
Anticipated Fire Load (7 days)	Low	Moderate	High	High-Heavy	Heavy
Resource Levels	Adequate	Adequate	Assistance May Be Required	Assistance Required	Assistance Required
Ability to respond to resource requests	Excellent	Good	Mod-Poor	Poor-Nil	Nil
Potential to request resources from CIFFC	Nil	Nil	Possible	Likely	Certain

NATIONAL PREPAREDNESS LEVELS

National Preparedness Levels (NPL) describe the wildland fire situation and the availability of firefighting resources in Canada.

NPL CONSIDERS:

- Availability of and demand for firefighters or equipment
- Current environmental conditions
- Potential for new wildland fires
- Current active wildland fires

NPL 1

Wildland fire activity is minimal, and most jurisdictions experience light/moderate wildland fire danger.

The demand for firefighters and equipment from other jurisdictions is light.

NPL 2

Wildland fire activity is increasing within one or more jurisdictions.

The demand for mobilization of firefighters and equipment from other jurisdictions is light.

NPL 3

Wildland fire activity is increasing within one or more jurisdictions.

The demand for mobilization of firefighters and equipment from other jurisdictions is moderate.

NPL 4

Wildland fire activity is significant within one or more jurisdictions.

The demand for mobilization of firefighters and equipment from other jurisdictions is high.


NPL 5

Wildland fire activity is significant within one or more jurisdictions.

Firefighters and equipment in every jurisdiction in Canada is put to use, and international help has been requested.


Stages of Control

describing fire suppression




Not Under Control

A wildland fire that either has not yet been suppressed to the point where it is being held, or a wildland fire not responding or only responding on a limited basis to suppression action, such that perimeter spread is not being contained.




Being Held

A wildland fire that indicates, with currently committed resources, sufficient suppression action has been taken so that the fire is not likely to spread beyond existent or predetermined control boundaries under prevailing or forecasted conditions.




Under Control

A wildland fire that has received sufficient suppression action to ensure no further spread of the fire.




Out

A wildland fire that is extinguished is called out.




Being Observed

A wildland fire that is being monitored to allow the natural ecological benefits of wildland fires to take place as they would in the natural environment without human intervention.



STAY CLEAR OF WATERBOMBERS



When waterbombers approach a body of water, move close to the shore so they can perform their scoop safely.


A waterbomber will not scoop from a lake or river if encroaching watercraft pose a safety hazard.

Help fight forest fires by staying clear of waterbombers!

See all active Ontario forest fires at ontario.ca/forestfire, or learn more about us at ontario.ca/AFFES.

Aviation, Forest Fire and Emergency Services
Ministry of Natural Resources and Forestry
Government of Ontario

ontario.ca/AFFES [@ONforestfires](https://twitter.com/ONforestfires)



DRONE FREE ZONE



DO NOT fly drones within 3 km of a forest fire area.

You can put the safety and lives of pilots, firefighters and emergency workers at risk. It's dangerous and illegal.

Stay clear of forest fires!

Aviation, Forest Fire and Emergency Services
Ministry of Natural Resources and Forestry
Government of Ontario

ontario.ca/AFFES [@ONforestfires](https://twitter.com/ONforestfires)



NOTICE TO AIRMEN

RESTRICTED AIRSPACE AROUND FOREST FIRES



Notice to Airmen: Section 601.15 of the Canadian Aviation Regulations (CARs) states that the airspace around forest fires is restricted to forest fire suppression aircraft only.

It is unlawful to operate any aircraft over a forest fire or within 5 NM / 10 km of a wildland fire at an altitude less than 3000 ft AGL. This includes private planes and UAVs.

Aircraft could interfere with low flying water bombers or helicopters and endanger the safety of pilots and crew.

Pilots are reminded that NOTAMs concerning forest fires can be found in the FIR (Flight Information Region) section when flight planning.

See all active Ontario forest fires at ontario.ca/forestfire, or learn more about us at ontario.ca/AFFES.

Aviation, Forest Fire and Emergency Services
Ministry of Natural Resources and Forestry
Government of Ontario

ontario.ca/AFFES [@ONforestfires](https://twitter.com/ONforestfires)





Guiding principles:

Safety, Efficiency and Responsibility

Ministry of Natural Resources and Forestry Goals:

- Healthy resilient ecosystems
- Support economic prosperity for Ontario
- Leadership in natural resource knowledge
- Protection from natural resource hazards
- Partnership and community involvement
- Organizational excellence for high quality public service

AFFES Wildland Fire Management Goals:

- Prevent loss of life and injury
- Prevent and mitigate property losses, economic disruption and social disruption
- Promote the understanding of the ecological role of fire and use fire to benefit resource management

Information Sources



FireSmart Program

[Ontario.ca/firesmart](https://ontario.ca/firesmart)
www.firesmartcanada.ca



Wildland fire prevention
(campfires, ATV safety,
fireworks, etc.)

[Ontario.ca/fireprevention](https://ontario.ca/fireprevention)



**Outdoor Fire Rules and
Permits**

<https://www.ontario.ca/page/outdoor-fire-rules-and-permits>



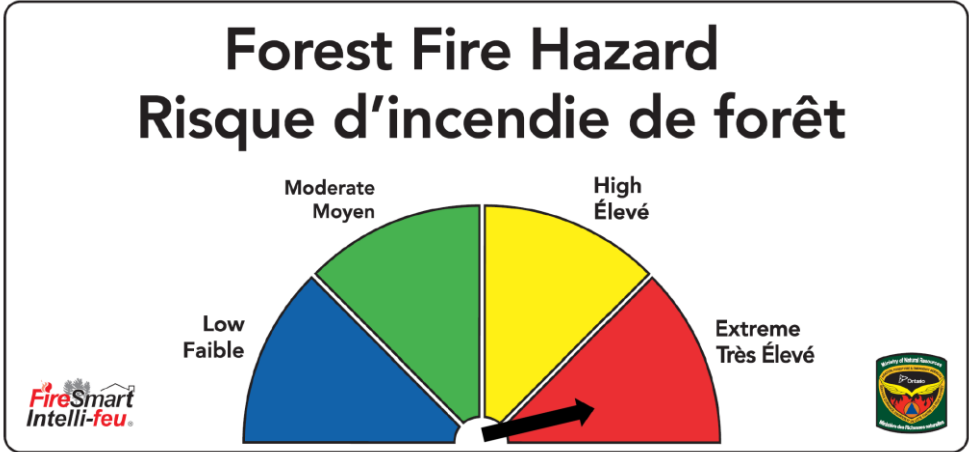
Outdoor Fire Restrictions
(Restricted Fire Zones, the
law, penalties)

<https://www.ontario.ca/page/outdoor-fire-restrictions>



**Drone/RPAS, Restricted
Airspace and Waterbomber
Safety**

<https://www.ontario.ca/page/drones-waterbombers-restricted-airspace-during-forest-fires>



- AFFES utilizes its Twitter page to provide updates and key information throughout the wildland fire season.

Facebook: @ONforestfires

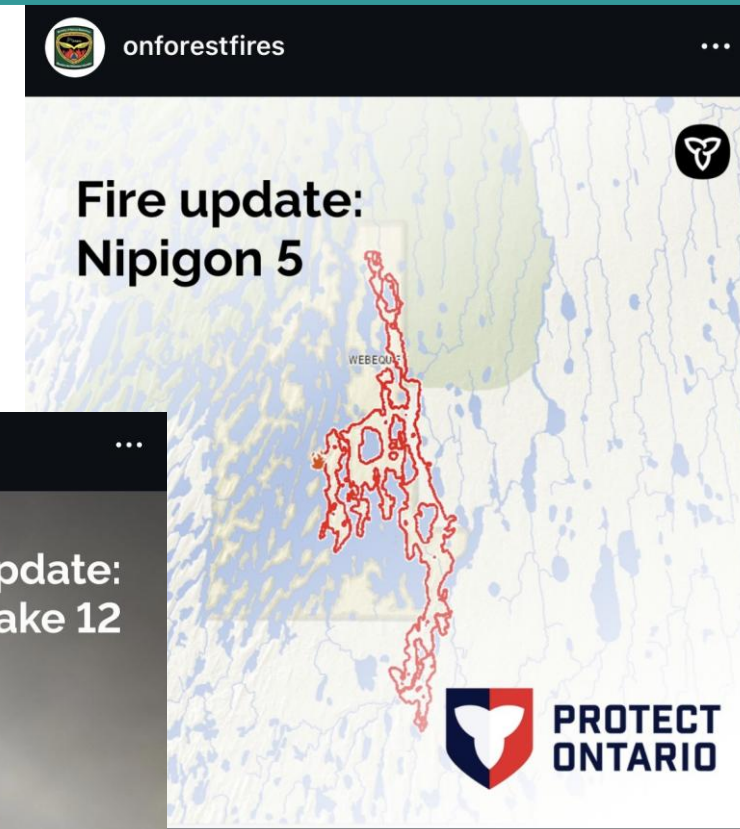
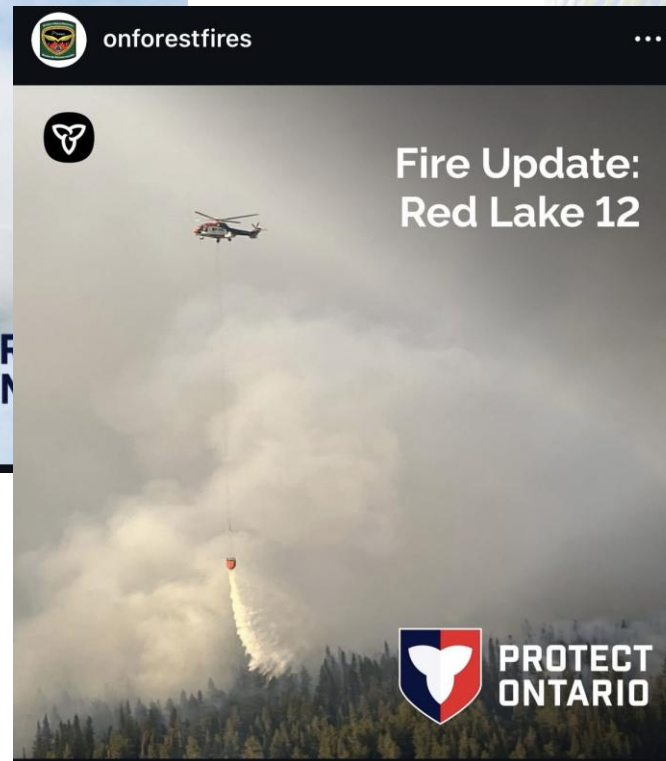
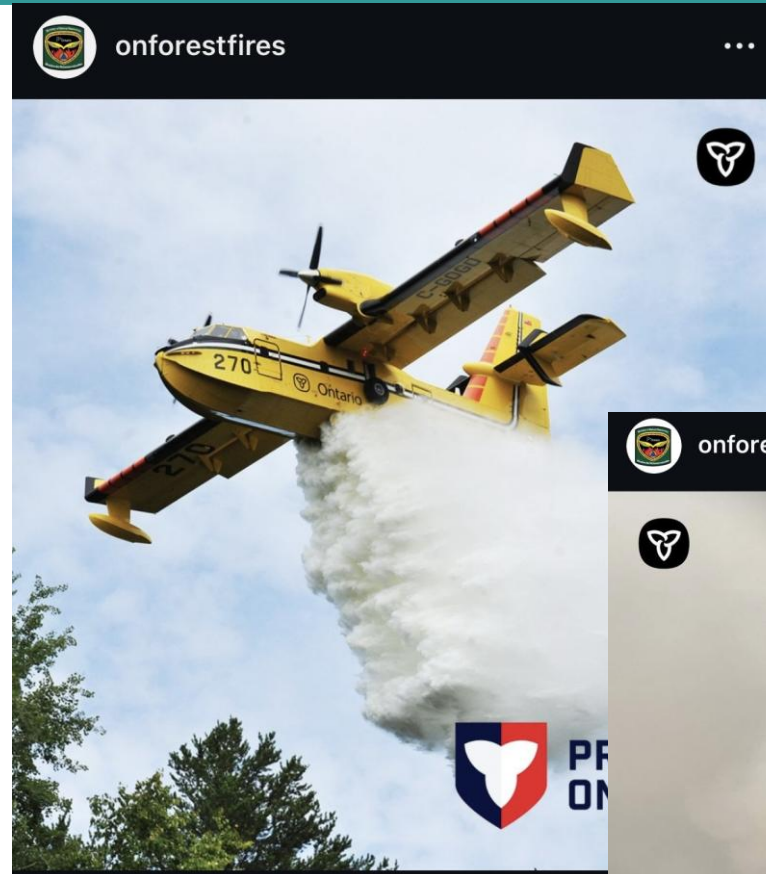
Instagram: @ONforestfires

X: @ONforestfires

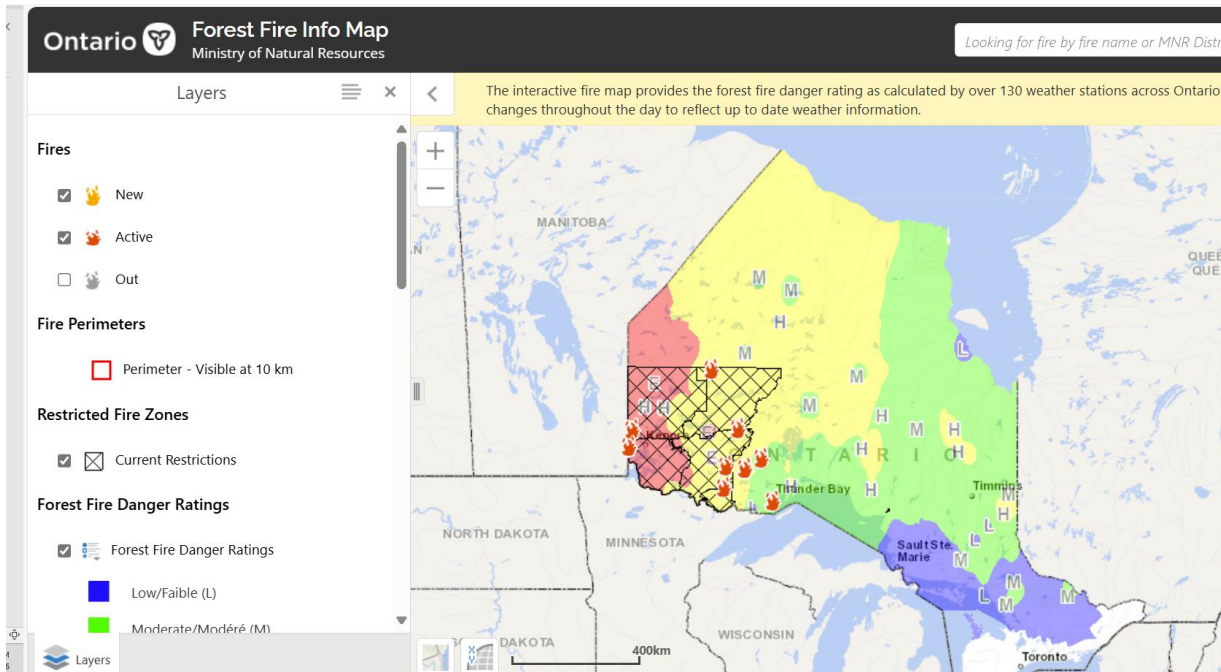
- Additionally, the Ministry social media pages may provide updates and information.

Facebook: @ONresources

Instagram: @ONresources



Daily Information Sources



- **Forest Fire Information Map and Website – [Ontario.ca/forestfire](https://www.ontario.ca/forestfire)**
 - General information updates and wildland fire season status summaries can be found at <https://www.ontario.ca/page/forest-fires>.
 - Stay informed of the location, size, and status of all active wildland fires.
 - Also shows extinguished fires, existing fire perimeters, the current restrictions (e.g., restricted fire zone), the current forest fire danger ratings, 24-hour weather observations, and boundaries of the fire management areas, etc.
- **Daily Fire Situation Updates (AFFES)**
 - End of day fire situation reports from Northwest and Northeast Region – daily fire situation summary emailed to AFFES' media outlet contacts to provide the most up to date information for the next operational period.
 - Contact AFFES.communications@ontario.ca to request being added to the mailing list
- **Smoke Information – General Predictions and Health Information**
 - [Smoke Forecast - FireSmoke.ca](https://www.fire-smoke.ca/)
 - [FireWork: National Wildfire Smoke Model - Environment Canada \(weather.gc.ca\)](https://www.environment.gc.ca/ceaweb/eng/forecast/index.html)
 - [Air Quality Health Index \(weather.gc.ca\)](https://www.weather.gc.ca/health/index.html)
 - [Forest Fire Smoke and Your Health - Emergency Management Branch - Ministry Programs - Public Information - MOHLTC \(gov.on.ca\)](https://www.ontario.ca/page/forest-fire-smoke-and-your-health)

Contacts

Ontario Wildland Fire Mitigation and FireSmart Contacts

Topic	Primary Contact	Secondary Contact
FireSmart Program, Community Wildland fire Protection Plans	Regional Fire Advisors: Shayne McCool – NER (Shayne.Mccool@ontario.ca) Ben Wilkinson – NWR (Benjamin.Wilkinson@ontario.ca) Ken Cox – SOR/OFR (Kennith.Cox@ontario.ca)	Mitigation and Partnerships Lead (Chelsea Osesky) Chelsea.Osesky@ontario.ca Provincial Coordinator – Mitigation and Partnerships (Sarah Allen) Sarah.allen@ontario.ca
Forest Fire Suppression Agreements, interagency training, fire advisory services, partnerships	Local Fire Management Supervisors https://www.ontario.ca/page/fire-management-offices	Regional Fire Advisors: Shayne McCool – NER (Shayne.Mccool@ontario.ca) Ben Wilkinson – NWR (Benjamin.Wilkinson@ontario.ca) Ken Cox – SOR/OFR (Kennith.Cox@ontario.ca)
Wildland fire outreach and education	affes.outreach@ontario.ca	Mitigation and Partnerships Lead (Chelsea Osesky) Chelsea.Osesky@ontario.ca Provincial Coordinator – Mitigation and Partnerships (Sarah Allen) Sarah.allen@ontario.ca
General Inquiries	affes.mitigation@ontario.ca	

Northwest Fire Management Headquarter Contact Information

Dryden Fire Management Headquarters, MNRF Box 850, Dryden, ON P8N 2Z5 Phone: 807-937-7350 Fax: 807-937-7349	Fort Frances Fire Management Headquarters, MNRF 22 Scott Street, Fort Frances, ON P9A 1J4 Phone: 807-274-8643 Fax: 807-274-5553	Greenstone Fire Management Headquarters, MNRF P.O. Box 640, Geraldton, ON P0T 1M0 Phone: 807-854-0558 Fax: 807-854-1788	Kenora Fire Management Headquarters, MNRF P.O. Box 5080, Kenora, ON P9N 3X9 Phone: 807-548-1919 Fax: 807-548-5412
Red Lake Fire Management Headquarters, MNRF P.O. Box 5003, Red Lake, ON P0V 2M0 Phone: 807-727-2000 Fax: 807-727-3182	Sioux Lookout Fire Management Headquarters, MNRF P.O. Box 309, Sioux Lookout, ON P8T 1A6 Phone: 807-737-1145 Fax: 807-737-3530	Thunder Bay Fire Management Headquarters, MNRF 1580 Arthur Street West, Thunder Bay, ON P7K 1A6 Phone: 807-476-2200 Fax: 807-476-2312	

Northeast Fire Management Headquarter Contact Information

Chapleau Fire Management Headquarters, MNRF 190-192 Cherry Street, Chapleau, ON P0M 1K0 Phone: 705-864-1710 Fax: 705-864-1376	Cochrane Fire Management Headquarters, MNRF Box 730, 2 Third Avenue, Cochrane, ON P0L 1C0 Phone: 705-272-7141 Fax: 705-272-7140	Haliburton Fire Management Headquarters, MNRF 1204 Stanhope Airport Road, Algonquin Highlands, ON K0M 1J1 Phone: 705-754-1902 Fax: 705-754-3297	North Bay Fire Management Headquarters, MNRF 40 Voodoo Crescent, North Bay, ON P1C 0B7 Phone: 705-475-5551 Fax: 705-475-5559
Sudbury Fire Management Headquarters, MNRF 6150 Skyline Drive, Postal Bag 500, Garson, ON P3L 1W3 Phone: 705-564-6083 Fax: 705-564-6033	Timmins Fire Management Fire Management Headquarters, MNRF Ontario Government Complex, Highway 101 East, P.O. Bag 3090, South Porcupine, ON P0N 1H0 Phone: 705-235-1300 Fax: 705-235-1373	Wawa Fire Management Fire Management Headquarters, MNRF Box 1160, Highway 101, Wawa, ON P0S 1K0 Phone: 705-856-2396 Fax: 705-856-4849	



What the PEOC does

- **Staffed 24 hours a day, 7 days a week, 365 days a year**
- Coordinates provincial supports and resources for the response to community emergencies and incidents, including evacuations.
- Can assist in facilitating the support to any requests for assistance from a community in response to an emergency or incident

Contact Us



peocdo01@Ontario.ca



416-314-0472 or toll free: 1-866-314-0472

Follow @OntarioWarnings @AlertesOntario
Monitor #ONReady #ONStorm #ONwx #ONFlood



June 26, 2025

Good afternoon,

Building strong partnerships with municipalities is a critical part of Ontario's success.

Under Premier Doug Ford's leadership, we are building a stronger and more resilient Ontario where municipalities are at the forefront of our success.

That's why I'd like to personally invite you and your delegation to the Ministry of Emergency Preparedness and Response breakout session, titled "**Activating Provincial Support for Emergency Preparedness and Response**" at this year's Association of Municipalities of Ontario (AMO) conference in Ottawa. The breakout session is scheduled to take place on Sunday, August 17th, from 3:30pm until 5:00pm.

When disaster strikes, municipalities are on the frontlines of keeping their communities safe. But effective emergency management requires strong collaboration and coordination with all levels of government. This session will share how you can work with Ontario's new Ministry of Emergency Preparedness and Response to prepare for and respond to emergencies using Ontario's new one-window approach. It will also cover how to activate Ontario Corps resources to augment municipal response, access provincial grants, and how Ontario's newly proposed legislation will provide more flexibility and reduce red tape for municipalities.

Strong emergency management requires a Team Ontario approach, and I look forward to working closely with your team to ensure we have effective measures in place to protect our wonderful province.

I look forward to seeing you in Ottawa!

Sincerely,

A handwritten signature in black ink, appearing to read "Jill Q".

The Honourable Jill Dunlop
Minister of Emergency Preparedness and Response



MC-994-2025-921S

June 2025

To Ontario's Energy Community:

I'm proud to share that our government has released Ontario's first-ever Integrated Energy Plan: [*Energy for Generations: Ontario's Integrated Plan to Build the Strongest Economy in the G7.*](#)

This Plan lays out a clear path to ensure Ontario families, businesses and communities have the affordable, secure, reliable and clean energy they need – not just today, but for decades to come.

Ontario is growing fast. People are coming here to build their lives, invest in growing industries and create good jobs. That growth is driving record demand for electricity and continued demand for fuels – from homes and transit, to factories, farms and data centres.

This Plan responds with action. It advances the largest expansion of nuclear generation on the continent, accelerates transmission development, maintains access to natural gas and other fuels, and embraces new solutions like distributed energy resources, hydrogen, battery storage and carbon capture. It ends siloed planning by bringing electricity, fuels and natural gas under one co-ordinated vision.

At every step, the focus is on building a more competitive, self-reliant and affordable energy future – while keeping costs down.

Thank you for the role you play in shaping Ontario's energy future. Together, we're building an energy system that will power our economy, support our communities, and provide for our children and grandchildren for generations to come.

Sincerely,

A handwritten signature in blue ink, appearing to read "Stephen Lecce".

Stephen Lecce
Minister

Fw: Letter from the Honourable Lisa Thompson, Minister of Rural Affairs / Lettre de l'honorable Lisa Thompson, ministre des Affaires rurales

From Alana Torresan <atorresan@thearchipelago.ca>

Date Wed 7/2/2025 9:21 AM

To Alana Torresan <atorresan@thearchipelago.ca>

From: noreply@salesforce.com <noreply@salesforce.com> on behalf of Minister MRA <minister.mra@ontario.ca>

Sent: June 24, 2025 3:55 PM

To: Bert Liverance - Reeve <bliverance@thearchipelago.ca>

Subject: Letter from the Honourable Lisa Thompson, Minister of Rural Affairs / Lettre de l'honorable Lisa Thompson, ministre des Affaires rurales

Ministry of Rural Affairs

Ministère des Affaires rurales

Office of the Minister

Bureau du ministre

777 Bay, 28th Floor
Toronto, Ontario M7A 2J3
Tel: 647-329-1485

777, rue Bay, 28^e étage
Toronto (Ontario) M7A 2J3
Tél. : 647-329-1485



Tuesday, June 24, 2025

Reeve Bert Liverance

Township of The Archipelago
bliverance@thearchipelago.ca

<Voir version française ci-après>

Dear Reeve Bert Liverance:

As the Minister of Rural Affairs, I am pleased to announce that the newly expanded [Rural Ontario Development \(ROD\)](#) program is now accepting applications.

This enhanced program is part of [Enabling Opportunity: Ontario's Rural Economic Development Strategy](#), our government's blueprint for protecting rural Ontario and helping rural communities and businesses to grow and thrive.

Ontario is investing \$20 million, doubling the funding over two years, to support rural municipalities, not-for-profits, Indigenous communities, local

service boards and rural small businesses to attract investment and create new jobs and opportunities for rural workers.

The ROD program introduces four new enhanced funding streams and expands program eligibility to include more rural communities and rural small businesses:

Economic Diversification, Competitiveness and Capacity Building

Projects that support communities with building economic development capacity and implementing strategies to increase competitiveness and retain businesses, attract investment and enhance growth. There are three sub-streams for applicants to explore:

- Strategies and plans – Up to \$50,000 (50 per cent cost share)
- Economic diversification and competitiveness – Up to \$150,000 (50 per cent cost share)
- Capacity building events – Up to \$10,000 (35 per cent cost share)

Workforce Development, Attraction and Retention

Projects that support communities to implement strategies and/or undertake initiatives for attracting and retaining workers. Applicants can apply for up to \$150,000 (50 per cent in cost share).

Community Infrastructure Enhancements

Projects that update or transform community assets that have been identified as important to the community's economy. Applicants can apply for up to \$25,000 (35 per cent cost share) for small projects or up to \$250,000 (35 per cent cost share) for large projects.

Business Development

Projects that support small brick-and-mortar businesses in rural Ontario with between one to 20 employees. Applicants can apply for up to \$10,000 (35 per cent cost share).

Whether you're an applicant or a connector in your community, we hope you will help us spread the word about this program and its expanded eligibility. Applicants can find full program details, instructions and applications at www.ontario.ca/RODprogram.

Applications will be accepted until September 24, 2025, at 5 p.m. On the ROD program homepage, applicants can register for a free information session, stay up to date on future program intakes and learn more about opportunities for applicant support. To learn more about Ministry of Rural Affairs programs and to stay connected, please visit this page and follow the Ministry of Rural Affairs on LinkedIn, Facebook or X.

Our government is committed to protecting Ontario's rural communities, enabling them to take advantage of economic development opportunities, address workforce challenges and encourage business attraction and investment.

Please accept my best wishes as you explore the opportunities that are possible through the Rural Ontario Development program.

Sincerely,

Original signed by

Lisa M. Thompson
Minister of Rural Affairs

c: Hannah Anderson, Chief of Staff
Martha Greenberg, Deputy Minister
Laurie Miller, Assistant Deputy Minister, Rural Affairs Division

Bonjour,

En tant que ministre des Affaires rurales, j'ai le plaisir d'annoncer que le nouveau [Programme de développement des collectivités rurales de l'Ontario](#) accepte maintenant les demandes.

Ce programme amélioré fait partie des [Meilleures perspectives : Stratégie ontarienne de développement économique des collectivités rurales](#), le plan directeur de notre gouvernement pour protéger les régions rurales de l'Ontario, et aider les entreprises et les collectivités rurales à croître et à prospérer.

L'Ontario investit 20 millions de dollars, soit le double du financement sur deux ans, pour soutenir les municipalités rurales, les organismes sans but lucratif, les communautés autochtones, les régies locales des services publics et les petites entreprises rurales en vue d'attirer des investissements et de créer de nouveaux emplois et de nouvelles occasions pour les travailleurs ruraux.

Le Programme de développement des collectivités rurales de l'Ontario met en place quatre volets de financement améliorés et étend l'admissibilité au programme pour inclure un plus grand nombre de collectivités rurales et de petites entreprises rurales.

Diversification économique, compétitivité et renforcement des capacités

Des projets qui aident les collectivités à renforcer leur capacité de développement économique et à mettre en œuvre des stratégies visant à accroître la compétitivité et à retenir les entreprises, à attirer des investissements et à stimuler la croissance. Les demandeurs peuvent explorer trois sous-volets :

- Stratégies et plans – Jusqu'à 50 000 \$ (50 % de partage des coûts)
- Diversification économique et compétitivité – Jusqu'à 150 000 \$ (50 % de partage des coûts)
- Activités de renforcement des capacités – Jusqu'à 10 000 \$ (35 % de partage des coûts)

Perfectionnement, attraction et rétention de la main-d'œuvre

Des projets qui aident les collectivités à mettre en œuvre des stratégies ou à entreprendre des initiatives visant à attirer les travailleurs et à les maintenir en poste. Les demandeurs peuvent demander jusqu'à 150 000 \$ (50 % de partage des coûts).

Amélioration de l'infrastructure communautaire

Des projets qui mettent à jour ou transforment les actifs communautaires qui ont été désignés comme importants pour l'économie de la collectivité. Les demandeurs peuvent demander jusqu'à 25 000 \$ (35 % de partage des coûts) pour les petits projets ou jusqu'à 250 000 \$ (35 % de partage des coûts) pour les grands projets.

Développement des affaires

Des projets qui soutiennent les petites entreprises physiques dans les régions rurales de l'Ontario comptant entre un et 20 employés. Les demandeurs peuvent demander jusqu'à 10 000 \$ (35 % de partage des coûts).

Que vous soyez un demandeur ou un connecteur dans votre communauté, nous espérons que vous nous aiderez à faire connaître ce programme et son admissibilité élargie. Les demandeurs peuvent trouver tous les détails du programme, les directives et les demandes à l'adresse suivante :

www.ontario.ca/RODprogram.

L'organisme acceptera les demandes jusqu'au 24 septembre 2025 à 17 h. Sur la page d'accueil du Programme de développement des collectivités rurales de l'Ontario, les candidats peuvent s'inscrire à une séance d'information gratuite, se tenir au courant des futures admissions et en apprendre davantage sur les possibilités de soutien aux candidats.

Pour en savoir plus sur les programmes du ministère des Affaires rurales et pour rester connecté, veuillez consulter cette page et suivre le ministère des Affaires rurales sur LinkedIn, Facebook ou X.

Notre gouvernement s'est engagé à protéger les collectivités rurales de l'Ontario, leur permettant ainsi de tirer parti des possibilités de développement économique, de relever les défis liés à la main-d'œuvre et d'encourager l'attraction d'entreprises et l'investissement.

Je vous prie d'accepter mes meilleurs vœux en explorant les possibilités offertes par le Programme de développement des collectivités rurales de l'Ontario.

Sincèrement,

Original signé par

Lisa M. Thompson
Ministre des Affaires rurales

c. c. Hannah Anderson, chef de cabinet
Martha Greenberg, sous-ministre
Laurie Miller, sous-ministre adjointe, Division des affaires rurales

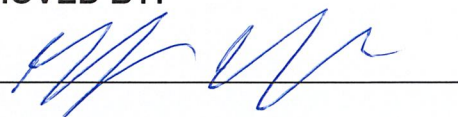

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THE CORPORATION OF THE TOWN OF PARRY SOUND
RESOLUTION IN COUNCIL

NO. 2025 – 085.

DIVISION LIST	YES	NO	DATE: July 2, 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: <input checked="" type="checkbox"/> DEFEATED: _____ Postponed to: _____			

WHEREAS the Ministry of Children, Community and Social Services (MCCSS) is now planning on closing Cecil Facer Youth Centre in 2027, the Sudbury area’s only youth detention facility, and;

WHEREAS this is an issue that affects northern Ontario communities including Parry Sound, and;

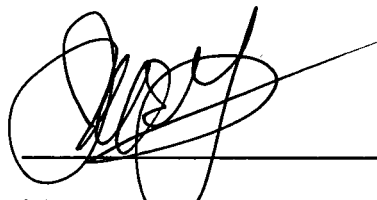
WHEREAS the closure will further complicate prisoner transport requiring increased manpower resources and time in transporting to out-of-jurisdiction centres, and that every kilometre traveled is at minimum with two special constables, and that alone in the Greater Sudbury area there were 80 local-jurisdiction trips to and from Cecil Facer in 2024, and that out-of-jurisdiction travel amounted to 11,218 kilometres in that same year, and that additional manpower resources and time will be required to transport youth from Northern Ontario communities including The Town of Parry Sound, and;

WHEREAS the closest is located in Brampton, with other centres including Ottawa, Hamilton and Thunder Bay, the last requiring airlight, and;

WHEREAS the closure of Cecil Facer will render a psychological toll associated with removing youths from their home communities where family and guardian support are more likely to be forthcoming, and that farther locations can invoke travel and visitation difficulties, if not made impossible.

THEREFORE BE IT RESOLVED that the Council of the Town of Parry Sound advocates for non-closure of Cecil Facer Youth Centre allowing for continuing and ongoing service to youth and their families in Northern Ontario with a letter to the Honourable Michael Parsa, Minister of Children, Community and Social Services, and;

AND BE IT FURTHER RESOLVED that copies of this resolution be sent to neighbouring municipalities in the West Parry Sound District, also to Graydon Smith, MPP, Parry Sound–Muskoka, Scott Aitchison, MP, Parry Sound–Muskoka, the Federation of Northern Ontario Municipalities (FONOM), the Association of Municipalities of Ontario, the City of Greater Sudbury and to Jamie West, MPP, Sudbury.



Mayor Jamie McGarvey

RESOLUTION NO. 2025-

177

JUNE 25, 2025

Moved by:

BBushy

Seconded by:

Brad Kneller

BE IT RESOLVED THAT the Council of the Municipality of Magnetawan receives the correspondence items as copied and circulated;

AND FURTHER endorses items the following motions:

- 4.1 Township of Archipelago Bill 5, Protect Ontario by Unleashing our Economy Act, 2025
- 4.2 Town of Bradford West Gwillimbury Advocacy for Increased Income Support Thresholds for Canadian Veterans

Carried ☒ Defeated ☐ Deferred ☐

John Hetherington
John Hetherington, Deputy Mayor

Recorded Vote Called by: _____

Recorded Vote

Member of Council	Yea	Nay	Absent
Bishop, Bill			
Hetherington, John			
Hind, Jon			
Kneller, Brad			
Mayor: Dunnett, Sam			



Knowing our heritage
we will build our future

Sent by Email

June 30, 2025

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queen's Park Room 281
Toronto, ON M7A 1A1
premier@ontario.ca

Subject: Opposition to Bill 5 and Request to Repeal

The Council of The Corporation of the City of Pickering considered the above matter at a Meeting held on June 23, 2025 and adopted the following resolution:

WHEREAS, on April 17, 2025, the Government of Ontario brought forth Bill 5: *Protect Ontario by Unleashing Our Economy Act*, 2025, a broad omnibus legislation that proposes to make various changes to existing planning, consultation, approval, authority, and protection frameworks found in Provincial statutes in relation to major infrastructure, mining and resource development projects;

And Whereas, on June 4, 2025, Bill 5 passed its third and final reading in the Ontario legislature, but has not yet come into force;

And Whereas, Bill 5 granted broad powers by creating provincial "authority to designate special economic zones", which allows for the suspension of constitutionally protected rights of Indigenous peoples and the suspension of powers of municipal governments and environmental authorities;

And Whereas, Bill 5 provides powers for the Province that First Nations governments in Ontario have stated would be contrary to Treaty agreements with the Crown;

And Whereas, amendments to the Ontario Heritage Act, 1990, fail to address systemic issues in archaeological resource management, such as delayed consultation with Indigenous communities and unilateral provincial control over Indigenous artifacts and cultural heritage. Additionally, the amendments exacerbate already weakened heritage protections brought in Report #2025-CG-7 Page 2 of 10 through Bill 23. Any exemptions under the Ontario Heritage Act could result in negative impacts, including the destruction of Indigenous artifacts and burial sites;

And Whereas, Bill 5 repeals the Endangered Species Act (ESA) and degrades protections for the environment and circumvents policies that have kept Ontarians safe

and healthy for decades, including regulations that prevent the contamination of Ontario's water and the means by which water contamination is identified;

And Whereas, the new regime for endangered species and at-risk species is designed for more flexible permitting and registry-based approvals, rather than automatic prohibitions on activities that harm listed species or their habitats. Additionally, narrowing the definition of habitat in the ESA to just the immediate area surrounding dwelling sites excludes protection of broader ecosystems that endangered and at-risk species rely on for survival. There are more than 230 species at risk in Ontario, many of which are in Durham, including numerous birds, fish, insects, reptiles and plant species. These species have experienced population declines over the past several decades and are at risk of being lost completely. While these changes could expedite development approvals, they may also reduce environmental oversight resulting in devastation to populations of endangered species;

And Whereas, the 'trusted proponent' model under the Special Economic Zones Act, 2025, may create a two-tier development system, favouring select private businesses with fewer regulations, thereby undermining labour standards and enabling potentially exploitative and unsafe working conditions;

And Whereas, Bill 5 enables the Province to override municipal authorities and planning activities without consultation or warning, including the ability to upend planning processes already long underway and future planning processes being considered or yet to be contemplated;

And Whereas, Bill 5 undermines the practice and spirit of democracy and a rights- based system in the Province of Ontario, and to date has garnered the public opposition of the Chiefs of Ontario, Nishnawbe Aski Nation, Anishinabek Nation, Association of Iroquois and Allied Indians, Sandy Lake First Nation, Neskantaga First Nation, Grassy Narrows First Nation, the Canadian Civil Liberties Association, Amnesty International Canada, the Canadian Environmental Law Association, World Wildlife Fund – Canada, David Suzuki Foundation, The Canadian Parks and Wilderness Society, Ontario Biodiversity Council, Ontario Nature, Legal Advocates for Nature's Defence, Environmental Defense, Wildlands League, Wildlife Preservation Canada, Ecojustice, the Toronto Zoo, Mining Watch Canada, Democracy Watch, municipalities in Ontario, and numerous other pan-regional and local organizations across Ontario;

Now therefore be it resolved that the Council of The Corporation for the City of Pickering:

1. Opposes the Government of Ontario's Bill 5 due to its infringement on Indigenous rights, assignment of powers to arbitrarily override and ignore long-established areas of municipal government authorities, risks to the long- term health of important ecosystems and the environment generally,

and circumvention of numerous democratic rights and oversight responsibilities;

2. Calls upon the Government of Ontario to immediately repeal Bill 5;
3. Urges the Government of Ontario, in accordance with the recommendation of Grand Chief Joel Abram of the Association of Iroquois and Allied Indians, to “engage in a comprehensive redrafting process with full First Nations participation” and to likewise engage with municipalities and other affected stakeholders in the same comprehensive redrafting process, maintaining a rights-based foundation, inclusive of an evidence-based approach to environmental protections;
4. Supports efforts to streamline the approvals process for mining projects in Ontario when it does not come at the expense of safeguarding against environmental and community impacts, nor negate or remove the duty to consult with our Indigenous stakeholders such as the Mississauga’s of Scugog Island First nation (MSIFN), and those Indigenous Nations adjacent to the designated “Ring of Fire” mining zone;
5. Is supportive of mechanisms that would result in increased local procurement in the electricity sector; however, we wish it to be noted that limiting competition could increase costs if local or preferred suppliers are more expensive than international alternatives, which may result in increased electricity prices for ratepayers; and,
6. Directs that a copy of this resolution be sent to the Honourable Doug Ford, Premier of Ontario; the Honourable Stephen Lecce, Minister of Energy and Mines; the Honourable Todd McCarthy, Minister of the Environment, Conservation and Parks; the Honourable Vic Fedeli, Minister of Economic Development, Job Creation and Trade; the Honourable Rob Flack, Minister of Municipal Affairs and Housing; the Honourable George Pirie, Minister of Northern Economic Development and Growth; the Honourable Greg Rickford, Minister of Indigenous Affairs and First Nations Economic Reconciliation and Minister Responsible for Ring of Fire Economic and Community Partnerships; Chief Kelly LaRocca of the Mississauga’s of Scugog Island First Nations; all treaty members of the William Treaties signatories; the Association of Municipalities of Ontario; the Region of

Durham; and all municipalities in Ontario.

Should you require further information, please do not hesitate to contact the undersigned at 905.420.4660, extension 2019.

Yours truly



Susan Cassel
City Clerk

SC:am

Copy:

- The Hon. Stephen Lecce, Minister of Energy and Mines
- The Hon. Todd McCarthy, Minister of Environment, Conservation, and Parks
- The Hon. Vic Fedeli, Minister of Economic Development, Job Creation and Trade
- The Hon. Rob Flack, Minister of Municipal Affairs and Housing
- The Hon. George Pirie, Minister of Northern Economic Development and Growth
- The Hon. Greg Rickford, Minister of Indigenous Affairs and First Nations Economic Reconciliation and Minister Responsible for Ring of Fire economic and Community Partnerships
- Chief Kelly LaRocca, Mississauga's of Scugog Island First Nations
- Chief Joanne P. Sandy, Beausoleil First Nation
- Chief Ted Williams, Rama First Nation
- Chief Donna Big Canoe, Chippewas of Georgina Island First Nation
- Chief Keith Knott, Curve Lake First Nation
- Chief Laurie Carr, Hiawatha First Nation
- Chief Taynar Simpson, Alderville First Nation
- Alexander Harras, Director of Legislative Services and Regional Clerk
- The Regional Municipality of Durham
- Association of Municipalities of Ontario (AMO)
- All Ontario Municipalities

Chief Administrative Officer





The Corporation of the Municipality of Wawa

REGULAR COUNCIL MEETING

RESOLUTION

Tuesday, June 3, 2025

Resolution # RC25101	Meeting Order: 5
Moved by: 	Seconded by: 

WHEREAS the Ontario government has fast-tracked Bill 5, Protect Ontario by Unleashing our Economy Act, 2025 (Bill 5), such that it was referred to the Standing Committee on the Interior on May 6, 2025, after being first read on April 17, 2025, and

WHEREAS the written submission deadline for participation on Bill 5 is May 26, 2025, at 6:00 PM (EDT), and

WHEREAS Bill 5 would enact the Special Economic Zones Act, 2025; amend/repeal the Endangered Species Act, 2007 and replace it by enacting the Species Conservation Act, 2025; and amend various Acts including the Ontario Heritage Act, the Mining Act, the Ontario Energy Board Act, 1998, and the Electricity Act, 1998 and to revoke various regulations in relation to development and procurement, and

WHEREAS Bill 5 will allow the Lieutenant Governor in Council to create zones anywhere in Ontario where municipal and provincial laws will not apply, and where projects or proponents can be exempted from requirements under provisions of an Act or of a regulation, including environmental and heritage laws, and

WHEREAS the provisions of Bill 5 as written include anti-democratic principles and risks undermining civil liberties, Indigenous rights, the environment and local government oversight, and

WHEREAS The Corporation of the Municipality of Wawa believes that the provincial priorities of housing, resource development and economic development can be achieved without subverting existing laws, undermining municipal authority, threatening the environment, restricting industry growth, or undermining informed consent with Indigenous communities;

Page 2...



The Corporation of the Municipality of Wawa

REGULAR COUNCIL MEETING

RESOLUTION

NOW THEREFORE BE IT RESOLVED that The Corporation of the Municipality of Wawa hereby opposes Bill 5; and that Council formally express its opposition to Bill 5 in favour of preserving democracy, transparency, accountability, the environment, civil liberties, and Indigenous rights and;

That Council encourage the province to prioritize democratic principles and governance systems that support responsible development, environmental preservation, and acknowledge our responsibility to future generations; and

That Council formally request that the Ontario government reject Bill 5; and

That a copy of this motion be forwarded to the Honourable Doug Ford, Premier of Ontario; the Honourable Stephen Lecce, Minister of Energy and Mines; MPP Lisa Thompson; all Ontario municipalities; the Association of Municipalities of Ontario; and the Standing Committee on the Interior.

RESOLUTION RESULT		RECORDED VOTE		
<input checked="" type="checkbox"/>	CARRIED	MAYOR AND COUNCIL	YES	NO
<input type="checkbox"/>	DEFEATED	Mitch Hatfield		
<input type="checkbox"/>	TABLED	Cathy Cannon		
<input type="checkbox"/>	RECORDED VOTE (SEE RIGHT)	Melanie Pilon		
<input type="checkbox"/>	PECUNIARY INTEREST DECLARED	Jim Hoffmann		
<input type="checkbox"/>	WITHDRAWN	Joseph Opato		

Disclosure of Pecuniary Interest and the general nature thereof.

- ☐ Disclosed the pecuniary interest and general name thereof and abstained from the discussion, vote and influence.

Clerk: _____

DEPUTY MAYOR – MITCH HATFIELD	CLERK – MAURY O'NEILL



CORPORATION OF THE TOWNSHIP OF ALBERTON

Session Date: June 19, 2025

Resolution No.: 2025 - 116

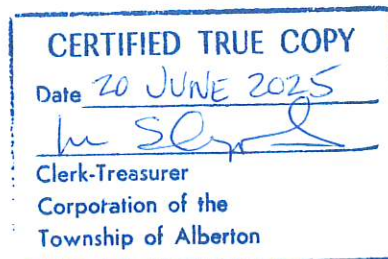
Moved By: *[Signature]*

Seconded By: *[Signature]*

BE IT RESOLVED THAT:

WHEREAS Council for the Township of Alberton having considered correspondence from the Township of Archipelago opposing the provisions in Bill 5: Protecting Ontario By Unleashing Our Economy Act, 2025; that would undermine environmental safeguards, Indigenous Rights, or local planning authority and respectfully urging the Province to withdraw the Bill, and ask the Province of Ontario to pursue housing and infrastructure development through policies that maintain robust environmental protections and respect for local planning regimes;

FURTHER BE IT RESOLVED THAT Council for the Township of Alberton support this correspondence and request a copy of this resolution be sent to the Township of Archipelago.



Pecuniary Interest	Recorded Vote	Council Member	Nay	Yea
		FORD, Mike		
		DENNIS, Tyson		
		GLOWASKY, Diane		
		SPENCE, Shawn		
		SPUZAK, Peter		

[Signature]
MAYOR or designated Alternate Deputy Mayor

CARRIED: ☒

DEFEATED: ☐

**Township of Southgate
Administration Office**

185667 Grey County Road 9, RR 1
Dundalk, ON N0C 1B0



Phone: 519-923-2110
Toll Free: 1-888-560-6607
Fax: 519-923-9262
Web: www.southgate.ca

June 23, 2025

Re: Bill 5 – Protecting Ontario by Unleashing Our Economy Act

At their regular Council meeting held on June 18, 2025, the Council of the Corporation of the Township of Southgate adopted the following:

No. 2025-343

Moved By Deputy Mayor Dobreen

Seconded By Councillor John

Be it resolved that the Township of Southgate receives and supports the correspondence from the City of Woodstock - Bill 5, Protect Ontario by Unleashing our Economy Act, 2025, and by virtue of that the correspondence, supports the resolution from City of Kingston; and

Whereas the Township of Southgate supports increasing housing supply and economic growth, but believes this must be done in a way that upholds environmental responsibility and maintains the integrity of local planning processes; and

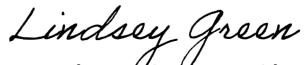
Therefore, be it resolved that the Township of Southgate oppose all provisions in Bill 5 that reduce environmental protections and Ontario's proud legacy of protections of Endangered Species, that override the rule of law and that nullify municipal planning authority; and

That the Council of the Township of Southgate urge the Province of Ontario to rescind Bill 5 and instead support housing and infrastructure development in ways that aligns with sound environmental planning and wildlife protection, respects the sovereignty and stewardship of Indigenous peoples, and empowers municipalities with appropriate planning tools; and

That this resolution be sent to The Honourable Doug Ford, Premier of Ontario; The Honourable Sylvia Jones, Deputy Premier; The Honourable Rob Flack, Minister of Municipal Affairs and Housing; The Honourable Todd McCarthy, Minister of the Environment, Conservation and Parks; The Honourable Prabmeet Singh Sarkaria, Minister of Transportation; The Honourable Stephen Lecce, Minister of Energy and Mines; The Honourable Graydon Smith, MPP Parry Sound-Muskoka, MPP Paul Vickers Bruce Grey Owen Sound, The Association of Municipalities of Ontario (AMO); The Federation of Northern Ontario Municipalities (FONOM); The Northwestern Ontario Municipal Association (NOMA); Conservation Ontario; Saugeen Ojibway Nation Chief Conrad Ritchie; Chippewas of Nawash Unceded First Nation Chief Greg Nadjiwon; Six Nations of the Grand River Chief Sherri-Lyn Hill; Anishinabek Nation Grand Council Chief Linda DeBassige; Métis Nation of Ontario (MNO) President Margaret Froh; and all Ontario Municipalities. **Carried**

If you have any questions or concerns regarding the above, please contact our office at (519) 923-2110.

Sincerely,



Lindsey Green, Clerk
Township of Southgate

cc: The Honourable Doug Ford, Premier of Ontario
The Honourable Sylvia Jones, Deputy Premier of Ontario
The Honourable Rob Flack, Minister of Municipal Affairs and Housing
The Honourable Todd McCarthy, Minister of the Environment, Conservation and Parks
The Honourable Prabmeet Singh Sarkaria, Minister of Transportation
The Honourable Stephen Lecce, Minister of Energy and Mines
The Honourable Graydon Smith, MPP Parry Sound-Muskoka
Paul Vickers, MPP Bruce Grey Owen Sound
The Association of Municipalities of Ontario (AMO)
The Federation of Northern Ontario Municipalities (FONOM)
The Northwestern Ontario Municipal Association (NOMA)
Conservation Ontario
Conrad Ritchie, Chief, Saugeen Ojibway Nation
Gregory Nadjiwon, Chief, Chippewas of Nawash Unceded First Nation
Sherri-Lyn Hill, Chief, Six Nations of the Grand River
Linda DeBassige, Chief, Anishinabek Nation Grand Council
Margaret Froh, President, Métis Nation of Ontario (MNO)
All Ontario Municipalities

Sent by Email

June 30, 2025

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queen's Park Room 281
Toronto, ON M7A 1A1
premier@ontario.ca

Subject: Opposition to Bill 5 and Request to Repeal

The Council of The Corporation of the City of Pickering considered the above matter at a Meeting held on June 23, 2025 and adopted the following resolution:

WHEREAS, on April 17, 2025, the Government of Ontario brought forth Bill 5: *Protect Ontario by Unleashing Our Economy Act*, 2025, a broad omnibus legislation that proposes to make various changes to existing planning, consultation, approval, authority, and protection frameworks found in Provincial statutes in relation to major infrastructure, mining and resource development projects;

And Whereas, on June 4, 2025, Bill 5 passed its third and final reading in the Ontario legislature, but has not yet come into force;

And Whereas, Bill 5 granted broad powers by creating provincial “authority to designate special economic zones”, which allows for the suspension of constitutionally protected rights of Indigenous peoples and the suspension of powers of municipal governments and environmental authorities;

And Whereas, Bill 5 provides powers for the Province that First Nations governments in Ontario have stated would be contrary to Treaty agreements with the Crown;

And Whereas, amendments to the Ontario Heritage Act, 1990, fail to address systemic issues in archaeological resource management, such as delayed consultation with Indigenous communities and unilateral provincial control over Indigenous artifacts and cultural heritage. Additionally, the amendments exacerbate already weakened heritage protections brought in Report #2025-CG-7 Page 2 of 10 through Bill 23. Any exemptions under the Ontario Heritage Act could result in negative impacts, including the destruction of Indigenous artifacts and burial sites;

And Whereas, Bill 5 repeals the Endangered Species Act (ESA) and degrades protections for the environment and circumvents policies that have kept Ontarians safe

and healthy for decades, including regulations that prevent the contamination of Ontario's water and the means by which water contamination is identified;

And Whereas, the new regime for endangered species and at-risk species is designed for more flexible permitting and registry-based approvals, rather than automatic prohibitions on activities that harm listed species or their habitats. Additionally, narrowing the definition of habitat in the ESA to just the immediate area surrounding dwelling sites excludes protection of broader ecosystems that endangered and at-risk species rely on for survival. There are more than 230 species at risk in Ontario, many of which are in Durham, including numerous birds, fish, insects, reptiles and plant species. These species have experienced population declines over the past several decades and are at risk of being lost completely. While these changes could expedite development approvals, they may also reduce environmental oversight resulting in devastation to populations of endangered species;

And Whereas, the 'trusted proponent' model under the Special Economic Zones Act, 2025, may create a two-tier development system, favouring select private businesses with fewer regulations, thereby undermining labour standards and enabling potentially exploitative and unsafe working conditions;

And Whereas, Bill 5 enables the Province to override municipal authorities and planning activities without consultation or warning, including the ability to upend planning processes already long underway and future planning processes being considered or yet to be contemplated;

And Whereas, Bill 5 undermines the practice and spirit of democracy and a rights- based system in the Province of Ontario, and to date has garnered the public opposition of the Chiefs of Ontario, Nishnawbe Aski Nation, Anishinabek Nation, Association of Iroquois and Allied Indians, Sandy Lake First Nation, Neskantaga First Nation, Grassy Narrows First Nation, the Canadian Civil Liberties Association, Amnesty International Canada, the Canadian Environmental Law Association, World Wildlife Fund – Canada, David Suzuki Foundation, The Canadian Parks and Wilderness Society, Ontario Biodiversity Council, Ontario Nature, Legal Advocates for Nature's Defence, Environmental Defense, Wildlands League, Wildlife Preservation Canada, Ecojustice, the Toronto Zoo, Mining Watch Canada, Democracy Watch, municipalities in Ontario, and numerous other pan-regional and local organizations across Ontario;

Now therefore be it resolved that the Council of The Corporation for the City of Pickering:

1. Opposes the Government of Ontario's Bill 5 due to its infringement on Indigenous rights, assignment of powers to arbitrarily override and ignore long-established areas of municipal government authorities, risks to the long- term health of important ecosystems and the environment generally,

and circumvention of numerous democratic rights and oversight responsibilities;

2. Calls upon the Government of Ontario to immediately repeal Bill 5;
3. Urges the Government of Ontario, in accordance with the recommendation of Grand Chief Joel Abram of the Association of Iroquois and Allied Indians, to “engage in a comprehensive redrafting process with full First Nations participation” and to likewise engage with municipalities and other affected stakeholders in the same comprehensive redrafting process, maintaining a rights-based foundation, inclusive of an evidence-based approach to environmental protections;
4. Supports efforts to streamline the approvals process for mining projects in Ontario when it does not come at the expense of safeguarding against environmental and community impacts, nor negate or remove the duty to consult with our Indigenous stakeholders such as the Mississauga’s of Scugog Island First nation (MSIFN), and those Indigenous Nations adjacent to the designated “Ring of Fire” mining zone;
5. Is supportive of mechanisms that would result in increased local procurement in the electricity sector; however, we wish it to be noted that limiting competition could increase costs if local or preferred suppliers are more expensive than international alternatives, which may result in increased electricity prices for ratepayers; and,
6. Directs that a copy of this resolution be sent to the Honourable Doug Ford, Premier of Ontario; the Honourable Stephen Lecce, Minister of Energy and Mines; the Honourable Todd McCarthy, Minister of the Environment, Conservation and Parks; the Honourable Vic Fedeli, Minister of Economic Development, Job Creation and Trade; the Honourable Rob Flack, Minister of Municipal Affairs and Housing; the Honourable George Pirie, Minister of Northern Economic Development and Growth; the Honourable Greg Rickford, Minister of Indigenous Affairs and First Nations Economic Reconciliation and Minister Responsible for Ring of Fire Economic and Community Partnerships; Chief Kelly LaRocca of the Mississauga’s of Scugog Island First Nations; all treaty members of the William Treaties signatories; the Association of Municipalities of Ontario; the Region of

Durham; and all municipalities in Ontario.

Should you require further information, please do not hesitate to contact the undersigned at 905.420.4660, extension 2019.

Yours truly



Susan Cassel
City Clerk

SC:am

Copy:

- The Hon. Stephen Lecce, Minister of Energy and Mines
- The Hon. Todd McCarthy, Minister of Environment, Conservation, and Parks
- The Hon. Vic Fedeli, Minister of Economic Development, Job Creation and Trade
- The Hon. Rob Flack, Minister of Municipal Affairs and Housing
- The Hon. George Pirie, Minister of Northern Economic Development and Growth
- The Hon. Greg Rickford, Minister of Indigenous Affairs and First Nations Economic Reconciliation and Minister Responsible for Ring of Fire economic and Community Partnerships
- Chief Kelly LaRocca, Mississauga's of Scugog Island First Nations
- Chief Joanne P. Sandy, Beausoleil First Nation
- Chief Ted Williams, Rama First Nation
- Chief Donna Big Canoe, Chippewas of Georgina Island First Nation
- Chief Keith Knott, Curve Lake First Nation
- Chief Laurie Carr, Hiawatha First Nation
- Chief Taynar Simpson, Alderville First Nation
- Alexander Harras, Director of Legislative Services and Regional Clerk
- The Regional Municipality of Durham
- Association of Municipalities of Ontario (AMO)
- All Ontario Municipalities

Chief Administrative Officer



The Corporation of the Town of Cobourg

Resolution

Honourable Doug Ford, Premier of Ontario
Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON M7A 1A1

Town of Cobourg
55 King Street West,
Cobourg, ON, K9A 2M2
clerk@cobourg.ca

Delivered via email

Doug.fordco@pc.ola.org
premier@ontario.ca

July 4, 2025

RE: Ontario's Bill 5 and its Impact on the Local Food System and the Environment

Please be advised that the Town of Cobourg Council, at its meeting held on June 25, 2025, passed the following resolution:

WHEREAS a significant amount of farmland is already lost each year to development pressures; and

WHEREAS food systems depend on healthy ecosystems, which are already under significant threat in Ontario due to a host of human-caused threats to wildlife and habitat; and

WHEREAS Ontario Bill 5 significantly undermines ecological protections and local decision making, both of which are essential to local food systems and food security; and

WHEREAS the existing Provincial Planning Statement emphasizes the need for agricultural impact and environmental assessments; supports broad community consultation; and encourages municipalities to explore alternative areas before developing prime agricultural land; and

WHEREAS development of housing and important resources are possible without sacrificing the long-term health of our food systems, environment, and democratic norms.

NOW THEREFORE BE IT RESOLVED THAT the Council of the Cobourg opposes Bill 5 in its current form, and calls upon the Government of Ontario to



The Corporation of the Town of Cobourg

Resolution

strive to uphold the long-term health of our food systems, environment, and democracy in any future version of this bill; and

FURTHER RESOLVED that this motion be circulated to Premier Doug Ford and all Ontario municipalities.

Sincerely,

A handwritten signature in black ink, reading "Kristina Lepik".

Kristina Lepik
Deputy Clerk/Manager, Legislative Services

cc. All Ontario Municipalities

**Municipality of Tweed Council Meeting
Council Meeting**



Resolution No. 274
Title: Notices of Motion
Date: Tuesday, June 10, 2025

Moved by D. DeGenova
Seconded by J. Palmateer

BE IT RESOLVED THAT:

WHEREAS under Ontario Regulation 391/21:Blue Box producers are fully accountable and financially responsible for their products and packaging once they reach their end of life and are disposed of, for 'eligible' sources only;

AND WHEREAS 'ineligible' sources, which producers are not responsible for, include businesses, places of worship, daycares, campgrounds, public-facing and internal areas of municipal-owned buildings, and not-for-profit organizations, such as shelters and food banks;

AND WHEREAS failure to include 'ineligible sources under the Ontario Regulation 391/21:Blue Box program is in essence a provincial tax on ineligible sources;

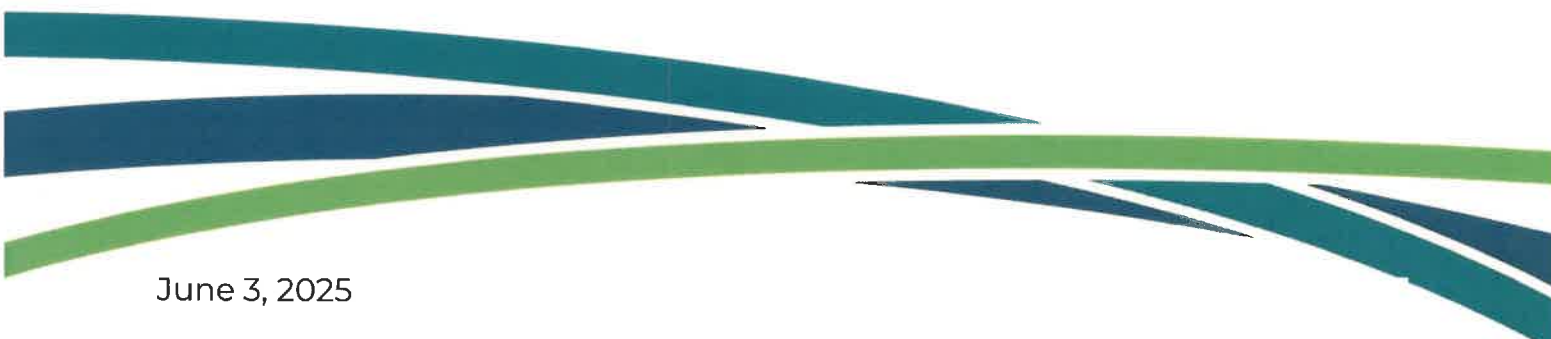
AND WHEREAS should a municipality continue to provide services to the 'ineligible sources, the municipality will be required to oversee the collection, transportation, processing of the recycling, assuming 100% of the cost which amounts to yet another provincial municipal download;

NOW THEREFORE IT BE RESOLVED THAT the Municipality of Tweed Council hereby request that the province amend Ontario Regulation 391/21:Blue Box so that producers are responsible for the end-of-life management of recycling product from all sources;

AND FURTHER THAT Council hereby request the support of all Ontario Municipalities;

AND FURTHER THAT this resolution be forwarded to the Honourable Doug Ford, Premier of Ontario, the Honourable Todd McCarthy, Minister of the Environment, Conservation, and Parks, Mike Harris, Minister of Natural Resources and Forestry, Ric Bresse, Member of Provincial Parliament for Hastings-Lennox and Addington, Minister of Affairs and Housing, Rob Flack and all Ontario Municipalities.

Carried



June 3, 2025

Premier of Ontario
Legislative Building
Queens Park
Toronto, ON K7A 1A4
Via email: premier@ontario.ca

The Honourable Doug Ford, Premier of Ontario

The Council of the Town of Renfrew is writing to formally express its strong opposition to the Province of Ontario's decision to designate the Town of Renfrew as a "Strong Mayor" community, with enhanced mayoral powers that came into effect on May 1, 2025.

The Strong Mayor framework significantly alters the balance of governance at the municipal level, undermining the role of Council in decision-making, diminishing collaborative governance, and weakening the principle of majority rule that is foundational to local democracy.

The Town of Renfrew has a long history of local governance built upon a foundation of Council debate and shared decision-making. At no time did the Town request, seek, or support designation under the Strong Mayor legislation. This designation, imposed without consultation, has raised serious concerns within the community and among elected officials across Ontario.

The Town of Renfrew is not alone in this position. A growing number of municipalities and municipal leaders throughout the province have voiced their opposition to this governance model and are calling for its reconsideration or repeal.



Accordingly, the Town of Renfrew respectfully requests the following:

1. That the Government of Ontario immediately remove the Town of Renfrew from the list of municipalities designated under the Strong Mayor legislation.
2. That a copy of this letter be shared with the Minister of Municipal Affairs and Housing, all regional Members of Provincial Parliament, all Ontario municipalities, and the Association of Municipalities of Ontario (AMO) for their awareness and support.

The Council of the Town of Renfrew thanks you for your attention to this matter and urges the Province to respect the democratic will of our Council and community.

Yours sincerely,

Gloria Raybone

Chief Administrative Officer on behalf of the Town of Renfrew Council

CC: The Honorable Paul Calandra (Minister of Municipal Affairs and Housing)
Regional Members of Provincial Parliament
All Ontario Municipalities
The Association of Municipalities of Ontario (AMO)



Regular Council Meeting Resolution Form

Date: May 20, 2025 No: RESOLUTION - 267-2025
 Moved by Deputy Mayor Scott Brum Disposition: CARRIED
 Seconded by Councillor Kevin Rosien Item No: 12.4

Description: Strong Mayor Powers

RESOLUTION:

WHEREAS the Province has announced the expansion of strong mayor power to another 169 municipalities as of May 1, 2025 in addition to the 47 municipalities which currently have received strong mayor powers;

AND WHEREAS the Province claims that strong mayor powers will get homes and infrastructure built faster, reduce red tape , and accelerate the delivery of key priorities;

AND WHEREAS research from the Association of Municipal Clerks & Treasurers of Ontario has identified that:

- There is no evidence to suggest this legislation has any impact on the number of housings starts in municipalities that have been granted the powers; and
- Strong Mayor Powers have blurred the political-administrative authority between the roles of head of council and chief administrative offices threatening the neutrality of the public service and politicizing local government leadership;

AND WHEREAS strong mayor powers is an erosion to the democratic process of an historically non-partisan municipal governance structure;

AND WHEREAS the Township of McNab/Braeside has received requests from The Town of Parry Sound, the Municipality of North Middlesex and the Municipality of North Perth for our support to reject strong mayor powers and have strong mayor powers removed from their municipalities;

AND WEHREAS Council of the Township of McNab/Braeside encourages the Provincial government to repeal this legislation;

AND FURTHER THAT the Township support all municipalities requesting the rejection of strong mayor powers.

AND BE IT FURTEHR RESOLVED THAT this resolution be forwarded to the Minister of Municipal Affairs and Housing Rob Fack, Premier Doug Ford, MPP Renfrew-Nipissing Pembroke, the Association of Municipalities of Ontario and all Ontario Municipalities.

[Signature]
 MAYOR

Recorded Vote Requested by: _____

	Yea	Nay
Mayor Lori Hoddinott	_____	_____
Deputy Mayor Scott Brum	_____	_____
Councillor Kevin Rosien	_____	_____
Councillor Robert Campbell	_____	_____
Councillor Jill Campbell	_____	_____

Declaration of Pecuniary Interest: _____
 Disclosed his/her/their interest(s), vacated he/her/their seat(s), abstained from discussion and did not vote

PRESCOTT

EST 1784
THE FORT TOWN

Regular Council June 2, 2025 111 -2025

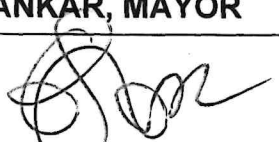
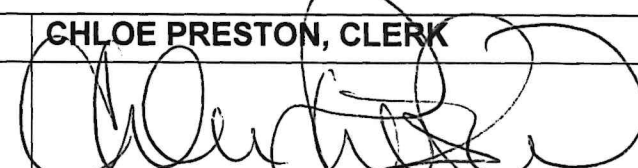
Moved by: Lee McConnell

Seconded by: Justin Kirkby

THAT Council endorse the attached draft letter to the Ministry of Municipal Affairs and Housing expressing the Town of Prescott's position on the Strong Mayor Powers; AND

THAT Council direct staff to send the letter to the Minister of Municipal Affairs and Housing and copy the Premier of Ontario, the Ministry of Red Tape Reduction, Member of Provincial Parliament for Leeds, Grenville and Rideau Lakes Steve Clark, the Association of Municipalities of Ontario (AMO), the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO), and all municipalities across the province.

REQUESTED BY:			
RECORDED VOTE		YES	NO
Councillor Leanne Burton			
Councillor Mary Campbell			
Councillor Justin Kirkby			
Councillor Ray Young			
CARRIED:	✓		
TABLED:			
DEFEATED:			
RECORDED VOTE:			
Councillor Tracey Young			

GAURI SHANKAR, MAYOR	CHLOE PRESTON, CLERK
	

June 3, 2025

Ministry of Municipal Affairs and Housing
17th Floor, 777 Bay Street
Toronto, ON
M7A 2J3
Att: Minister Rob Flack

RE: Strong Mayor Powers – Town of Prescott Position

On behalf of the Council of the Corporation of the Town of Prescott, we are writing regarding the Province's recent decision to expand Strong Mayor Powers to an additional 169 municipalities, including our own.

While we recognize the Province's stated intent to accelerate housing development across Ontario, Council remains unclear on how these powers—especially in the context of smaller municipalities—provide a practical or effective mechanism to build more homes, faster. We have identified some alternatives to the centralization of authority in the office of the Mayor to the complex housing challenges we face that would have a direct result in getting housing and infrastructure completed.

We would like to see the province and municipalities be fully aligned and develop a strong working relationship that addresses the barriers to housing development. These barriers are often beyond a municipalities control but are well within the provincial authority to reduce red tape and delays. Whether it be in planning approvals, environmental assessments, or infrastructure coordination, municipalities often face significant holdups not of their own making, but as a result of slow or opaque bureaucratic processes.

We would like to see the same concept of Strong Mayors be used at the provincial level to veto or override provincial-level bottlenecks that stall housing progress. By having conduit, through which municipalities can identify the issues they are facing on specific projects to the province, we would be able to get shovels in the ground quicker and projects completed within months and not years.

This Council remains firmly committed to addressing the housing crisis and to doing our part to enable more homes and more opportunity in Prescott and beyond our borders in neighbouring communities. We believe the path forward must be grounded in bi-lateral efforts, shared accountability, and a commitment to strengthening local governments to make decisions for their communities.

We appreciate your attention to this matter and would welcome further dialogue with the Province to develop housing solutions that are truly effective and locally appropriate by removing unnecessary and non-valued added steps to the process.

Kindly,

A handwritten signature in black ink, appearing to be 'Gauri Shankar', written in a cursive style.

Mayor Gauri Shankar on behalf of the Council of the Corporation of the Town of Prescott



Council - Committee of the Whole

Resolution # 2025-214
Title: Authorize Resolution & Letter to the Minister - Strong Mayor Powers
Date: June 17, 2025

Moved by: Councillor Roland Larabie
Seconded by: Councillor Georges Pharand

WHEREAS the Government of Ontario has expanded Strong Mayor Powers to an additional 169 municipalities across the province;
AND WHEREAS the Municipality of West Nipissing values a democratic, collaborative approach to municipal governance in which all members of Council are equal participants in the decision-making process;
AND WHEREAS Council believes that the Strong Mayor Powers undermine democratic accountability, diminish transparency and centralizes excessive power in a single elected official;
NOW THEREFORE BE IT RESOLVED THAT the Council of the Municipality of West Nipissing does not support the implementation of Strong Mayor Powers within its jurisdiction;
AND BE IT FURTHER RESOLVED THAT Council directs the Mayor to send a letter to Premier of Ontario, the Minister of Municipal Affairs and Housing communicating this position;
AND BE IT FURTHER RESOLVED THAT a copy of this resolution be forwarded to the Association of Municipalities of Ontario (AMO), the Rural Ontario Municipal Association (ROMA), the Federation of Northern Ontario Municipalities (FONOM), and the local Member of Provincial Parliament (MPP) for their information and support.

CARRIED



West Nipissing Ovest

Joie de vivre

The Corporation of the Municipality of West Nipissing
La Corporation de la Municipalité de Nipissing Ovest
101-225, rue Holditch Street, Sturgeon Falls, ON P2B 1T1

P/T (705) 753-2250 (1-800-263-5359)
F/TC (705) 753-3950

June 17, 2025

The Premier of Ontario
Legislative Building
Queens Park
Toronto, ON M7A 1A4
Via email: premier@ontario.ca

Attn: The Honourable Doug Ford, Premier of Ontario

Dear Mr. Ford,

Subject: Strong Mayor Powers – Municipality of West Nipissing

At its meeting of June 17, 2025, the Council for the Municipality of West Nipissing considered the recently expanded Strong Mayor Powers granted to an additional 169 municipalities across Ontario.

Following a review of the legislation and a discussion of its potential impacts, Council wishes to express its opposition to this legislative framework. West Nipissing, along with many other municipalities, believes that the Strong Mayor Powers undermine the fundamental principles of local democracy, transparency, and collaborative decision-making, which are essential to effective municipal governance.

The Municipality of West Nipissing takes pride in its inclusive, community-driven approach to leadership, where all members of Council contribute meaningfully in shaping the municipality's future. The legislated concentration of executive powers in the office of the Mayor runs counter to these values and traditions.

While Council acknowledges that the legislation is currently in force, we respectfully urge the Province to reconsider its implementation. We further recommend that any structural changes of this magnitude be preceded by robust consultations with municipalities, residents, and key stakeholders to ensure that local governance continues to reflect the democratic will of the communities it serves.

Thank you for your attention to this matter. Council remains available for further dialogue and would welcome the opportunity to discuss these concerns in greater detail.

Sincerely,

Kathleen Thorne-Rochon
Mayor, Municipality of West Nipissing

cc: AMO, ROMA, FONOM, Local MPP



West Nipissing Ovest

Joie de vivre

The Corporation of the Municipality of West Nipissing
La Corporation de la Municipalité de Nipissing Ovest
101-225, rue Holditch Street, Sturgeon Falls, ON P2B 1T1

P/T (705) 753-2250 (1-800-263-5359)
F/TC (705) 753-3950

June 17, 2025

Minister of Municipal Affairs and Housing
17th Floor – 777 Bay Street
Toronto, ON M7A 2J3
Via email: rob.flack@pc.ola.org

Attn: The Honourable Rob Flack, Minister of Municipal Affairs and Housing

Dear Mr. Flack,

Subject: Strong Mayor Powers – Municipality of West Nipissing

At its meeting of June 17, 2025, the Council for the Municipality of West Nipissing considered the recently expanded Strong Mayor Powers granted to an additional 169 municipalities across Ontario.

Following a review of the legislation and a discussion of its potential impacts, Council wishes to express its opposition to this legislative framework. West Nipissing, along with many other municipalities, believes that the Strong Mayor Powers undermine the fundamental principles of local democracy, transparency, and collaborative decision-making, which are essential to effective municipal governance.

The Municipality of West Nipissing takes pride in its inclusive, community-driven approach to leadership, where all members of Council contribute meaningfully in shaping the municipality's future. The legislated concentration of executive powers in the office of the Mayor runs counter to these values and traditions.

While Council acknowledges that the legislation is currently in force, we respectfully urge the Province to reconsider its implementation. We further recommend that any structural changes of this magnitude be preceded by robust consultations with municipalities, residents, and key stakeholders to ensure that local governance continues to reflect the democratic will of the communities it serves.

Thank you for your attention to this matter. Council remains available for further dialogue and would welcome the opportunity to discuss these concerns in greater detail.

Sincerely,

Kathleen Thorne-Rochon
Mayor, Municipality of West Nipissing

cc: AMO, ROMA, FONOM, Local MPP



Northumberland County

Council Resolution

SENT VIA EMAIL

June 25, 2025

Right Honourable Mark Carney (Prime Minister of Canada)
Honourable Philip Lawrence (MP for Northumberland-Clarke)
Honourable Doug Ford (Premier of Ontario)
Honourable Victor Fedeli (Minister of Economic Development, Job Creation and Trade)
Honourable Paul Calandra (Minister of Municipal Affairs and Housing)
Honourable David Piccini (Minister of Labour, Immigration, Training and Skills Development)
Association of Municipalities of Ontario (AMO)
Federation of Canadian Municipalities (FCM)
Northumberland County's 7 Member Municipalities
All Ontario municipalities

**Re: Correspondence, Township of Mulmur
'Procurement and Advocacy for Trade Agreement Exemptions'**

At a meeting held on June 18, 2025 Northumberland County Council approved Council Resolution # 2025-06-18-508, adopting the below recommendation from the June 3, 2025 Finance and Audit Committee meeting:

Moved by: Councillor John Logel
Seconded by: Councillor Scott Jibb

"**That** the Finance and Audit Committee, having considered the correspondence from the Township of Mulmur regarding 'Procurement Advocacy for Trade Agreement Exemptions', recommend that County Council support this correspondence and direct staff to send a copy of this resolution to key stakeholders, including the stakeholders listed in the correspondence, as well as the MP for Northumberland - Clarke, MPP for Northumberland-Peterborough South, and Northumberland County's 7 Member Municipalities."

Council Resolution # 2025-06-18-508

Carried

If you have any questions regarding this matter, please do not hesitate to contact the undersigned at matherm@northumberland.ca or by telephone at 905-372-3329 ext. 2238.

Sincerely,
Maddison Mather



Manager of Legislative Services / Clerk
Northumberland County

Council Resolution

Moved By J. Logel (SL)
Seconded By S. Dibb (SS)

Agenda
Item 10

Resolution Number
2025-06-18- 508

Council Date: June 18, 2025

"That Council adopt all recommendations from the six Standing Committees, as contained within the Committee Minutes (meetings held June 2, 3 and 4, 2025).

Recorded Vote
Requested by _____
Councillor's Name

Deferred _____
Warden's Signature

Carried  _____
Warden's Signature

Defeated _____
Warden's Signature

Finance & Audit Committee Resolution

Committee Meeting Date: June 3, 2025

Agenda Item: 7.a

Resolution Number: 2025-06-03- 444

Moved by: M. Martin

Seconded by: B. Ostrander

Council Meeting Date: June 18, 2025

"**That** the Finance and Audit Committee, having considered the correspondence from the Township of Mulmur regarding 'Procurement Advocacy for Trade Agreement Exemptions', recommend that County Council support this correspondence and direct staff to send a copy of this resolution to key stakeholders, including the stakeholders listed in the correspondence, as well as the MP for Northumberland - Clarke, MPP for Northumberland-Peterborough South, and Northumberland County's 7 Member Municipalities."

Carried 

Committee Chair's Signature

Defeated _____

Committee Chair's Signature

Deferred _____

Committee Chair's Signature



758070 2nd Line E
Mulmur, Ontario
L9V 0G8

Local **(705) 466-3341**
Toll Free from 519 only **(866) 472-0417**
Fax **(705) 466-2922**

April 11, 2025

Procurement & Advocacy for Trade Agreement Exemptions

At the meeting held on April 2, 2025, Council of the Township of Mulmur passed the following resolution:

Moved by Lyon and Seconded by Cunningham

Whereas the Township of Mulmur recognizes that tariffs may increase the costs of goods and services sought by the Township;

And whereas the Township of Mulmur recognizes the importance of supporting Canadian businesses and workers through responsible procurement practices;

And whereas municipalities have significant purchasing power but are bound by international trade agreements;

And whereas trade agreements such as the Canadian Free Trade Agreement (CFTA) impose restrictions on municipalities, and prevent municipalities from giving preference to Canadian suppliers in procurement decisions above certain thresholds;

Now therefore be it resolved that the Township of Mulmur commits to considering Canadian suppliers for goods and services when it is feasible and fiscally responsible to do so for procurements under trade agreement thresholds:

And that the Township of Mulmur commits to continue to utilize cooperative purchasing groups to explore cost-saving measures and Canadian suppliers when it is feasible and fiscally responsible to do so.

And that the Township of Mulmur calls upon the Canadian federal and provincial governments to enact legislative changes to exempt municipalities from trade agreement restrictions while tariffs are imposed, allowing them to give preference to Canadian suppliers for goods, services, and infrastructure projects.

And further that a copy of this resolution be sent to:

- The Prime Minister of Canada
- The Premier of Ontario
- The Minister of Economic Development, Job Creation and Trade
- The Minister of Municipal Affairs and Housing
- The Association of Municipalities of Ontario (AMO)
- The Federation of Canadian Municipalities (FCM)
- All Ontario municipalities for their consideration and support.

Carried.

Sincerely,

Roseann Knechtel

Roseann Knechtel, Clerk



PORT COLBORNE

Legislative Services

Municipal Offices: 66 Charlotte Street
Port Colborne, Ontario L3K 3C8 • www.portcolborne.ca

T 905.228.8031 F 905.834.5746

E charlotte.madden@portcolborne.ca

June 27, 2025

Email: pm@pm.gc.ca

The Honourable Mark Carney
Prime Minister of Canada
80 Wellington Street
Ottawa, ON K1A 0A2

Dear Prime Minister Carney:

**Re: City of Port Colborne Supports the Town of Bradford West Gwillimbury –
Advocacy for Increased Income Support Thresholds for Canadian Veterans**

Please be advised that, at its meeting of June 24, 2025 the Council of The Corporation of the City of Port Colborne supported the resolution received from the Town of Gwillimbury regarding Advocacy for Increased Income Support Thresholds for Canadian Veterans.

The correspondence is attached for your consideration.

Sincerely,

Charlotte Madden
City Clerk

ec: The Honourable Jill McKnight, Minister of Veterans Affairs;
The Honourable Andrew Scheer, Acting Leader of the Official Opposition
Fred Davies, Member of Parliament for New Tecumseth-Gwillimbury;
The Federation of Canadian Municipalities (FCM)
The Association of Municipalities (AMO)
All Ontario Municipalities

June 17, 2025

VIA EMAIL

Re: Advocacy for Increased Income Support Thresholds for Canadian Veterans

At its Regular Meeting of Council held on Tuesday, June 3, 2025, the Town of Bradford West Gwillimbury Council ratified the following motion:

Resolution 2025-185

Moved by: Councillor Harper

Seconded by: Councillor Scott

WHEREAS the Town of Bradford West Gwillimbury recognizes the selfless service and enduring sacrifices made by Canadian Armed Forces veterans in the defence of our country and values;

WHEREAS the 2021 Census, conducted by Statistics Canada, identified more than 460,000 veterans residing across Canada, a significant population segment deserving of comprehensive, accessible, and modernized federal support;

WHEREAS Veterans Affairs Canada (VAC) currently administers income support programs to assist veterans in need, including the Income Replacement Benefit (IRB) program;

WHEREAS the eligibility threshold for the Income Replacement Benefit (IRB) program which was created in 2019—set at \$20,000 annually for a single-person household—fails to reflect today's economic reality, particularly in light of inflation, soaring housing costs, and the general increase in cost of living;

WHEREAS such low eligibility thresholds may disincentivize employment and community participation by penalizing veterans for earning beyond an outdated benchmark, thereby discouraging reintegration and contribution to civic life;

WHEREAS it is the duty of all levels of government to stand in unified support of our veterans and to advocate for policy changes that enable them to live with dignity and financial stability;

THEREFORE, BE IT RESOLVED That the Council of the Town of Bradford West Gwillimbury formally calls on the Government of Canada and all federal parties to increase the eligibility threshold for the Income Replacement Benefit (IRB) program from \$20,000 to no less than \$40,000 annually for a single-person household; and

THAT Council urges Veterans Affairs Canada to review all income support programs with the intent to modernize eligibility criteria in line with the current cost of living across Canada;

THAT this motion be formally endorsed and sent to:

- The Right Honourable Mark Carney, Prime Minister of Canada;
- The Honourable Jill McKnight, Minister of Veterans Affairs;
- The Honourable Andrew Scheer, Acting Leader of the Official Opposition
- Scot Davidson, Member of Parliament for New Tecumseth-Gwillimbury;
- All 444 municipalities across the Province of Ontario;
- The Federation of Canadian Municipalities (FCM) and the Association of Municipalities of Ontario (AMO) for broader distribution and endorsement; and

THAT a copy of this resolution be published on the Town's official website and communicated through the Town's official channels to raise awareness and gather public support.

Regards,



Tara Reynolds
Clerk, Town of Bradford West Gwillimbury
(905) 775-5366 Ext 1104
treynolds@townofbwg.com

CC: Hon. Mark Carney, Prime Minister of Canada
Hon. Jill McKnight, Minister of Veterans Affairs
Hon. Andrew Scheer, Acting Leader of the Official Opposition
Scot Davidson, MP New Tecumseth-Gwillimbury
All Ontario Municipalities
The Federation of Canadian Municipalities (FCM)
Association of Municipalities of Ontario (AMO)

THE CORPORATION OF THE TOWN OF HUNTSVILLE

General Committee

Date: June 25, 2025

No. GC 76-25

Moved by: Nancy Alcock

Seconded by: Dione Schumacher

WHEREAS: Integrated Watershed Management (IWM) is a modern approach to environmental management which integrates information and decisions made to achieve collective, watershed-wide goals;

AND WHEREAS: watershed boundaries do not follow political boundaries and frequently cross into multiple jurisdictions;

AND WHEREAS: management of the Muskoka River Watershed requires coordination among regional and local watershed municipalities, First Nations and Indigenous Peoples, the provincial government, and environmental interest holders;

AND WHEREAS: one of the next steps in bringing an IWM approach to the watershed is to form a Muskoka River Watershed IWM staff working group;

NOW THEREFORE, BE IT RESOLVED THAT: the Council of the Town of Huntsville supports in principal an IWM approach for the Muskoka River Watershed;

AND FURTHER THAT: staff be directed to participate in the IWM staff working group and report back to Council on the future state of the Muskoka River Watershed IWM plan and potential Memorandum of Understanding (MOU).

RECORDED VOTE

MEMBERS OF COUNCIL	YEA	NAY
Mayor Alcock		
Deputy Mayor Armour		
Councillor Clarke		
Councillor Clouthier		
Councillor FitzGerald		
Councillor Morrison		
Councillor Renwick		
Councillor Schumacher		
Councillor Stone		
TOTAL:		

DECLARATION OF PECUNIARY INTEREST

MEMBERS OF COUNCIL	PERSONAL	BUSINESS	EMPLOYMENT	OTHER
Mayor Alcock				
Deputy Mayor Armour				
Councillor Clarke				
Councillor Clouthier				
Councillor FitzGerald				
Councillor Morrison				
Councillor Renwick				
Councillor Schumacher				
Councillor Stone				



Department: Planning Department
Staff Name: Sean O'Callaghan, Planner
Date: 20 Mar 2025
Report Number: Report PL-025-25
Subject: Advancing Integrated Watershed Management Planning in the Muskoka River Watershed – Potential Next Steps

Purpose:

The purpose of this report is to seek Council support and direction for staff to participate in the Muskoka River Watershed Integrated Watershed Management (IWM) staff working group.

Background:

Integrated Watershed Management (IWM) is a modern approach to environmental management which integrates information and decisions made to achieve collective, watershed-wide goals. Such IWM goals typically include one or more of the following pursuits: maintaining/improving water quality, flood control, climate change adaptation, forest management, effective planning, and community development, and/or economic development. IWM manages human activities and natural resources within areas defined by watershed boundaries rather than jurisdictional ones while aiming to protect and manage those activities and functions today and into the future. Management of land and water to conform with natural boundaries and pathways is often more successful than management which may change with the municipal and other political borders.

Watershed management in Muskoka is complex as all levels of government (including several provincial Ministries and multiple local municipalities) have various, crucial roles and responsibilities pertaining to the Muskoka River Watershed (Figure 1), as do Indigenous Communities. A list of Municipalities and Communities that are within the watershed is provided in Appendix A. As a result, the current decision-making approach is distributed among lower and upper-tier municipalities and the provincial government, often fragmented, and without one centralized or 'lead' body providing comprehensive oversight and leadership for holistic watershed management.

To advance IWM in the Muskoka River Watershed, active participation and engagement is required from all levels of government, Indigenous Communities, and the community at-large. In recent years, there has been significant initiatives to advance IWM in the Muskoka River Watershed including but not limited to:

- The Province of Ontario establishing the Muskoka Watershed Conservation and Management Initiative, including an investment of \$5 million to support IWM initiatives (2018);

- The Minister of the Environment, Conservation and Parks appointing the Muskoka Watershed Advisory Group (MWAG) to provide advice and recommendations to the Minister to help protect and safeguard the Muskoka River watershed and support economic growth in the Muskoka Watershed region;
- Muskoka Watershed Council's development and delivery of its 2020 report 'The Case for Integrated Watershed Management' and its establishment of an ongoing Community Round Table;
- District of Muskoka's completion of 12 technical IWM studies funded by the Ministry of Environment, Conservation, and Parks (2023);
- Ongoing advocacy efforts from District of Muskoka, Area Municipalities, and community organizations to encourage active engagement from other levels of government;
- First Nations incorporation and application of IWM-related data to support land management efforts; and
- Various, ongoing community and/or governmental IWM outreach, communications, and education initiatives.

There is a more detailed listing of these and other activities in Appendix B - Background on Recent IWM Initiatives of this report. This background information illustrates the range of active participants, and the varied, dedicated work completed or underway to advance IWM across the Muskoka River Watershed, as highlighted in the Analysis section of this report.

Discussion:

An IWM Plan for the Muskoka River Watershed would begin with the identification and collective confirmation of a central and galvanizing issue(s) (e.g., water quantity, water quality, and/or climate) of shared concern across the watershed. An IWM Plan would focus on an approach to address and effectively manage this issue across the region. Such IWM plans often result in more effective outcomes that minimize redundancy and increase watershed-wide consistency.

Analysis

On November 28, 2024, the Town of Huntsville and the Township of Lake of Bays hosted an invite-only event staff and elected officials from five First Nations communities and 16 municipalities from across the Muskoka River Watershed, including representatives from the Ontario Government (MNR), Muskoka Watershed Council, and high schools. The purpose of this event was to build on the event hosted by Muskoka Watershed Council on February 9, 2024, while seeking to gain insight into the interest of communities and municipalities in collaborating on issues that affect the entire watershed. Additionally, the event provided the opportunity to start discussions around guiding principles, decision making, and governance for a collaborative effort.

Attendees from 13 municipalities and two First Nations were treated to a series of informative presentations before being divided into five smaller groups to discuss several topics; each group was given the opportunity to respond to each of the topics. Following the breakout session, District of Muskoka staff summarized the feedback provided, with include over 50 responses for each of the five topics.

Comments and feedback provided throughout the November 28, 2024, event indicated that focusing on the collaboration between communities and municipalities, provincial government, and private partners, can lead to a new and effective management of the region. The integration of local knowledge, community engagement, and advanced analytical tools is critical in crafting a responsive and responsible approach to watershed scale issues. Furthermore, recognizing the importance of Indigenous perspectives through truth and reconciliation efforts can enrich the planning process,

ensuring a more inclusive and equitable strategy. Overall, participants emphasized the need for and an interest in being part of a coordinated and knowledgeable approach to effectively tackle pressing issues faced in the Muskoka River Watershed.

Next Steps (short-term)

With the strong emphasis on collaboration, knowledge sharing, evidence-based strategies, and proactive cooperation, the next steps in the short-term for IWM in the Muskoka River Watershed must involve rightsholders and stakeholders working together towards sustainable outcomes that benefit both the watershed at large.

Embracing an iterative governance model and fostering collaboration across the watershed through the establishment of an Accord or MOU could serve as a next step while helping to ensure that principles are articulated and understood by all involved. An example of what this document could look like is provided in Appendix C.

The following is offered as potential short-term next steps for communities and municipalities:

- Staff and elected officials share with their respective council/committee to seek direction on future participation. Ideally this would occur by no later than late May or early June 2025. The resolution offered at the beginning of this report could be used as a template for formalizing approvals.
- Staff representatives from communities and municipalities attend a meeting in early summer 2025 to discuss and seek to refine an Accord or MOU that would provide foundational values, understanding, and commitments. As of the date of this report, the Town of Gravenhurst has shown some interest in hosting an IWM meeting in the first half of 2025.

At this time, and given the input received during the IWM event held on November 28, it is recommended that at least the initial meeting be comprised of staff from any/all participating municipalities/communities as a working session to determine preliminary, collective and workable administrative approaches and processes for eventual review and approval by elected officials. In parallel, non-government agencies and organizations, including Muskoka Watershed Council, would be encouraged to continue to work towards increasing knowledge and understanding of IWM and its benefits across the region, and to advise and support the emerging IWM collective initiative.

Next Steps (medium-term)

Following the summer 2025 meeting, it is currently proposed that a subcommittee or working group be established from municipal staff to refine and finalize a draft Accord or MOU based on feedback provided at that meeting.

In fall 2025, finalization and execution of the Accord or MOU could take place. Once the Accord or MOU is in place, depending on the content of that document, the establishment of a steering committee and scientific advisory board could be contemplated.

Next Steps (long-term)

As part of the long-term direction of this work, a watershed management plan or larger framework to direct actions within the watershed should be considered. Development of a plan or framework should

be led by communities, municipalities, and other interested organizations from across the watershed through a collaborative process.

In the meantime, the following actions could be considered as part of the long-term objectives for IWM across the Muskoka River Watershed including but not limited to:

- Identification and adoption of an effective and appropriate governance structure. This could include the establishment of scientific advisory boards (with potential representation from local organizations such as Muskoka Watershed Council, provincial Ministries, and/or related and evidence-based academic programs).
- Alignment of, and/or increasing the consistency of, planning policies;
- Bridging economic programs;
- Sharing resources; and
- Exchanging ideas and solutions.

Strategic Plan

This report has a direct link to the following points of Council's Corporate Strategic Plan:

Growth and Development

Proactive Investment in our Community to support sustainable growth.

Environmental Stewardship

Environmental stewardship in all decisions.

Demonstrated leadership in minimizing the Township and community environmental footprint.

Reduced landfill waste.

Strengthened promotion and support of the protection of lake health.

Infrastructure Needs

Assurance that Algonquin Highland's current and future assets are managed to be sustainable to meet our long-term needs.

Service Excellence

Exceptional Service Delivery.

Community Engagement

Expanded and enhanced communication and engagement practices.

Community Well Being

A vibrant and healthy community with abundant opportunities for recreation, events, arts and culture.

Financial Impact:

There are no immediate financial considerations associated with this staff report. As the IWM initiatives move forward, staff may bring financial requests forward for consideration by the respective Councils.

Recommendation:

WHEREAS Integrated Watershed Management (IWM) is a modern approach to environmental management which integrates information and decisions made to achieve collective, watershed-wide goals;

AND WHEREAS management of the Muskoka River Watershed requires coordination between the provincial government, regional and local watershed municipalities, First Nations and environmental stakeholders;

AND WHEREAS one of the next steps in bringing an IWM approach to the watershed is to form a Muskoka River Watershed IWM staff working group;

NOW THEREFORE BE IT RESOLVED THAT The Township of Algonquin Highlands supports in principle pursuing an IWM approach for the Muskoka River Watershed;

AND THAT staff be directed to participate as a member of the Muskoka River Watershed Consortium;

AND THAT this resolution of support be circulated to the Minister of Natural Resources and Forestry, the Minister of the Environment, Conservation and Parks, and the Muskoka Watershed municipalities and First Nations.

Respectfully submitted by:

Sean O'Callaghan, B.U.R.PI, MCIP, RPP
Planner

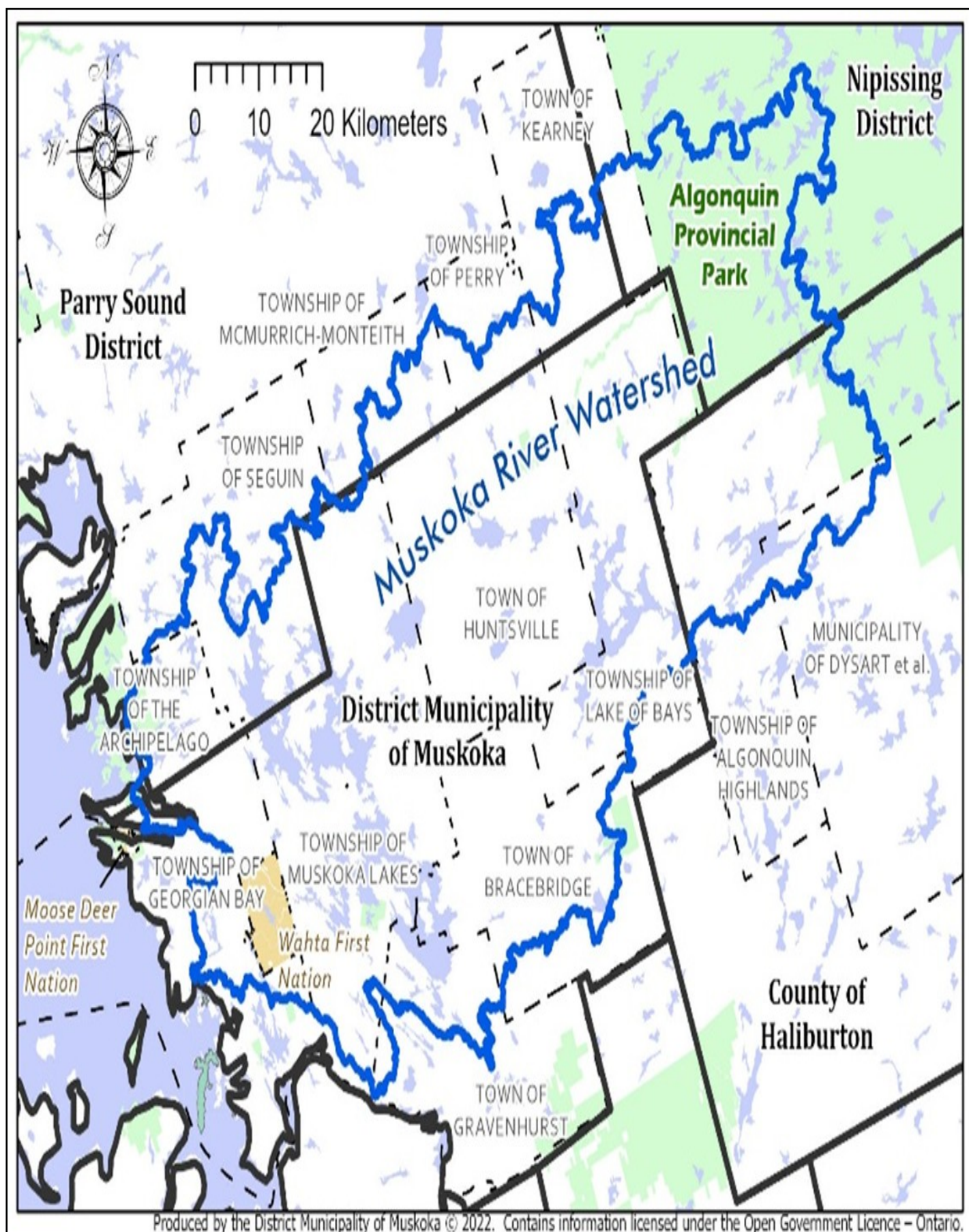
Attachments:

[Muskoka River Watershed](#)

[Appendix A](#)

[Appendix B](#)

[Appendix C](#)



Appendix A – Watershed Municipalities and Communities

County of Haliburton
District Municipality of Muskoka
Moose Deer Point
Town of Bracebridge
Town of Gravenhurst
Town of Huntsville
Town of Kearney
Township of Algonquin Highlands
Township of Dysart et al.
Township of Georgian Bay
Township of Lake of Bays
Township of McMurrich Monteith
Township of Muskoka Lakes
Township of Perry
Township of Seguin
Township of the Archipelago
Wahta Mohawks

Appendix B – Background on Recent IWM Initiatives

Many recent initiatives related to advancing IWM have been undertaken across the Muskoka River Watershed. Some, though not all, key initiatives are identified and summarized below for information.

District Municipality of Muskoka

In November 2023, the District concluded its 12 technical IWM projects as funded through the Ministry of Environment, Conservation and Parks and more specifically through the Province's Muskoka Watershed Conservation and Management Initiative. The focus of that work was to expand the understanding of existing watershed conditions within the Muskoka River Watershed (Figure 1) to inform the development of a future IWM Plan for the region.

Since then, and to advance IWM approaches, the District has:

- continued its ongoing collaboration with Muskoka Watershed Council (MWC);
- initiated development of new IWM related policy initiatives;
- engaged with various Ministries and Municipalities across the Muskoka River Watershed at a staff-level to informally exchange and share information;
- requested and occasionally delegated with elected provincial representatives including at AMO (2023), ROMA (2024), AMO (2024);
- delivered presentations to Committees and Councils of neighbouring and Area Municipalities to provide a high-level overview of its 12 technical projects;
- increased sharing and release of ecological and monitoring data through the Muskoka GeoHub and the Great Lakes Datastream; and
- updated recreational water quality monitoring programs where possible within approved resource levels.

In June 2024, the District launched its Official Plan review. This review is providing an opportunity to revise and update policies and reflect new IWM information. More specifically, the District's Official Plan update will include new floodplain mapping. With two-thirds of the District of Muskoka now having up-to-date floodplain mapping available, the next step is to incorporate this mapping into the District's current Official Plan. This will directly help address flood impacts by ensuring that future development is directed to areas outside of the flood plain. District staff will also support watershed and Area municipalities wanting to incorporate new floodplain mapping into their own Official Plans.

Finally, District staff are in the process of updating the District's Lake System Health Policy including the data brought forward through the recently completed Causation Studies. Lake System Health Program policies are being reviewed to ensure their alignment with current science and conditions of the watershed.

Province – Ministry of the Environment, Conservation and Parks, and the Ministry of Natural Resources

Engagement with the Ministry of Natural Resources (MNR) is key as it is responsible for the Muskoka River Water Management Plan, which was first implemented in 2006 and takes an ecosystem-based approach to water management by considering the interests and concerns of all water users within the watershed (e.g. fish, wildlife, navigation, hydro generation, recreation, flood control, etc.). It should be noted that the existing Muskoka River Water Management Plan is different from an integrated watershed management plan. The former is focused entirely on how water levels are managed within the watershed, while the latter takes a more comprehensive approach to addressing issues that includes considerations of environmental, social, and economic factors. Also, given that the headwaters of the Muskoka River Watershed are within Algonquin Park, the Ministry of the Environment, Conservation, and Parks (MECP) must also be engaged.

Over the past few years, direct Provincial engagement with Muskoka's various IWM initiatives has been minimal, however over the last half of 2024 and beginning of 2025, discussions with the Province have been more fruitful. Requests for provincial attendance and/or engagement by the District of Muskoka at various conferences including the Association of Municipalities of Ontario (AMO) (August 2023), Rural Ontario Municipal Association (ROMA) (January 2024), and Muskoka Watershed Council's IWM symposium (February 2024) were declined; however, a requested delegation comprised of District and Area Municipal representatives with the Minister of Natural Resources (MNR) was accepted and occurred at AMO 2024. [Correspondence](#) from MNR to the District was provided in late November 2024 as a result of that delegation.

Since the Province's IWM initiatives concluded in 2023, District staff have met with senior staff at both MECP and MNR to exchange information and share collected data. Conversations have been positive and continue as of the date of this report, including provincial staff participation in a municipal meeting held in November 2024 (see below). In late January 2025, MNR announced that the Ministry is in the process of reviewing recommendations from the District's IWM technical projects for potential amendments to the Muskoka River Water Management Plan.

Indigenous Engagement

Certainly, no truly Integrated Watershed Management approach can be advanced without significant, consequential engagement and consultation with Indigenous Councils and communities.

Since 2020, senior staff from the District of Muskoka's Watershed/GIS Team and, separately, members from Muskoka Watershed Council have delivered several IWM related presentations to the Muskoka Area Indigenous Leadership Table (MAILT).

Additionally, the District is in the process of updating their Archaeological Master Plan with Indigenous engagement forming a fundamental component of the process.

As the District continues its IWM efforts and, in parallel, embarks on its review of its Official Plan, receiving Indigenous input and knowledge is vital. Going forward, financial and/or staff support from municipalities for consultation with Indigenous Communities to develop and deliver environmental policies and programs may be required. Many municipalities across Ontario (i.e., City of Toronto, City of Peterborough, etc.) are presently pursuing the recruitment of temporary or permanent staff 'liaisons' to facilitate meaningful consultation with Indigenous communities.

Muskoka Watershed Council

In 2021, Muskoka Watershed Council established its Community Round Table (CRT) to provide a venue for community input and consultation for the District's 12 technical IWM projects. The CRT is comprised of approximately 15 people including MWC members, local community members and professionals, District staff, (and anyone else) and typically meets monthly, or more frequently as needed.

In February 2024, MWC hosted a Symposium entitled "A Case For Integrated Watershed Management". The Symposium was open to elected officials, senior municipal staff, Indigenous Communities, and a select few residents and invited experts. Through hosting this event, MWC wanted to increase broad knowledge and understanding of IWM and how it may benefit the Muskoka River Watershed, including a talk on possible governance models for IWM in the region. The full day event was well attended with many Watershed Municipalities in attendance with senior staff and elected representatives. Discussions held during and following the event indicated a varied response from the audience as to overall interest for an IWM approach in the Muskoka River Watershed. The event concluded with MWC indicating its interest in holding an additional similar event in late 2024. Through the summer and fall of 2024, Muskoka Watershed Council participated in the development and delivery of the Town of Huntsville/Township of Lake of Bays IWM workshop that was held in November of that year (see below for additional details).

Township of Muskoka Lakes

In 2023, the Township of Muskoka Lakes partnered with the District on a delegation request to the MECP at AMO to discuss flood management in Muskoka. An additional delegation request was made at ROMA in 2024. Neither of these delegation requests were approved. A joint request for delegation at AMO 2024 was accepted, as noted above. Following the delegation, Minister Smith provided a [letter](#) to District Chair Lehman in November 2024.

In April 2024, the Township of Muskoka Lakes passed a resolution that a letter be sent to the MNR formally requesting participation by the Province on issues related to the Muskoka River Watershed with a specific focus on addressing flooding. This resolution

includes actions to reach out to other municipalities to sign onto the Township's letter to the Province. In turn, MNRF has promised to review its Muskoka River Watershed Management Plan and consider amendments based on data within the various IWM technical documents.

Town of Huntsville & Township of Lake of Bays

In June 2024, the Town of Huntsville's mayor and senior staff convened a meeting with District staff and Muskoka Watershed Council members to discuss structure and content for a future meeting of Muskoka River Watershed municipalities to further the establishment of an IWM approach to the region. The ad-hoc steering committee worked together over the next several months to develop and deliver a half-day event hosted by the Town of Huntsville and in conjunction with the Township of Lake of Bays. The event focused on:

- Increasing general awareness of what IWM is (and isn't);
- Identifying key concerns/issues routinely faced by each watershed municipality (e.g., flooding, water quality, etc.); and
- Laying the groundwork for a Memorandum Of Understanding (MOU)/Accord that can be signed by all interested governments and Indigenous Communities across the watershed to affirm shared principles and interests in undertaking IWM in the Muskoka River Watershed.

On November 28, 2024, the Town of Huntsville and the Township of Lake of Bays hosted an invite-only event staff and elected officials from five First Nations communities and 16 municipalities from across the Muskoka River Watershed, including representatives from the Ontario Government (MNRF), Muskoka Watershed Council, and high schools. Participants in the event indicated general support for collaboration between communities and municipalities, provincial government, and private partners, to support management of the region. The integration of local knowledge, community engagement, and advanced analytical tools were identified as being critical in crafting a responsive and responsible approach to watershed scale issues. Overall, participants emphasized the need for a coordinated and knowledgeable approach to effectively tackle pressing issues faced in the Muskoka River Watershed.

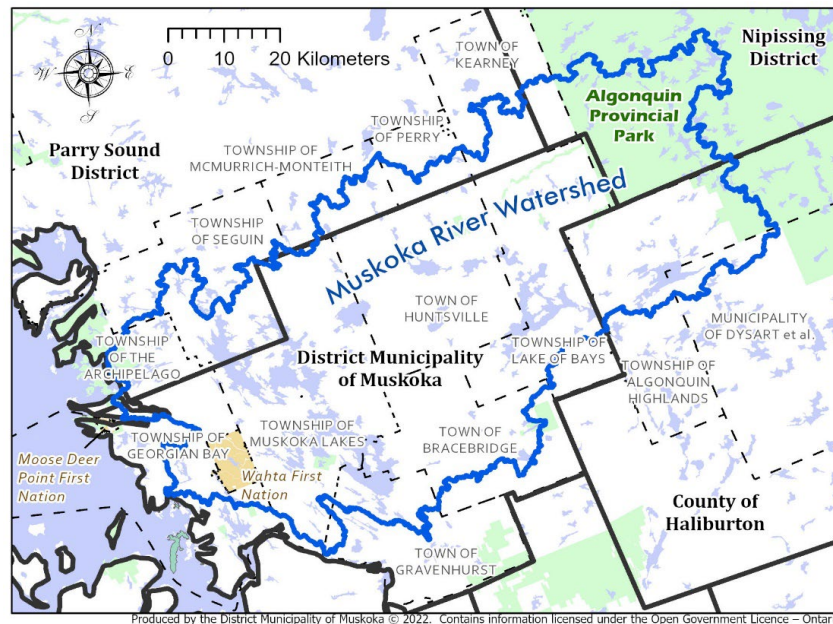
County of Haliburton

Through the District's Floodplain Mapping project, regulatory mapping was developed for Kawagama Lake, Trading Bay and a portion of the Hollow River all of which are in the County of Haliburton. This mapping, and the associated technical report, was provided to County senior staff in May 2024.

Appendix C – Example Accord

THE MUSKOKA RIVER WATERSHED ACCORD

The Muskoka River Watershed is a place where people live, work, and play. Stretching across 5,100 Km², the Muskoka River Watershed includes three Indigenous Communities, four Upper-tier Municipalities, and 13 Lower-tier Municipalities. The overall prosperity of the watershed requires the integration of a vibrant economy and a healthy natural environment along with caring communities that foster a sense of belonging and supports those in need. The natural environment, especially water, is the key asset in the Muskoka River Watershed and it must be protected for the values it provides including culture, heritage, diverse ecosystems, and a vibrant economy.



Guiding Principles of the Accord

The following interdependent principles will guide activities in the Muskoka River Watershed:

- Ecological, social, cultural, and economic considerations are integral parts of decision-making and natural resources and human activities are to be managed together.
- The Accord is watershed-based (not bounded by political or administrative boundaries).
- Best practices and best available data and evidence are to be employed to contribute to sustaining the natural attributes of watersheds for present and future generations through new and existing obligations, jurisdictions, and plans.
- Effective collaborative watershed governance is to be conducted in a transparent, accountable, and inclusive manner.

- Effective working relationships are to be developed and maintained through open communication, trust, and cooperation.
- Decisions are to be based on the best available scientific information and traditional Indigenous ecological knowledge, with the goal of sustaining the natural attributes of watersheds for present and future generations.
- Effective watershed management is to be integrated with land-based resource objectives and activities on a watershed scale.
- Watershed governance is to include shared responsibilities and enable those affected to have input in decision-making processes.
- Integrated Watershed Management will require evaluation, re-evaluation, and updates over time to ensure its ongoing efficacy.

Purpose of the Accord

To encourage all orders of government (local, Indigenous, provincial, and federal), organizations, and commercial interests across the Muskoka River Watershed to work collaboratively to address issues related to water quality and water quantity within the Muskoka River Watershed. The signatories of this Accord will encourage:

- interest in watersheds throughout the province to adopt these principles;
- participation of those active in watersheds to engage collaboratively in watershed planning processes;
- implementation of measures in support of collaborative watershed planning and management;
- the exchange of data and best practices where possible; and
- application of lessons learned from other models of collaborative watershed governance.

Sent by Email

June 6, 2025

The Honourable Peter Bethlenfalvy
MPP Pickering-Uxbridge
1550 Kingston Rd., Suite 213
Pickering, ON L1V 1C3
peter.bethlenfalvy@pc.ola.org

Subject: Raising Ontario Works (OW) and Ontario Disability Support Program (ODSP)

The Council of The Corporation of the City of Pickering considered the above matter at a Meeting held on May 26, 2025 and adopted the following resolution:

WHEREAS individuals and families receiving income support through Ontario Works (OW) and the Ontario Disability Support Program (ODSP) are facing increasing challenges in meeting basic needs due to rising costs of living;

And Whereas Statistics Canada notes that people with disabilities have a higher poverty rate and a lower rate of employment than the overall population;

And Whereas the annual income support for Ontario Works is currently \$8,796.00 and \$16,416.00 for Ontario Disability Support Program. These supports have not increased sufficiently to keep up with inflation and the cost of living. Such costs are anticipated to continue increasing;

And Whereas the low income measure for a single person in Greater Toronto Area is estimated to be approximately \$27,343 annually, and the deep income poverty threshold is determined to be \$20,508;

And Whereas Food Banks, including our local Food Banks, provide a necessary service with increasing demands in our communities;

And Whereas the Pickering Food Bank served 1,722 adults, and 1,054 children in February 2025;

And Whereas food banks are already reducing their distribution capacity; and it is anticipated that due to developing economic circumstances, such as the current tariff war, there will be increased unemployment, increased food prices, and a heightened demand for food distribution, while donations continue to decline;

And Whereas these economic trends will continue to erode the purchasing power of OW and ODSP recipients, increasing reliance on food banks and placing additional pressure on municipalities and community organizations;

Now therefore it be resolved that the Council of The Corporation of the City of Pickering directs through the Office of the Chief Administrative Officer:

1. That staff send a letter to the Premier of Ontario, Minister of Finance, Minister of Children, Community and Social Services, and the Minister for Seniors and Accessibility, to strongly urge that the Ontario Provincial Government significantly raise the payments of Ontario Works and Ontario Disability Support Program and the increases be reflected in the upcoming Provincial Budget and that the increased amount aligns with inflationary costs and thereby decrease the pressure on food banks and the reliance on municipalities and taxpayers to supplement the gap in financial need; and,
2. That a copy of this resolution be forwarded to all Members of Provincial Parliament (MPPs), the Regional Municipality of Durham, all Municipalities in the Province of Ontario, the Federation of Canadian Municipalities (FCM), and the Association of Municipalities of Ontario (AMO) for their endorsement and advocacy.

Should you require further information, please do not hesitate to contact the undersigned at 905.420.4660, extension 2019.

Yours truly



Susan Cassel
City Clerk

SC:am

Copy: Robert Cerjanec, MPP Ajax
Lorne Coe, MPP Whitby
Jennifer French, MPP Oshawa
Todd McCarthy, MPP Durham
Laurie Scott, MPP Haliburton—Kawartha Lakes—Brock
Alexander Harras, Regional Clerk, Region of Durham
Federation of Canadian Municipalities (FCM)
Association of Municipalities of Ontario (AMO)

All Ontario Municipalities

Chief Administrative Officer



PORT COLBORNE

Legislative Services

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Port Colborne, Ontario L3K 3C8 • www.portcolborne.ca

T 905.228.8031 F 905.834.5746

E charlotte.madden@portcolborne.ca

July 10, 2025

Email: premier@ontario.ca

The Honourable Doug Ford

Premier of Ontario

Main Legislative Building, Queen's Park

Toronto, ON M7A 1A5

Email: peter.bethlenfalvy@pc.ola.org

The Honourable Peter Bethlenfalvy

Minister of Finance

7 Queen's Park Cres.

Toronto, ON M7A 1Y7

Dear Honourable Doug Ford and Honourable Peter Bethlenfalvy:

Re: City of Port Colborne Supports the City of Pickering regarding Raising Ontario Works (OW) and Ontario Disability Support Program (ODSP)

Please be advised that, at its meeting of July 8, 2025 the Council of The Corporation of the City of Port Colborne supported the resolution received from the City of Pickering regarding Raising Ontario Works (OW) and Ontario Disability Support Program (ODSP).

The City of Pickering resolution is attached for your consideration.

Sincerely,

Charlotte Madden

City Clerk

ec: Michael Parsa, Minister of Children, Community and Social Services
Raymond Sung Joon Cho, Minister for Seniors and Accessibility
Niagara Region MPPs, Jeff Burch, Wayne Gates, Sam Oosterhoff, Jennifer Stevens
Christine Clark Lafleur, Executive Director, Port Cares
The Federation of Canadian Municipalities (FCM)
The Association of Municipalities (AMO)
All Ontario Municipalities

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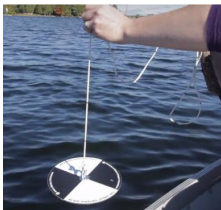
FOCA e-news: June 2025

NOTE: It's a long email; your device may truncate the message.
If it doesn't end "**Inform. Protect. Unite**" click below for all the news:
[click here to view as a webpage instead](#)



Our vision is to sustain and enhance the cottage experience for generations.

At First Light: Top Cottage Country News



Lake Partner Program (LPP) is Confirmed

Our voices were heard! FOCA has a signed agreement with the Ontario Ministry of the Environment, Conservation and Parks (MECP) that enables us to continue the LPP over the coming five years, with the support of our hundreds of volunteer Lake Stewards throughout the province.

Thank you to everyone who copied FOCA on your letters to the Premier and Minister of Environment, Conservation and Parks (MECP).

We are also pleased to report that the **2023 and 2024 LPP data** have been released by the Ministry and are accessible via links on our webpage, including new **sulfate data** from 2017 onward. Click 'more' to reach our webpage with all the news and links.

[More...](#)

FOCA: Impact, Thought Leadership & Advocacy



image: Gloucester Pool Cottagers' Association

Floating Accommodations (FA)

FOCA's partners at the **Floating Homes Not Vessels Coalition** have released a **position paper** to inform municipal partners about FA and possible regulatory pathways forward. Click 'more' to read the latest news in **FOCA's media release** and **download the position paper**. Then, share with your local municipal representatives. What is *your* Council doing to manage these structures?

[More...](#)

Salt Responsibly Campaign

FOCA has participated over the past five years in partner efforts to reduce salt impacts across Ontario because of environmental risks but also infrastructure damage and particularly snowplow liability insurance costs as a result of slip-and-fall lawsuits. Watch for a summary article about salt in the upcoming **FOCA Ontario Lake Stewards Magazine** this July. In the meantime:



FOCA's partners at the **Ontario Salt Pollution Coalition (OSPC)** have a campaign to encourage the Province to act on oversalting. Click 'more' to read the latest news from FOCA's webpage, and join the OSPC **letter writing campaign** by August 10, 2025. OSPC has also posted a '**Municipal Resolution Toolkit**' and a dozen municipalities have already signed on! Share this news and toolkit with your local Council.

[More...](#)



Yes, I'll support FOCA!

Please help FOCA deliver on our mission: to sustain and enhance the cottage experience for generations. We ask you to make a one-time or recurring **donation** to FOCA today.

[Donate...](#)

image: Deborah Martin-Downs

Our Cottage Champion Sponsor: Cade's Corner

Boat Parades



Many lake communities mark Canada Day or other summer long weekends with festive boat parades—a cherished tradition that brings members together in celebration! While these events are a highlight of the summer, it's important for Associations to consider the liability and risk management implications involved.

Whether it's ensuring participants follow a clear route, encouraging safe boating practices, or confirming appropriate insurance coverage for the organizing Association, proactive planning helps keep the fun afloat. To support your efforts, FOCA and Cade Associates created a video outlining key considerations for hosting a safe and successful boat parade. Whether you're organizing your first event or continuing a long-standing tradition, this is a 5-minute must-watch. Click 'more' to be taken to the video posting on the FOCA website. **Happy Canada Day!**

[More...](#)



An update from our partners in risk management - administrators of the **FOCA Association Insurance Program** and **CottageFirst** group insurance for cottagers

FOCA: Offering Highly Relevant Programs & Services



Protect Ontario's Waters: Clean, Drain and Dry

Invasive species pose a serious threat to our lakes and rivers—but you can help stop their spread. If you're a boater, paddler, or angler, it's now the law in Ontario to **Clean, Drain, and Dry** your boat, trailer, and gear before moving to a new waterbody.

These simple steps help prevent the transfer of harmful species that can disrupt ecosystems, damage equipment, and cost millions to manage:

- **Clean** all visible mud, plants, and debris.
- **Drain** water from your boat, motor, live wells, and other equipment.
- **Dry** everything thoroughly before launching elsewhere.

[More...](#)

Let's work together to keep Ontario's waters healthy for generations to come. Stay informed. Click to learn 'more' on FOCA's website.

Source Water Protection



Recent kick off meeting, Halls Lake

Building on the success of our 2024 pilot, FOCA is working with three member associations this year, to help them develop and deliver their own volunteer-led **source water protection community planning**, including mapping vulnerable areas and identifying potential risks.

Thank you to our 2025 'Phase 2' participant associations:

- Lake Bernard Property Owners
- Halls & Hawk Lakes Property Owners
- Little Silver & Rainbow Lakes Property Owners

Phase 2 participants will apply the Ministry of Environment, Conservation and Parks' *Best Practices for Source Water Protection*, to lead their own community-based efforts and create localized protection plans, contributing to a user-friendly 'roadmap' that other communities can follow in the future.

In related news, **Conservation Ontario** has released a new video about **source water protection**, marking the 25th anniversary of the Walkerton drinking water tragedy. Click 'more' to watch on YouTube.

[More...](#)



Attention Cottagers & ATV Enthusiasts: Help Stop the Spread of Invasive Phragmites!

Phragmites, a fast-spreading invasive plant, is threatening Ontario's wetlands and shorelines, and recreational activities like ATVing can unknowingly make the problem worse. Seeds spread easily through wind, water, and especially human activities like trail riding, landscaping, and moving soil.

If you're heading to the cottage or exploring backroads this summer, remember: **clean your ATVs and gear (boots, boats, decoys) before and after use**. Let's keep Ontario's ecosystems healthy—ride responsibly and help stop the spread! Click 'more' for information on invasive Phragmites and how it spreads.

[More...](#)



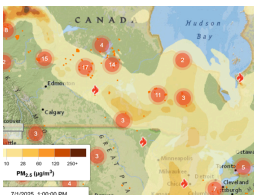
Invasive Carps Awareness

Cottage country folks along the Great Lakes: although invasive carps are not established in Canadian waters, please be on the look-out for them!

There are four species of carps that are invasive to North America: Silver Carp, Bighead Carp, Black Carp and Grass Carp. All four have a short dorsal fin and no barbels (whisker-like appendages at the corners of their mouths).

Click 'more' for FOCA's infographic to learn how to ID invasive carps and what to do if you spot one. Share the news with others on the Great Lakes.

[More...](#)



Forecasting Fire Smoke

Earlier this month, Ontario experienced severely poor air quality as a result of **wildfire smoke** blowing across the country, and some impacts are still being felt. Track fire smoke forecasts by clicking 'more'.

[More...](#)

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Passing the Torch: Cottage Succession Corner

Upcoming Webinar



Wednesday, **September 10, 2025** (7:00pm-8:30pm, Zoom): Join FOCA and estate lawyer Peter Lillico for **TRUST THE COTTAGE**, an in-depth look at a combination of trust techniques that can help avoid payment of probate tax, protect against claims by children's creditors and divorcing in-laws, and defer capital gains tax by "generation skipping" ownership. Click 'more' to register (free for members!).

[More...](#)

Expert Resource: Cross-Border Cottage Succession Tax Planning



FOCA is excited to offer a special new on-demand **1.5 hour video recording** about **cottage succession tax planning** with expert advice for both **American and Canadian** owners of Ontario cottage properties. Click "more" for details, the member discount code for \$75 off the regular price, and the order link.

[More...](#)

Ask the Expert: Passing the Torch

Each month, estate lawyer **Peter Lillico** answers a **FOCA member question** about cottage succession planning. This month's question comes from Barbara B. Click 'more' to reach our webpage, where members can login to read Peter's response to this, and earlier questions.



"I'd like to leave my cottage to my three adult children. I own no other dwelling now and live in a retirement home. Can I designate my cottage as my principal residence since I spend more than a month there every summer?"

[More...](#)

Have a question too? Email: programs@foca.on.ca

Thank you, Campfire Contributor Sponsors!



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FOCA: Delivering a Meaningful Member Experience

FOCA is Hiring



FOCA is currently seeking a full-time, permanent **MEMBERSHIP COORDINATOR**: an energetic, detail-oriented, and tech-savvy individual who will work in a hybrid setting (remote and in-office in Peterborough). **Click 'more' to download the job posting** and apply as indicated under the section "Application Process." Expressions of interest will be accepted on a rolling basis until the position is filled.

[More...](#)

Welcome our 2025 Summer Student

Please join us in welcoming **Dana Zashi Ventenilla**, FOCA's 2025 Summer Student!

[More...](#)

She has launched a fun and interactive FOCA Stewardship BINGO game (see more, below) that is



playing out on Instagram this summer. Click to learn 'more' about Dana Zashi and the whole FOCA team.



Play Stewardship BINGO with FOCA!

Download your BINGO card from FOCA's Instagram Story or Linktree, or click 'more' to be taken to a PDF version posted on the FOCA Welcome webpage. Each square is a small action you can take to protect, enjoy, and sustain cottage country.

[More...](#)

Follow FOCA on Instagram: [@ontariocottagers](#) for weekly BINGO updates and featured actions, and post & tag us on your photo or video actions (or direct message us and we'll share for you).

Play continues until August 15th. **What you get for playing:** bragging rights!, a possible feature on our social channels, and the title Cottage Country Steward of the Summer. Let's BIN-GO!



Sharing Member Initiatives

The **Round Lake Property Owners Association (RLPOA)** in eastern Ontario has written to the Minister of the Environment, Conservation and Parks and the Minister of Natural Resources, to ask about the Province's lack of **invasive species prevention messaging at Ontario Provincial Parks**. FOCA has forwarded this message up the chain to our partners as well. We encourage our members to share a similar message with your own local provincial park. Click 'more' to read RLPOA's letter for inspiration.

[More...](#)

Member Benefits & Web Login



Every "Friend of FOCA" and member of our Member Associations can create a **unique login** to access **members-only materials** on the FOCA website, including publications and the access codes for offers! Click 'more' to visit FOCA's member benefits webpage.

[More...](#)

Your association renewal contact has a link (unique to your association) for you to use to set up your own Username and Password as a Sub-Account. Please ask your contact to **reach out to FOCA** if they need assistance locating the association's link.

Thank you, Shoreline Supporter Sponsors!

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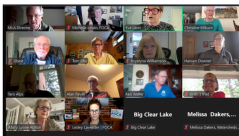
FOCA on the Road



Event Recap: Watersheds Canada Conference

May 1-2, 2025 in Haliburton - FOCA participated in the inaugural national conference with fellow lake and watershed enthusiasts.

[More...](#)



Event Recap: Lake Networking Group

May 15, 2025 - FOCA participated in the virtual Spring Meeting of the **Lake Networking Group** with member association representatives from eastern Ontario, together with local Conservation Authorities and other partners.

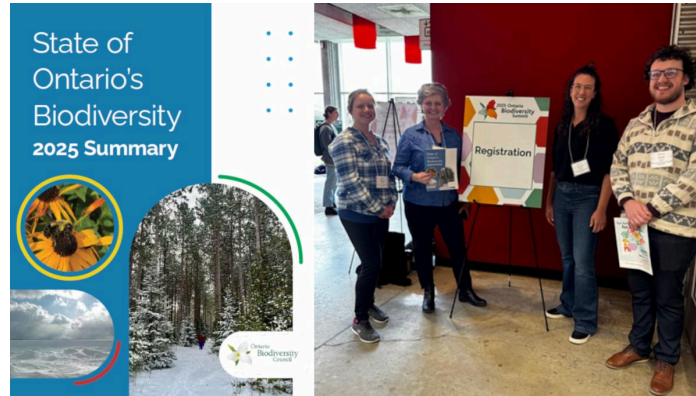
[More...](#)

Event Recap: Ontario Biodiversity Summit

May 21-22, 2025 in Peterborough - the FOCA staff were out in force to participate with 100 colleagues in the **Ontario Biodiversity Summit**, titled "**Our Turning Point for Nature**" as part of 20th anniversary celebrations of the Ontario Biodiversity Council. Click 'more' to review the event schedule,

[More...](#)

and download the new **State of Ontario's Biodiversity 2025 Summary** from links on FOCA's webpage.



FOCA Board Member
Carol Armstrong with
Programs Coordinator
Deanna Forgie

Event Recap: KLSA Spring Meeting

May 24, 2025 - FOCA was pleased to attend the **Kawartha Lake Stewards Association (KLSA) Annual Spring Meeting**. The event was a celebration of community science and the shared responsibility of caring for our waterfronts. We enjoyed many engaging conversations with attendees and exhibitors, and were inspired by the strong community commitment to environmental stewardship.

[More...](#)



Event Recap: Kawarthas Alliance

June 21, 2025 in Lakefield - FOCA participated in the annual gathering of lake association representatives, municipal representatives, and regional organizations in the Kawarthas. Thank you to the Lakefield Herald for the image at the side.

[More...](#)



About FOCA - a recording for your next event

Even if we can't attend your local event in person, you can bring a **recorded message from FOCA** to your membership, explaining their member benefits and FOCA's work on behalf of waterfront Ontario. Click "Email" to send a request to the FOCA office for a copy of the recording.

[Email...](#)

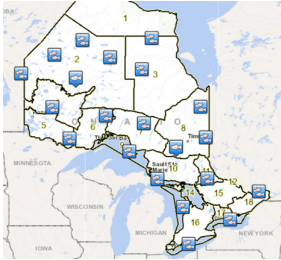
Partner Updates, Events & Regional Notices

Your Lakes, Your Views Survey



FOCA's partners at **Safe Quiet Lakes** have launched the 4th edition of their lakes survey, and everyone is encouraged to participate! Please spread the word and add your voice by July 21. Reach the survey by clicking 'more'.

[More...](#)



Fish for Free until July 2

Fish for free across Ontario from June 28 to July 2, 2025 during 'Family Fishing Week.' You must still follow fishing regulations! Click 'more' to learn about fish species and regulations in your area from the Ministry of Natural Resources' **Fish ON-Line**.

[More...](#)



2025 Student Poster Contest

July is Lakes Appreciation Month

The **North American Lake Management Society** is once again celebrating Lakes Appreciation Month with their **annual student poster contest**. This year's theme is "Why are lakes special?" and kids from kindergarten through grade 12 are encouraged to participate! Click 'more' for the details.

[More...](#)

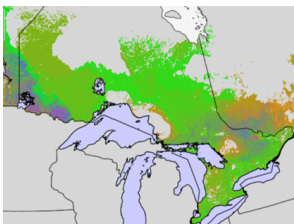


source: CTV News story

Tent Caterpillar Outbreak in Northeastern Ontario

As reported on CTV News in early June, northeastern Ontario is currently experiencing an outbreak of **forest tent caterpillars** that is expected to last for another couple of weeks. Click 'more' for the story (source of the image).

[More...](#)



source: Natural Resources Canada's Forest Vulnerability

Forest Vulnerability Tool

Natural Resources Canada has a tool that visually tracks the vulnerability of trees species to climate change over time. Click 'more' and Zoom in to investigate forecasted tree vulnerability to drought over the coming century. (Shown: 2071-2100. Green and blue areas are

[More...](#)

Assessment Tool

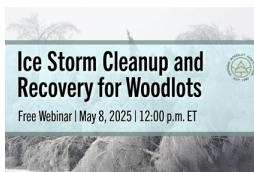
least vulnerable in the map image; pink and orange areas are most vulnerable.)



Composting Toilets Update

Click 'more' to read the Conference edition of the **Ontario Onsite Wastewater Association's** newsletter with an article by a building inspector outlining recent changes to the **Ontario Building Code**. The article suggests composting toilets (at least in new constructions?) may need to drain into a septic system rather than grey water pit, as previously.

[More...](#)



Partner Webinar Recap: Ice Storm Cleanup & Recovery for Woodlots

Following the March 2025 ice storm, the **Ontario Woodlot Association** hosted a webinar on woodlot cleanup and recovery, including chainsaw safety. Click 'more' to reach the YouTube posting of the webinar.

[More...](#)



Lakehead Coastal Resilience

Wednesday, July 16, 2025 from 3-7pm in Thunder Bay: members of the public are invited to an Open House about the **Lakehead Coastal Resilience Management Plan Project**. Come out to hear how coastal natural hazards and climate change are shaping life along the Lake Superior coastline. Click 'more' for information about the event.

[More...](#)



Aquatic Invasive Plants Guide

Our partners at the **Ontario Invasive Plants Council (OIPC)** have released a summary guide with **Best Management Practices for Aquatic Invasive Plants**. Click 'more' to reach our invasive species webpage, where the link to the guide is posted under 'Latest News'.

[More...](#)

Thank you, Paddle Patron Sponsors!

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Twilight Reflections (a final thought, or two...)



Loon Watch on Salerno Lake

Photographer and FOCA member, **Kevin Pepper**, has sent us amazing photos like the one at left, and this recent update:

"Having a great year with 5 loons on Salerno and 1 new born chick. The lake people have named it Loonlet. Very appropriate. Please enjoy and share."



Happy Canada Day!

The FOCA office will be closed on Tuesday, July 1st for the **Canada Day holiday**.

On behalf of the FOCA Board of Directors and Staff, **we wish each of you and your families the very best on July 1st and beyond.**

Inform. Protect. Unite.

Connect with our channels:



Did someone forward this message to you? Join over 21,500 fellow subscribers:
[Click here to get FOCA e-news](#) delivered to your inbox each month.

FOCA believes everyone who loves waterfront Ontario has a right to stay up-to-date on the issues that matter. Those who have an existing relationship with FOCA may receive email from us, based on express or implied consent under Canadian Anti-Spam Legislation. We value your privacy and do not share your contact information with third parties. You can unsubscribe at any time, using the link below.

Federation of Ontario Cottagers' Associations | #201-159 King St. | Peterborough, ON K9J 2R8 CA

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June 27, 2025



Independent Electricity System Operator

1600-120 Adelaide Street West
Toronto, ON M5H 1T1
t 416.967.7474

www.ieso.ca

Dear Members of Council,

Re: Update from IESO on LT2 Procurement Process

Please accept this letter to be shared with relevant staff and members of your Council to help municipalities prepare as the [Independent Electricity System Operator](http://www.ieso.ca) (IESO) launches the Long-Term 2 (LT2) procurement. The IESO recognizes the importance of collaborative efforts between stakeholders and communities to advance Ontario's energy infrastructure while meeting municipal planning goals and is committed to keeping municipalities informed as work progresses. This letter aims to provide a fact-based view of the province's growing need for electricity, the important role that securing new electricity infrastructure plays in ensuring Ontario continues to have a reliable, affordable and sustainable electricity system today and into the future and offers a suite of online resources to support municipalities through the procurement process.

The IESO works at the heart of Ontario's electricity system. We maintain reliability by overseeing the operation of the grid in real time – 24 hours a day, 7 days a week. We also conduct ongoing planning and procurement processes to ensure Ontario's electricity system has the infrastructure and tools in place to meet our needs 20-years into the future.

The growth of Ontario's electricity system must accelerate at an unprecedented pace. The IESO forecasts annual electricity demand to grow 75 per cent by 2050 due to economic growth, electrification, and evolving technologies. To ensure reliable and affordable electricity is available where and when it is needed, the IESO is moving forward with ambitious plans to build a significant amount of new supply and transmission infrastructure, as well as to expand energy efficiency programs.

To address Ontario's growing electricity needs, the IESO has initiated several electricity supply acquisition mechanisms, including the LT2 procurement process. The LT2 Request for Proposal (RFP) seeks to procure new supply resources and will include multiple proposal submission windows, that will be run on approximately an annual basis. The LT2 RFP will take an "all of the above" approach to eligibility and may see wind, solar, bioenergy, energy storage, combined heat and power, hydroelectric and natural gas projects come forward under the first submission window. Successful projects will be awarded a 20-year contract term.

Municipalities play a critical role in Ontario's energy transition and local decisions are shaping the future of Ontario's electricity system. Municipal governments determine whether their community will be a willing host of electricity projects by issuing a Municipal Support Confirmation (MSC) and oversee local development approvals. The MSC does not guarantee that the project will be awarded an IESO contract and does not supersede any applicable permits or approvals under applicable Laws and Regulations. If you would like more information, you can review our [LT2 RFP webpage](#).

While the IESO always encourage developers to conduct early engagement with communities, for the LT2 RFP, the IESO is empowering municipalities to determine the appropriate levels of engagement required in their communities. Each community in Ontario is unique and should be engaged in a manner that works best for their community members. This means that municipalities will be able to determine minimum engagement standards that developers must meet, as part of their issuance of an MSC.

To help inform discussions, the IESO is sharing the following resources:

- The [Annual Planning Outlook Engagement webpage](#) which provides IESO's forecast of Ontario's electricity system needs out to 2050.
- A dedicated [community engagement webpage](#) which provides key information to aid municipal decision-making.

While the IESO is responsible for planning the system and executing the procurement process, other Ministries and government authorities are responsible for overseeing environmental assessment processes and setting standards for the safe maintenance and operation of electrical equipment. As part of the IESO's contracts, proponents are required to obtain and comply with all relevant permits and processes. Additional resources include:

- Ontario Ministry of the Environment, Conservation and Parks (MECP) [Location/Site Considerations Checklist for Renewable Energy Projects](#).
- MECP's [Technical Guide to Renewable Energy Approvals](#) which provides information on land use planning, siting considerations and decommissioning.
- To support the completion and review of the Agricultural Impact Assessment requirements the Ontario Ministry of Agriculture, Food, and Agribusiness has published guidelines documents here: [OMAFRA Guidelines for the LT2 AIA Component One Requirement](#).
- The Ontario Association of Fire Chiefs, the Canadian Renewable Energy Association and Energy Storage Canada released the [Solar Electricity and Battery Storage Systems Safety Handbook for Firefighters](#).
- A [toolkit](#) created by the Association of Municipalities of Ontario (AMO) to guide municipalities on the development of electricity projects.
- The Ontario government requires all renewable energy proposals to acquire [Renewable Energy Approvals](#) before moving forward with development. More information on the approval process can be found via the link above.
- More information about wind turbine noise can be found on [Health Canada's page](#).

The current electricity system will not meet electricity demand projected for 2050. Ontario requires more electricity, and we must work together to secure it. Municipalities like yours are

key partners in Ontario's energy transition and local decisions play a critical role in shaping the province's electricity system. Municipalities determine whether they are willing hosts for new supply resources and are therefore essential to securing the energy resources needed to meet Ontario's growing electricity needs. For this reason, it is essential that municipalities remain engaged and informed in the procurement process. To stay up to date please subscribe [here](#).

The IESO is committed to continuing our engagement with municipalities as work progresses, and we welcome your feedback and involvement in these important matters.

If you would like more information, please email our Regional and Community Engagement team at communityengagement@ieso.ca.

Sincerely,

A handwritten signature in dark ink, appearing to read 'C. Nell', is positioned above the printed name.

Carla Y. Nell

Executive Vice-President, Corporate Relations, Engagement and Strategy, IESO

LT2 Procurement Steps and Requirements for Municipalities

June 2025

Purpose

This document aims to provide further details on the steps a municipality can expect during the IESO's Long-Term 2 (LT2) procurement process and the specific requirements that developers and municipalities must complete if the proposed project is to be supported by the municipality and be eligible to compete for an IESO contract. It also includes details on the approximate timelines for both developers and municipalities as contemplated in the LT2 procurement process.

Step 1: Engagement with Developer

- Municipalities can expect to be approached by developers to discuss potential projects. As all developers are required under the LT2 RFP to provide the Local Municipality with a **Pre-Engagement Confirmation Notice** at least 60 days prior to Proposal Submission Deadline, this may be the first form of formal engagement. A sample of the Pre-Engagement Confirmation Notice will be provided as part of the [Prescribed Form\(PF\): Evidence of Municipal Support](#).
- The Pre-Engagement Confirmation Notice serves the purpose of sharing preliminary project details, including a request that the Local Municipality confirms the land use designation of the proposed project site, and begins the collaborative work between the Local Municipality and the developer to establish an agreed upon community engagement plan.
- Municipalities are encouraged to set expectations and minimum community engagement standards with developers directly. This allows municipalities to determine what is sufficient community engagement based on their local needs and preferences and allows the IESO to rely on a Municipal Support Confirmation as a measure that engagement has been completed in a manner that is satisfactory to the host community.

Step 2: Protections for Agricultural Lands – applicable to Project Sites located on Prime Agricultural Land as defined by the PPS, 2024 and designated in the Local Municipality's Official Plan

- Municipalities can expect to be asked by the developer to confirm the land-use designation of the proposed project site. There are additional requirements if the project is proposed to locate in a Prime Agricultural Area.
- Per the Ministerial Directive all new electricity projects are prohibited in Specialty Crop Areas, and all new ground mounted solar projects are prohibited in Prime Agricultural Areas. All eligible projects that are proposed in Prime Agricultural Areas require the completion of an Agricultural Impact Assessment (AIA). There are three components of an AIA (avoid, minimize, and mitigate), which may be completed in two different stages for projects proposed under the LT2 RFP:
 - Stage 1: AIA Component One Requirement considers ways to avoid potential impacts (e.g., prevent impacts, where possible, through a project location process that considers options outside prime agricultural areas and lower priority soils, if necessary).
 - Stage 2: AIA Components Two and Three Requirement considers strategies to minimize potential impacts (e.g., keep impacts to a minimum by incorporating specifics in the design of a project or operational plan) and approaches to mitigate potential impacts (e.g., adopt measures to reduce the severity of impacts such as noise, dust and traffic).
- **The AIA Component One Requirement** must be met as of the Proposal submission deadline and the **AIA Components Two and Three Requirement** must be met within 18-months of the IESO awarding a Contract. These requirements are completed by the developer and then reviewed to the satisfaction of the Local Municipality. To support the completion and review of the AIA requirements the Ontario Ministry of Agriculture, Food, and Agribusiness has published guidelines documents here: [OMAFA Guidelines for the LT2 AIA Component One Requirement](#). The OMAFA Guidelines for the LT2 AIA Component Two and Three Requirement have not been published yet.
- Confirmation that the AIA Component One Requirement has been completed to the satisfaction of the Local Municipality is evidenced via the Municipal Support Confirmation.
- Confirmation that the AIA Components Two and Three Requirement has been completed to the satisfaction of the Local Municipality is evidenced via Exhibit T: Form of AIA Confirmation Certificate of the [LT2 Contract](#).

Step 3: Municipal Support Confirmation

- Once a developer has completed, (or has committed to completing) the agreed upon community engagement plan, the developer will ask the Local Municipality to issue a **Municipal Support Confirmation (MSC)**. A MSC is required as a part of the Proposal submission and serves as confirmation that community engagement has been completed by the developer in a manner that is satisfactory to the municipality and that the municipality is supportive of the developer submitting their proposed project to the IESO.
- The MSC does not guarantee that the proposed project will be awarded an IESO Contract and does not supersede any applicable permits under applicable Laws and Regulations.

- The MSC can be in the form of a **Municipal Resolution in Support of Proposal Submission** or a **Blanket Municipal Support Resolution** provided together with a Blanket Municipal Support Confirmation Letter.
- Municipalities are welcome to develop their own resolution, however, to make the process easier, a writable form that includes all necessary information will be posted as part of the **Prescribed Form: Evidence of Municipal Support** once the LT2 RFP documents are finalized. Municipalities can work with the proponent on filling in the relevant details. Municipalities developing their own resolution should follow the instructions included in the [Prescribed Form: Evidence of Municipal Support](#).

Step 4: Contract Awarded

- After a project is awarded an IESO LT2 contract, municipalities continue to work with developers to ensure that projects align with their community interests and requirements. Municipalities and developers have the ability to negotiate community engagement requirements and community benefit agreements. Additionally, before construction, successful projects must obtain a number of permits and approvals, including:
 - a site plan approval;
 - zoning permits or amendments (if required);
 - environmental approvals (including engagement and consultation requirements with Indigenous communities);
 - Regulatory approvals;
 - grid connection approvals; and
 - permits for new roads and other infrastructure.
- Other government organizations will also play an oversight role to ensure projects are safe and appropriately sited. Some examples include:
 - **Environmental Assessments (EA):** The Ontario Ministry of the Environment, Conservation and Parks may conduct a Renewable Energy Approval (REA) assessment for some wind, solar and bioenergy projects. There are several other EA's that can be undertaken. More information on types of EAs can be found [here](#).
 - **Land Use and Municipal Requirements:** The Ontario Ministry of Municipal Affairs and Housing provides guidance on legal and regulatory requirements related to land use, such as zoning and buffer zones for specific types of generation.
 - **Agricultural Land:** The Ontario Ministry of Agriculture, Food and Agribusiness provides guidance on zoning requirements and other regulatory restrictions.
 - **Crown Land:** The Ontario Ministry of Natural Resources provides guidance on the use of crown lands, including approvals, rules for access, and the role of municipalities.
 - **Fire and Safety:** Third parties, such as the Electrical Safety Authority and Technical Standards and Safety Authority, ensure that project proposals and development comply with all applicable laws and regulations.

- Over the course of the project's development, municipalities engage directly with project developers to ensure compliance with all applicable laws, regulations and local requirements.
- Additionally, projects that are **unsuccessful and are not awarded a contract** could participate in subsequent procurement windows, if the Municipality and developer are interested. This would require further engagement between the two parties to ensure compliance with the LT2 RFP and the potential to be awarded a contract in one of the multiple procurement windows.

Annual Report 2024



North Bay Parry Sound District
Health Unit



Bureau de santé
du district de North Bay-Parry Sound

Land Acknowledgement

The North Bay Parry Sound District Health Unit (Health Unit) operates on the traditional territory of Dokis First Nation, Henvey Inlet First Nation, Magnetawan First Nation, Nipissing First Nation, Shawanaga First Nation, and Wasauksing First Nation. The district also includes the unceded traditional territory of the Algonquin people. These lands and waters have been under stewardship of Indigenous Peoples since time immemorial and continue to be home to diverse Indigenous communities, including First Nations, Inuit, and Metis from across Turtle Island and around the world. The Health Unit is also situated on land covered by the Robinson Huron Treaty, and the Williams Treaties.

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Message from the Board Chair

On behalf of the Board of Health, thank you to the staff at the Health Unit for their ongoing commitment, care and collaborative efforts over the past year and beyond. Having served on the board for nearly 20 years since 1998, I have seen how important their work is to the communities we serve. I would also like to express the board's gratitude to Dr. Carol Zimbalatti, who in her first year as Medical Officer of Health has hit the ground running, setting the stage to ensure we are ready and able to take on the public health needs facing our communities today and into the future.



Much of this work was informed by you – clients, community members, community partners and Health Unit staff. Highlighted in this report, the 2024-2027 Strategic Plan is based on your perspectives. It renews our vision, mission and values, seeks to improve the well-being of our organization, address the needs of the population we serve and enhance the relationships we hold. The board thanks everyone who was part of this process and is looking forward to seeing the outcomes over the next few years as we work together toward a healthy community for all.

This year raised some uncertainty about the future, as we and other health units were encouraged to explore merger possibilities with the intention of strengthening Ontario's public health sector. Although this did not result in our organization merging, it was insightful to have genuine, in-depth discussions with our neighbouring counterparts about how we can better serve our respective communities. We were reminded that the delivery

of public health services is impacted by the vast and rural nature of our districts; the diverse and complex populations we serve; the great number of municipalities in our region, and the many impactful community partnerships we have built. As such, the Board of Health continued advocacy efforts throughout 2024 to ensure the northern public health voice was heard amid the ongoing provincial funding review, and emphasized the need for equitable funding across Ontario's health unit regions that will account for northern Ontario's unique context.

A milestone the Board of Health is particularly proud of is the relocation of the Parry Sound branch office. Now conveniently located at 90 Bowes St., opening this bright, modern space allows us to bring pivotal oral health care to children, adults and seniors in the Parry Sound area who may not have had the opportunity to receive it otherwise. It is a testament to the Health Unit's commitment to offering equitable health services across the region.

Warm Regards,



Rick Champagne
CHAIRPERSON, BOARD OF HEALTH

Board Member List

Nipissing District

Central appointees

- Karen Cook
- Sara Inch
- Jamie Lowery,
Board of Health
Vice-Chairperson
- Maurice Switzer
- Dave Wolfe

Eastern appointee

- Rick Champagne,
Board of Health Chairperson

Western appointee

- Jamie Restoule

Parry Sound District

Northeast appointee

- Blair Flowers

Western appointee

- Jamie McGarvey

Southeast appointee

- Marianne Stickland

Provincial appointees

- Tim Sheppard
- Catherine Still

Message from the Medical Officer of Health

The year was filled with opportunities to discuss, listen and reflect. First, with neighbouring health units through potential merger discussions; then, with clients, staff, partners and community members in the development of our 2024-2027 strategic plan. These conversations provided me with a rich understanding of where we are, what matters most to the people we serve, and in which direction we need to head to meet our communities' emerging public health needs efficiently and effectively. While exploring change was a common theme in 2024, I commend our staff for engaging in the many intensive processes that came along with this, while still delivering on core work.

As I reflect on the year, I am full of gratitude for our dedicated community partners who have worked with our passionate staff in ways big and small to build a healthy community for all. With only a one percent annual budget increase to Ontario's health units introduced this year, we will need to continue to be proactive and adaptable to emerging threats to population health, while at the same



time recognizing that complex issues will require united, community-wide efforts. In 2024, I have seen deep engagement between the Health Unit and community partners, and I have full confidence that in the years ahead we will come together like never before to improve the conditions that contribute to the overall health and well-being of people in the Nipissing and Parry Sound districts.

I am proud to bring back the annual report, as it brings awareness to the scope of work we do in public health and illustrates a resilient return to programming after an organization-wide pandemic response. I hope you enjoy these stories as much as I do, and that you will join us in shaping the stories still to come.



Dr. Carol Zimbalatti, CCFP, MPH
MEDICAL OFFICER OF HEALTH/EXECUTIVE OFFICER

Opening Doors to Better Oral Health in Parry Sound

Public Health Week was celebrated in due fashion as the Health Unit welcomed community partners to celebrate the opening of the new Parry Sound Office. The 8,827 square-foot professional space features a modern administrative vicinity, and bright and spacious client areas, including a private room for breastfeeding families, and areas for sexual health appointments, vaccinations, and harm reduction supplies.

Expanding the range of services offered at the former Parry Sound location, the new space also provides a fully functional dental clinic to support eligible children, adults, and seniors. Since its opening, clients who have used the dental clinic have expressed immense gratitude for both the much-needed local access and quality of care:

“I cannot express to the degree of importance having this clinic available means to me. The care, time taken, thoroughness of a non-rushed examination gives me confidence for a positive long term health results. The treatment and respect received is much appreciated,” says one.

The Health Unit’s dental clinics in Parry Sound and North Bay offer services for children up to age 17 who are registered under the Healthy Smiles Ontario (HSO) program. These services include teeth cleaning, check-ups, dental

treatment, and urgent or emergency oral health concerns. The Health Unit provides the same care to people aged 65 and older who qualify for the Ontario Seniors Dental Care Program (OSDCP) with the addition of referrals for dentures.

In addition, the clinics provide an outlet for individuals aged 18 years and older who meet specific eligibility requirements. The Health Unit accepts Ontario Disability Support Program (ODSP), Ontario Works (OW), and Non-Insured Health Benefits (NIHB) for First Nations and Inuit individuals.

"We are lucky to have the ability to make a positive difference in the health and well-being of our clients," says Julie Patenaude-Bouffard, Acting Manager of the Oral Health program at the Health Unit. "Previously, we would have to send clients from the Parry Sound district to North Bay for critical dental care, and now we can offer them quality care closer to home."

Rebecca Hill, Certified Dental Assistant, shows off the main client area of the Health Unit's dental clinic in Parry Sound.



The bright, spacious and welcoming lobby of the Health Unit's Parry Sound location

L-R: James King, Constituency Assistant for MPP Graydon Smith; Mayor Jamie McGarvey of the Town of Parry Sound; Dr. Carol Zimbalatti, Medical Officer of Health, and Rick Champagne, Board of Health Chairperson, cut the ribbon to commence the opening of the new Health Unit office in Parry Sound.



The Health Unit is pleased to share some heart-warming comments from clients about what accessing care at the Parry Sound dental clinic has meant to them:

“ This means EVERYTHING. It has been 30 years since I have had dental done and I am so grateful for the senior’s program.

“ I feel very happy to be able to smile now after having my cleaning, I feel confident again. It meant so much to be treated respectfully and I was not rushed. I felt the time that was taken to explain and teach new things by the hygienist was great. She was caring, gentle and kind.

“ It has meant everything because without your service I wouldn’t be able to afford dental care on my own.

“ Staff are very personable and make me feel at ease, they are also attentive to my issues with dentists.

“ It’s like winning the lottery.

“ Very thankful that I have this. I have difficulty swallowing and I need help to keep teeth to be able to eat so this means everything to me and with the possibility of getting dentures, it will help with my self- esteem and able to really smile again.

“ My daughter had a ton of anxiety, and the hygienist was unbelievably accommodating. I can’t thank you enough.

“ I cannot express to the degree of importance having this clinic available means to me. The care, time taken, thoroughness of a non-rushed examination gives me confidence for a positive long term health results. The treatment and respect received is much appreciated.

When the Parry Sound dental clinic first opened its doors, one grateful client brought staff tomato plants as a thank-you gift and shared, “This changed my life.”

IPAC Hubs

The Health Unit's Infection Prevention and Control (IPAC) Hub is one of 31 localized teams across Ontario who work toward enhancing infection prevention and control measures in group living settings. This involves working closely with the settings' staff to build customized practices, offer guidance, and facilitate opportunities for networking, training and education.

In 2024, the Health Unit's IPAC Hub responded to 1,390 requests for support across 28 group living settings, including:

- **Long-term care homes**
- **Retirement homes**
- **Emergency shelters, including shelters for survivors of gender-based violence**
- **Homes for adults with developmental disabilities**
- **Supportive housing for individuals experiencing complex mental health and addictions**
- **Youth justice licensed facilities**
- **Indigenous health and wellness strategy residential programs**

The IPAC Hub also did 14 assessments of long-term care homes and retirement homes to assess IPAC practices, such as:

- **Measures to prevent and prepare for outbreaks**
- **Signs and notices**
- **Visitor policies**
- **Vaccination policies**
- **Hand hygiene**

- **Cleaning and disinfection**
- **Personal protective equipment**
- **Ventilation**
- **Construction and renovation projects**

IPAC Hubs were initiated by the Ontario Ministry of Health in Fall 2020 in response to the impact of COVID-19 on congregate living settings. Since its inception, the Health Unit's IPAC Hub has helped to safeguard the health and well-being of some of our region's most vulnerable populations. The Hub has also established ongoing collaboration with the broader health system, to ensure that infection prevention and control practices remain strong, effective, and sustainable well into the future.

Pertussis Outbreak

Whooping cough

On May 29, the Health Unit declared a pertussis outbreak in the Municipality of West Nipissing. Within a week, the outbreak had expanded throughout the broader Health Unit region. To help slow the spread, the Health Unit garnered the support of primary health care providers, facilitated vaccination clinics in the most high-risk areas, and issued reminders to the public to ensure their pertussis vaccinations were up-to-date. The outbreak concluded with a total of 38 cases reported between May 29 and October 17, including two hospitalizations and one death.

On average, the Health Unit reports about 3.8 cases of pertussis per year.

Healthy Hands

Did you know teaching children to wash their hands can reduce stomach illnesses like diarrhea by about 30%? Or that 80% of common illness and infections are spread by hands?

While children are taught the basics of hand washing early on in life, frequent reminders help them develop strong life-long habits that maintain good health.

To encourage children to wash their hands, the Health Unit partnered with third-year nursing students at Nipissing University and Canadore College. Together, they offered handwashing lessons to elementary school students and children in childcare centres from January to April, and again from September to November. The lessons focused on helping children understand when, how, and why to wash their hands to prevent illness.

In total, 798 children from eight schools and four childcare centres learned about germs, how they are spread, and how to protect themselves and others through proper handwashing.

This partnership demonstrates the Health Unit's mission to foster healthy communities through partnership, preparedness, prevention, promotion, and protection, and represents another step toward realizing the vision of a healthy community for all.



Protecting Students from Disease

During the COVID-19 pandemic, many Health Unit services that are offered within the school system came to a halt. As a result, families and students faced challenges accessing vaccine services, leading to a drop in school vaccination coverage rates by as much as 10%. These lower vaccination rates increased the likelihood that schools would experience outbreaks related to meningitis, whooping cough, measles, and other vaccine preventable diseases.

In the 2023/2024 school year, the Health Unit resumed its full school-based vaccine services, holding 99 clinics and ensuring that over 93% of school students received all required vaccines. In total, 16,811 student vaccination records were reviewed and brought up to date and follow-up took place with 2,443 students whose vaccine records were outdated. This provincial requirement is an important process that supports a healthy learning environment and optimal student well-being by reducing the burden of illness in schools.

According to Public Health Ontario, the vaccination rates in the Heath Unit region have now returned to pre-pandemic rates, with a coverage rate of over 80% for all required vaccine antigens. This is among the highest rates in the province, exceeding the provincial average. This highlights the importance of the Immunization of School Pupils Act, 1990 in achieving high immunization rates to minimize the risks of disease outbreaks in schools and communities.

GetaKit

Bringing GetaKit to the Nipissing and Parry Sound districts marked a new partnership between the Health Unit and the University of Ottawa, working to break down barriers to accessing care for HIV and sexually transmitted infections.

Individuals who participate in the GetaKit program receive kits with the proper tools and instructions to test themselves for sexually transmitted and blood-borne infections. They can order their kit online and have it mailed to their address, and if eligible, access confidential testing recommendations tailored to their needs without having to book an appointment. Knowing not everyone has a fixed address or the ability to order online, the Health Unit has made it possible for people to sign up for and pick up their kit at the Health Unit.

“What’s great about GetaKit is not only does it allow more people the opportunity to get tested, but it goes one step further and links these people to places that can support them with their result, be it through medicine to prevent HIV, treatment services, or whatever is most relevant to them,” says Julie Pabillar, Manager of the Sexual Health program at the Health Unit.

The GetaKit service is offered as part of a study by the University of Ottawa, who is conducting research on how many people use these tests, their test results, and whether people who test positive get connected to professional care.

In 2024, 136 testing orders were placed throughout the Health Unit region, 74 per cent of which belonged to a priority population for general sexually-transmitted blood-borne infection screening, 39 percent of which were part of a priority population for HIV screening, and 23 per cent of which represented someone using this service to access testing for the first time.

Home Commercial Kitchens

The Health Unit's public health inspectors are making themselves at home when it comes to commercial kitchen inspections. In 2024, the government of Ontario empowered homeowners to operate food premises from their home kitchen, providing an accessible entry point into the food industry. This sector of home-based businesses has grown significantly across the Health Unit region, becoming one of the fastest-growing types of food businesses.

There were 23 new home-based businesses registered in 2024, a 17% increase from 2023. By the end of 2024, the Health Unit was working with 73 registered businesses, helping them to meet high food safety standards at home. While this growth does present some challenges, inspectors work closely with the business owners to help them interpret the new provincial regulations and retrofit their home kitchens when necessary.

Growing Through Play

The Health Unit offers the Healthy Babies Healthy Children program to families across the region who need extra support helping their child to achieve positive developmental outcomes. It involves a public health nurse and family home visitor meeting new and expecting parents where they are at, and working as a team to build strengths within the family unit and ensure the child has access to the community resources they need to develop and thrive. The service is free and voluntary for families to participate in after consulting a public health nurse, and families can also be referred to the program by other organizations. The following story of Rachel and Justin is based on actual events in 2024, and illustrates a typical experience for families who develop positive parenting practices through participating in the program.

Rachel and Justin live together with their three children: a baby, a preschooler, and one in public school. At home, Rachel tends to be the main caregiver, doing her best to look after the little ones while Justin spends his time playing video games and paying little attention to the family and household needs. With Rachel having social anxiety and a history of depression, the family spent most of their time in the house, which had become cluttered with little to no space for play. Being in this environment fostered challenging behaviours among the children and a great deal of frustration for Rachel and Justin. Despite their frustrations, the couple had been resistant to new ideas and information that could transform their family's interactions.

After getting to know the parents and children, the public health nurse and family home visitor knew they would need a creative approach to help parents realize their family's potential. They asked themselves, "how do we create space for the children to play and develop, and how do we motivate

the parents to want good developmental outcomes for their children?" Their answer was to focus on building small successes, and work toward experiential learning through demonstration, role modeling and coaching.

Their next visits with the family took place outdoors in a shared green space near Rachel and Justin's home.


The children were engaged in inexpensive games such as hopscotch, scavenger hunting, or picking flowers. The goal was to expand the play environment and show that parenting is easier when children are happy. Rachel and Justin were not convinced at first, but after a few visits, they started bringing their own lawn chairs to sit in.

With time, the couple shared they had been going outside as a family during the week. Eventually the outdoor play expanded to the local park, where the children were exposed to a larger environment and other children to interact with. The parents were able to see that the children were happier when they were able to get outside and play and there appeared to be a shared sense of joy. The public health nurse and family home visitor continued reinforcing positive family interactions, building problem-solving skills, and supporting new ideas from the parents.

In 2024, the Healthy Babies Healthy Children program in Nipissing-Parry Sound received an additional \$74,500 in provincial funding. More than 450 families were referred to the Health Unit's program.

Names in this story have been changed to protect the privacy of individuals.





Ontario Student Drug Use and Health Survey

In the 2022/2023 school year, the Health Unit was involved in an oversample of the Ontario Student Drug Use and Health Survey conducted by the Centre for Addiction and Mental Health. This oversample included 14 elementary schools (361 students across grades seven and eight) and 6 secondary schools (374 students in grades 9 to 12) in the Health Unit region.

The dataset was released in 2024, and the Health Unit used it to identify patterns and trends related to student drug use, mental health and overall well-being, and how health behaviours vary across different student demographics. The data is also being used to help educators, policy-makers, and health professionals in the Health Unit region make informed decisions about student health and well-being programs.

Highlights from the data revealed:

- 57% of students in the region reported feeling connected to their school (responded “somewhat agree” or “strongly agree” to feeling safe in their school, close to people at the school and feeling like they are a part of the school).

- 64.3% of locally surveyed students reported having been bullied at least once a month or more since the beginning of the school year.
- 48.3% of students met the criteria for moderate-to-serious psychological distress in the last month (at time of survey), with female students being 1.8 times more likely to meet these criteria compared to males (63.3% versus 34.5%, respectively).
- Students from the region were significantly more likely than Ontario students to report trying electronic cigarettes (vaping), alcohol, and tobacco cigarettes in their lifetime (36%, 64.2%, 15% locally versus 25%, 52.5%, 9% provincially).



Advancing Child and Youth Well-being

Focusing on child and youth well-being is essential to public health, as early experiences affect how the brain and body develop and influence learning, behaviour, and lifelong health (Center on the Developing Child at Harvard University, n.d.).

Recognizing this, the Health Unit is working collaboratively with community partners to create environments that support healthy development and resilience among children and youth. Under the Muskoka, Nipissing, and Parry Sound Child and Youth Planning Table (CYPT), four action-oriented groups, representing 37 organizations, are advancing four key priorities to improve child and youth well-being:

Adverse Childhood Experiences and Resilience Working Group:

Raising awareness among service providers and community leaders about how childhood experiences shape health, and how supportive relationships and environments build resilience.

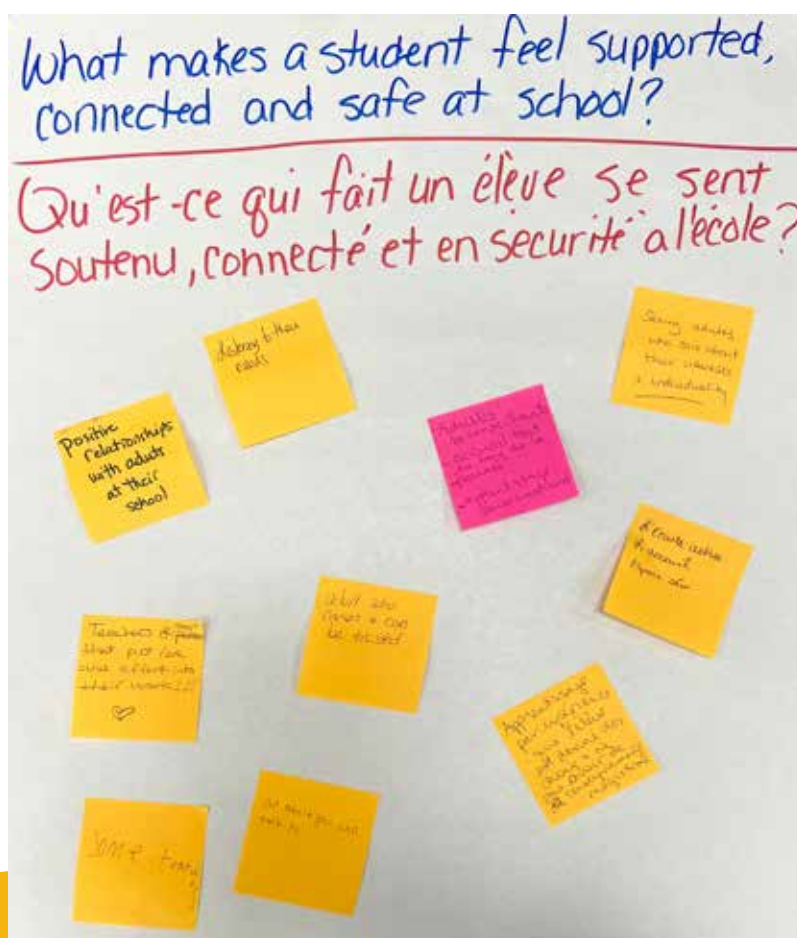
Planet Youth Nipissing: Using data and collaboration, address the root causes of early substance use by strengthening protective factors such as positive relationships with family and friends, involvement in extracurricular activities, and school engagement.



Positive Parenting Strategy Group: Coming together to identify emerging issues affecting parents and caregivers of children in our region. A community-wide action plan is under development aimed at helping families manage stress, build knowledge, skills and confidence related to parenting, and increase access to supportive resources.

CYPT Data Framework: Working with the Muskoka, Nipissing, and Parry Sound Data Collaborative and the CYPT to develop a **series of digital dashboards** reflective of community-well-being factors. The first in the dashboard series displays data on income, housing, food, and employment security, guiding interventions to improve health equity.

These collective efforts strengthen the capacity of our communities to address mental health and substance use challenges, reduce risks, and foster community resilience, laying the foundation for a future of healthier individuals, families and communities.



Meeting Youth Where They're At

Public health nurses from the Health Unit celebrated the first full calendar year of offering pre-pandemic level of services to secondary school students. They were able to facilitate 581 interactions in schools, with a vast majority of students attending on a drop-in basis. The most common services were condom pickups, birth control counselling, pregnancy and sexually transmitted infection testing, along with provision of sexual health information. Partnering with the designated secondary schools to reintegrate these important sexual health services is another example of the Health Unit delivering on equitable access to health services, and collaborating to foster better health and well-being outcomes for youth.

Student Exposure to Public Health

The Health Unit had the privilege of supporting 40 Nipissing University students in completing their placement during their third year of study in the BScN Nursing program, as well as 12 one-to-one student placements from disciplines including social work, education, administration, nursing and dietetics. Throughout the year, students contributed to handwashing education campaigns in schools and childcare centres, an evaluation of the GetaKit program, and a research initiative aimed at reducing the environmental footprint of the oral health clinics.

From the latter, it was recommended the Health Unit's dental clinic invest in a distilled water unit at a one-time cost of \$1,200. This investment would result in significant reductions to plastic, cost and physical labour. Students found that the Health Unit's dental clinic in North Bay had been spending \$1,050 – \$2,100 per year to receive monthly shipments of more than 30 plastic bottles of distilled water each month. Oral Health staff would then be required to unpack, load and recycle the bottles, taking time away from providing important client care. By purchasing the distilled water unit, the North Bay dental clinic now saves up to 768 four-litre bottles a year in plastic waste, saves at least \$87.51 per month, and is able to give more time back to clients.

"Student placements play an integral role in building a capable and dedicated public health workforce and in advancing our Health Unit's vision," says Terry Smith, Professional Practice Manager. "We deeply value the energy and expertise the students bring to our programs and are committed to supporting their professional growth."

Julie Patenaude-Bouffard, Acting Manager of the Health Unit's Oral Health program, adds, "The students' research was effective and greatly appreciated. We wish them the best as they continue to pursue rewarding careers, and look forward to continuing our partnerships with post-secondary institutions."



The Amazing Race

It's become tradition for first-year Nipissing University students to drop by the Health Unit on their route for The Amazing Race, a component of the school's annual student orientation week. The Health Unit's 2024 Amazing Race segment was another success, with about 230 students participating in safe needle pick-up and disposal, navigating the effects of alcohol on mobility, and testing their knowledge on safer sex practices before hurrying to their next destination. Students left with items representative of the diverse Health Unit programs, including a recipe card for easy, affordable and nutritious meals; magnets with a guideline of safe internal cooking temperatures; a toothbrush, condoms, and much more.



Maternal Child Update

On October 2, approximately 200 healthcare providers attended the 2024 Maternal Child Update in-person at the North Bay Regional Health Centre online. The education day focused on breastfeeding, perinatal mental health, and the significance of early relational health. Dr. Carol Zimbalatti, Medical Officer of Health, opened the day with a presentation on the importance of providing safe, stable nurturing relationships in early childhood. Attendees expressed their appreciation for the event, agreeing it was informative and beneficial to their work.

Aging with Confidence

More than 500 older adults across the Health Unit region were connected directly to social clubs, social and medical services, municipal resources and much more at the 2024 Aging with Confidence Symposium.

Held throughout June in North Bay, Parry Sound and Sturgeon Falls, the event featured around 26 organizations whose services help to maintain the independence, health and well-being of individuals as they grow older. The event also worked to foster social connections, bringing attendees together over a nutritious lunch.

The Health Unit's Stay on Your Feet representatives continue to support organizations in the Nipissing and Parry Sound districts who are interested in promoting the ways older adults can be active, social, and participating members of their communities.



Health Equity Training Funds

Every day, health and social service agencies work hard to offer essential and meaningful services to people who are greatly impacted by systemic inequities. Recognizing the challenging and ever-evolving nature of this work, the Health Unit provided funding to 29 non-profit, charitable and/or government funded agencies across the region to help cover professional development opportunities related to health equity. These agencies chose where and how to apply these funds, acting on areas such as homelessness, mental health, trauma-informed care, 2SLGBTQ+ positive spaces, decolonization and Indigenous cultural awareness. In seeking knowledge and skill building in these areas, staff and volunteers of these organizations are recognizing how important it is to understand the populations we serve as health and social service providers, and how to work from a place of respect towards more inclusive and equitable communities.



Indigenous Engagement

Moving forward on its our commitment to the Truth and Reconciliation Commission of Canada's 91 Calls to Action, the Health Unit got to work on retrofitting their North Bay office to include an indoor and outdoor smudging space. With the goal of providing anti-racist, culturally safe practices and to establish trusting relationships with Indigenous partners, members of the Health Unit's Indigenous Wellness Circle advocated for these new additions and were consulted throughout the process. They will continue to be part of the conversation as the layout of the room is updated in 2025. Upon completion, these spaces will be made available for community groups to use for ceremonies, meetings and other gatherings as appropriate. While a smudging space at the Health Unit's Parry Sound facility is not yet a possibility, alternative options such as a sage candle lighting are being explored.



Inviting partners and guests into organizational spaces acts as a cultural exchange. It can provide staff with necessary teachings and understanding of how intricate and complex Indigenous ways of knowing truly are, and can in turn help to break down stereotypes, to humanize, and familiarize both parties. Prior to colonization, the traditional health practices of ceremony, rites of passage, storytelling, oral history, and governance systems were in place and continue to be utilized by Indigenous peoples across Turtle Island. These cultural practices are not past-tense and teach us that individual and communal health and wellbeing are holistic and directly linked to the relationship and dependence humans have on the land, the waterways, and all our relations. It is through these practices that *mino-bimaadiziwin* (the good life) is achieved: where emotional, mental, physical, and spiritual health share equal importance and seek to remain in balance.

Planting the Seeds for Community Climate Action

The health of all people depends on the health and stability of natural systems. However, systemic forces such as poverty and colonialism create vulnerabilities through social, economic or environmental circumstances. A local report confirms that in northern Ontario, residents are already seeing impacts across five categories: extreme temperatures, extreme weather events, food and water security, vector-borne diseases such as Lyme and West Nile, as well as mental health – and we are not alone. The Public Health Agency of Canada has declared that climate change is the largest health threat facing all Canadians.

In 2024, the Health Unit received a grant from the Ontario Resource Centre for Climate Adaptation that strengthened capacity building for long-term climate action across the region. The Health Unit brought community partners together for the first Climate Change Symposium, where they discussed the influence of climate change on the future of northern Ontario, and identified areas where more work could be done to help mitigate the predicted effects on population health and well-being. The event was successful in building a shared understanding of planetary health and a shared responsibility to do more. It resulted in a new group of multi-disciplinary organizations across the region who are continuing to share ideas and resources, and work together to prepare and protect our communities from climate threats.

Doing More for Perinatal Mental Health



Perinatal mood and anxiety disorder (PMAD) is the term used to describe distressing feelings people experience during pregnancy and throughout the first year after pregnancy. These feelings include depression, anxiety, bipolar disorder, obsessive-compulsive disorder (OCD), and in rare cases psychosis. They can range from mild to moderate to severe. Without treatment, symptoms may last a few weeks, several months or even years, depending on the severity.

Untreated depression or anxiety during pregnancy is associated with adverse perinatal outcomes such as preterm birth, low birth weight and poor infant development. It is estimated that 20% of mothers/birth parents experience perinatal mood disorders. As such, mental health issues that occur around the time of pregnancy have been deemed a major public health issue.

In 2022, the Health Unit region saw much higher rates than the provincial average:

	Health Unit region	Provincial average
Anxiety during pregnancy	41.5%	18.3%
Depression during pregnancy	26%	10.5 %
History of postpartum depression	8.3%	4.4%

In 2024, the Health Unit:

- Actively participated as a member of the Nipissing Parry Sound Perinatal Mood and Anxiety Disorder Network, a group of community service providers working together to lessen the impact of PMADS on local families and children.
- Designed a perinatal mental health referral pathway for Nipissing and Parry Sound districts
- Increased PMAD knowledge among community partners and healthcare providers
- Provided public education and awareness about perinatal mental health through social media, direct service delivery, and group presentations.
- Invested in training for Health Unit staff in the Healthy Families program, enhancing the ability of public health nurses to identify early warning signs of PMAD and intervene with clients during home visits.



Quality Improvement

Automated Tasks: The Health Unit's Environmental Health program oversees 514 small drinking water systems throughout the region, and is required to follow up on any of the systems that fall short on their sampling standards – something that was typically done every three months. Since implementing technology to automate routine administrative tasks such as email forwarding and data extraction, public health inspectors have each earned back an average of 8-11 hours over three months, now check drinking water system compliance monthly, and respond more quickly to the non-compliant systems. With this change, the program has been able to achieve a near 100% follow-up rate on non-compliant drinking water systems, further lowering the risk of waterborne illness.

HealthEd Connect: The Health Unit said goodbye to faxing with schools and launched HealthEd Connect, an online platform that securely streamlines communication between the Health Unit, school boards and school administrators. The new approach maintains compliance with the Health Insurance Portability and Accountability Act.

Vaccine Consent Forms: The Health Unit introduced two new ways for parents and guardians to submit their consent forms to have their children vaccinated at school. These digital alternatives to in-person form submission reduce the burden on parents and children whose consent forms go



missing between the time they are sent home and the time of the vaccine clinic at school. Since implementing the platforms, the Health Unit has noticed an increase in the number of consent forms coming in. This has led to more students being protected against illness and has helped the program to know how they can organize effective vaccine clinics in schools.

Dental Meets Digital: Similarly, the Oral Health program transitioned entirely to electronic data collection, saving time and reducing redundancies when it comes to screening school students for oral health concerns. They are also responding to patient inquiries more quickly and keeping up with their program's growing and evolving needs after implementing a new dental software program.

2024 Stats at a Glance

Environmental Health

Vector Borne Disease Surveillance

169 human acquired ticks
submitted for testing

Safe Drinking Water

7953 private water samples
submitted by homeowners

97 boil water
advisories

12 drinking water
advisories

141 inquiries responded to about
reducing risks in home water
systems, understanding their health effects,
and preventing harmful algal blooms

Inspection of Food Premises

1,692 food facility compliance
inspections completed

251 food premises required
re-inspections with a total of
353 re-inspections completed

Responding to Complaints at Food Premises

205 food-related complaints
received; 45 of these
complaints necessitated an inspection

15 food handler certification
courses offered

63 exams
proctored

98% of food handlers certified
through the course

Inspection and Consultation with Organizers of Community Food Events

835 non-exempted special event
applications reviewed

24 inspections of non-exempted
special events completed

67 exempted event
applications reviewed

Inspection of Public Pools and Spas

97 inspections of 35 public pools

17 inspections of six public spas

6 inspections of two public wading pools

13 inspections of nine splash pads

Investigation of Animal Exposure Incidents

622 animal bite reports investigated

66 mandatory vaccination letters issued to animal owners

Inspection of Facilities to Prevent Infectious Diseases and Hazards

34 inspections at recreational child camps, groups homes, active treatment centres and special care homes

67 of 69 licensed childcare centres inspected and 13 re-inspections

208 of 219 personal service establishments inspected, with 24 re-inspections

Education to Tobacco Vendors

145 tobacco vendors inspected and six re-inspections.

110 vapour product vendors inspected and three re-inspections

10 tobacco vendor warnings

6 vapour product vendor warnings

100% of inspections resulted in tobacco vendor education

Inspection of Workplace/Public Places under the Smoke-Free Ontario Act

196 inspection of workplaces/public places and 12 re-inspections

68 warnings issued

0 tickets issued to workplaces/public places for non-compliance

Communicable Disease Control

91 reported cases of Diseases of Public Health Significance

37 cases of invasive Group A Streptococcal (iGAS) infections (up from the Health Unit's annual average of 16 cases)

106 outbreaks responded to:

- 23 enteric outbreaks in congregate living settings (long-term care homes, retirement homes, group homes and hospitals) and licensed childcare settings.
- 83 respiratory outbreaks in congregate living settings and the community

Vaccinations

9,475 vaccines provided at in-house clinics

8,362 ministry funded vaccines provided in-office

1,115 payable vaccines provided in-office

7,645 influenza and COVID-19 vaccines administered (in-office and community clinics)

21,465 doses of Influenza vaccine distributed to community partners

- 2,345 to long-term care and retirement homes
- 2,765 to hospitals
- 16,355 to health care providers and agencies

Not all heroes wear capes—some wear vests! Below, staff pose for a picture at a COVID-19 vaccine and flu shot clinic in Magnetawan.



4,829 doses of COVID-19 vaccine distributed to long-term care homes, retirement homes and hospitals

2,500+ doses of RSV vaccine and antibody treatment distributed to community partners

113 doses of RSV vaccine administered by the Health Unit

Vaccinating Students at School

16,811 student immunization records assessed for 2024 vaccine eligibility

99 school clinics held:

- 84 in grade 7/8 schools
- 15 in secondary schools

1,937 students immunized in schools:

- 1,459 grade 7/8 students
- 478 secondary schools students

3,991 vaccines administered at school:

- 3,292 grade 7/8 students
- 699 secondary schools students

Immunization Record Assessments in Childcare Centres

59 Childcare Centres records were assessed:

- 1,455 student and staff immunization records assessed at registration
- 616 staff, volunteers, family member immunization records assessed during the year
- 1,976 records assessed during the annual assessment process

Other

122 fridge (vaccine storage) inspections completed

17,324 calls received and responded to

Oral Health

5,475 eligible students screened in school

3,027 in-clinic appointments

- 1,405 appointments with eligible clients aged 17 and under
- 560 appointments held with eligible clients aged 18 and older
- 1,062 in-house appointments held with eligible clients aged 65 and older

1,112 appointments facilitated by external service providers for eligible clients aged 65 and older

305 dentures completed and paid for

1,353 minutes spent navigating calls for the Canadian Dental Care Program

Sexual Health

1,665 unique client interactions in clinics

2,385 appointments (in-person or virtual)

4,134 client interactions

52 booked appointments with students in secondary schools

467 drop-in appointments with students in secondary schools

Healthy Families

1,891 encounters on the Family Health Information Line

742 home visits to families at risk

469 families referred to the Healthy Babies Healthy Children program

438 follow-up calls with individuals postpartum

226 children actively screened for developmental milestones

181 breastfeeding clinic encounters

16 families enrolled in online prenatal education

15 eligible families participated in the 16 week Families in the Kitchen food skills program



2024–2027 Strategic Plan

On June 27, the Health Unit launched its 2024–2027 Strategic Plan. Informed by 847 clients, district residents, Health Unit employees, board members and community partners, the strategic priorities and goals outlined in the plan will guide Health Unit activities and interventions over the next three years, in conjunction with the Ontario Public Health Standards.

PRIORITY 1

Organizational Well-Being

Goal: To enhance engagement, learning, wellness and development in our culture.

PRIORITY 2

Health Equity

Goal: To catalyze community attention and allocation of Health Unit resources to address social determinants of health.

PRIORITY 3

Communication, Connection and Collaboration

Goal: To bolster external relationships to enhance public health outcomes.

Hearing from community members and re-aligning priorities brought a natural opportunity to renew the organization's vision, mission and values. As such, included in the Strategic Plan are principles that will guide, inspire, motivate and align the Health Unit's efforts and culture going forward:



Vision

A healthy community for all.

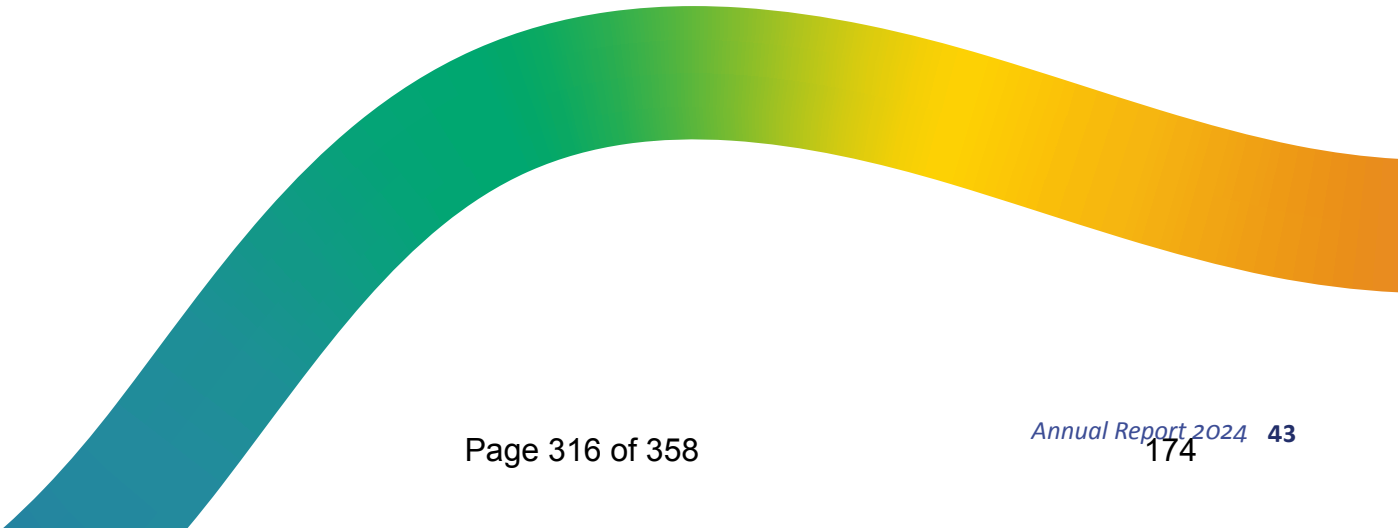
Mission

To foster healthy communities through partnership, preparedness, prevention, promotion, and protection.

Values

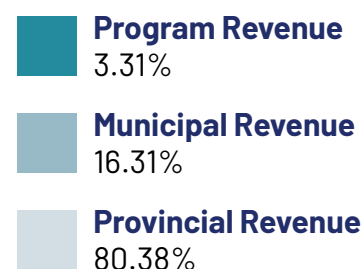
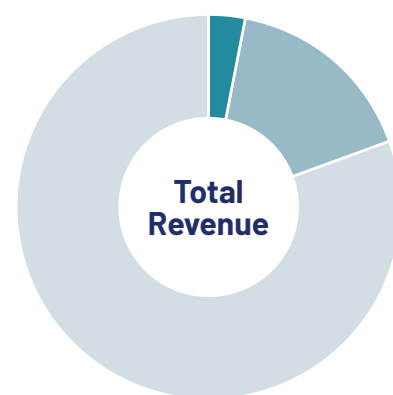
- Accountability** We serve responsibly with honesty and transparency.
- Adaptability** We respond flexibly to emerging trends and circumstances.
- Collaboration** We increase capacity and connection through partnership.
- Equity** We act justly and fairly, respecting unique needs.
- Empathy** We are compassionate and understanding.

This roadmap will guide the Health Unit in fostering healthy communities across the district. Appreciation is expressed to each individual who took part in the Strategic Plan development process and the time taken to express such exceptional ideas, views and perspectives in surveys, interviews and focus groups. Individuals can view the full Strategic Plan in English and French at myhealthunit.ca/strategicplan.



2024 Unaudited Expenditures

Program & Service	Dollars (\$)
Foundational Standards	1,514,898
Chronic Disease Prevention and Well-Being	3,400,202
Substance Use and Injury Prevention	1,095,715
Food Safety	970,535
Healthy Environments	326,276
Healthy Growth and Development	1,135,579
Immunization	1,593,482
Infectious and Communicable Diseases Prevention and Control	2,749,930
Safe Water	811,428
School Health	2,410,999
Indirect Costs	4,917,941
Miscellaneous One Time Expenses	657,748
Other Programs	1,360,823
Total Expense	22,945,557



**Thank you to
the Health Unit's
staff and
leadership
who contributed
to this report.**



Parry Sound Downtown Business Association
 52 Seguin Street, Parry Sound, ON P2A 1B4
 (705) 746-6426

June 11, 2025

To: Reeve Liverance, Council and Staff with The Township of the Archipelago,

On behalf of Parry Sound Downtown Business Association's Board of Directors and Events Committee, thank you for your generous contribution toward our 2nd Annual Maple Syrup Festival in Downtown.

Your support played an essential role in making the event a success and bringing our community together in such a meaningful way!

The event is strategically held in the shoulder season for our community and your partnership ensured a prosperous kickstart to the season for each participating business and vendor.

We deeply appreciate your commitment to local initiatives and your continued dedication to fostering a vibrant and connected community.

Sincerely,

April Denman
 Executive Director

Meredith McCaffrey
 Chair of the Board



Friday June 20, 2025
Parry Sound Area Chamber of Commerce
1 College Drive
Parry Sound, ON
P2A 0A9

To: Township of the Archipelago Mayor, Council and Staff,

The Parry Sound Area Chamber of Commerce would like to express their gratitude for your generous contribution of \$1540 to our organization in your 2025 budget. Your commitment to support the local business community and economic development is greatly appreciated and we are grateful to have you as a partner.

Sincerely,

Chris McDonald
Executive Director

Fw: Tri-Regional Tariff Roundtable

From Maryann Martin <mmartin@thearchipelago.ca>

Date Tue 6/24/2025 7:44 AM

To Alana Torresan <atorresan@thearchipelago.ca>

 1 attachment (1 MB)

FB_Post.png;

For CC

From: Parry Sound Area Chamber <psachamber@gmail.com>

Sent: Monday, June 23, 2025 3:50 PM





Subject: Tri-Regional Tariff Roundtable

Greetings!

You're invited to a dynamic post-election roundtable that brings together regional business leaders, policymakers, and economic experts to explore the future of trade, tariffs, and economic resilience in Parry Sound–Muskoka–Almaguin. Hear directly from key voices from the Ontario Chamber of Commerce, Business Development Bank of Canada, and Global Affairs Canada—plus opening remarks from Muskoka District Chair Jeff Lehman.

WHEN : Wednesday July 16th from 6pm to 8pm.

WHERE: District of Muskoka Council Chambers at 70 Pine Street in Bracebridge.

Why attend?  Understand how federal decisions affect your business  Get practical strategies to adapt to economic shifts  Connect with local leaders and industry peers  Enjoy complimentary local snacks and refreshments.

This is a hybrid event with limited in-person capacity—registration is required.

 **REGISTER NOW – CLICK [HERE](#)**

 **Submit your questions for the panel through our survey – click [HERE](#)**

Don't miss this opportunity to engage in meaningful conversations that impact your business and community.

For questions or further information on this event, please email manager@psachamber.ca Please feel free to share with your networks.

We hope to see you there! Please feel free to share with anyone you feel would be interested in joining us as well.

Tri-Regional Tariff Roundtable

ECONOMIC INSIGHTS & BUSINESS SOLUTIONS

Assessing the Impact of Federal Election Outcomes on Trade and Tariffs



Shelly L. Anwyll
Vice President, Business Development & Member Experience, Ontario Chamber of Commerce



Adam Nicolaou
Client Partner, BDC



Janice Vogtle
Deputy Director & Head of Office, Global Affairs Canada



Kind regards,
Chris McDonald
Executive Director
Mobile: (705)774-6129
Office (705)746-4213
Book an appointment with me [here!](#)
manager@psachamber.ca
psachamber.ca
[Sign up for our e-news!](#)



The Parry Sound Area Chamber of Commerce acknowledges and respects that we are working on the traditional territory of the Anishinaabe people and along the waterways travelled by the Metis of this region. We are committed to learning and listening to indigenous voices.



ECONOMIC INSIGHTS & BUSINESS SOLUTIONS

Assessing the Impact of Federal Election Outcomes on Trade and Tariffs



JULY 16



6 PM - 8 PM



**District Council Chambers
70 Pine St. Bracebridge**



Eventbrite

- ✓ Share your voice in shaping local business policy
- ✓ Hear expert analysis on trade shifts

- ✓ Network with key decision-makers and peers
- ✓ Enjoy local snacks and refreshments

THIS IS A HYBRID EVENT WITH LIMITED SEATING - REGISTRATION IS REQUIRED



Visit the link in the description to submit your questions for the panelists



Shelly L. Anwyll

Vice President, Business Development & Member Experience, Ontario Chamber of Commerce



Adam Nicolaou

Client Partner, BDC



Janice Vogtle

Deputy Director & Head of Office, Global Affairs Canada





ROTARY CLUB OF PARRY SOUND

CHARTERED 1936

June 20, 2025

Mayor and Council

Township of the Archipelago, Ontario

I am pleased to report that we had a very successful Fathers Day weekend 3-Pitch event. It was much more a family event than previous years with no late evening partying. All who participated thoroughly enjoyed the event. All funds generated will stay in our community with the principal share going to our hospital for cancer care.

Your continued support is an important component which plays a significant role in ensuring our profitability.

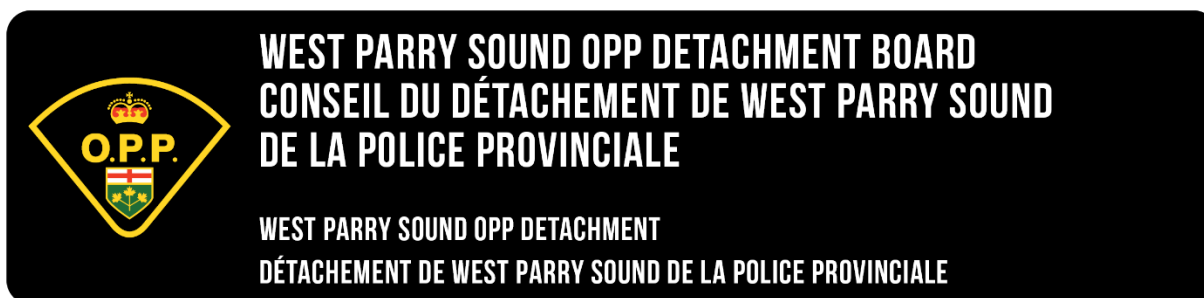
The Township of the Archipelago has always been an important benefactor in Rotary fund raising and we very much appreciate.

Many thanks for your generous contribution.

Mary Lynne Black

Mary Lynne Black

Treasurer



WEST PARRY SOUND OPP DETACHMENT BOARD

ANNUAL REPORT 2025

PART 1

The Ontario Community Safety, and Policing Act (CPSA) was passed in 2019 and came into effect on April 1, 2024. Under this legislation, The West Parry Sound OPP Detachment Board was formed and is composed of one member from each of the following municipalities and First Nations: Henvey Inlet First Nation, the Township of Carling, the Municipality of McDougall, the Township of McKellar, the Township of Seguin, the Township of the Archipelago, the Municipality of Whitestone and the Town of Parry Sound. Two additional members are jointly appointed by the above municipalities and the First Nation. These individuals must not be members of a municipal or band council, nor employees of any of the participating municipalities or the First Nation. The final two members are appointed by the Provincial Minister.

Section 68 of the CSPA sets out the rules, responsibilities and governance structure of the board. Among these responsibilities is the requirement to submit an annual report to the participating municipalities and band council by June 30 of each year. As this board was only established in October 2024 it is still in the early stages of development. The following report outlines the progress and activities of the board from October 16, 2024, to May 2025.

LEXICON:

CSPA - Community, Safety and Policing Act

DB – Detachment Board

DC -Detachment Commander

TOC – Township of Carling

WPSOPPDB – West Parry Sound Ontario Provincial Police Detachment Board

OPC – Ontario Police College

APSB - Association of Police Service Boards

RAP – Rules and Procedures.

BOARD STRUCTURE

The Ontario regulation 135/24 under the CSPA outlines the composition of the new detachment board for the West Parry Sound OPP detachment area. This board is to be comprised of seven municipal representatives, and one representative from Henvey Inlet First Nation, two appointed community representatives and two Provincial appointed representatives. At present, there are vacancies for both the community appointed representatives and provincial appointed representatives. Eligible applicants have submitted applications for the two community representative positions which are currently under review. In addition, the provincial appointments have not occurred.

Initially it was agreed by the Board that the Municipality of McDougall would provide the administration for the board however, in April 2025 there was a transition to the Township of Carling.

The DB's administrative functions are supported by the Chief Administrative Officer – Municipal Clerk / Treasurer who serves as the Board Secretary and Treasurer, as well as a Recording Secretary who assists with meeting documentation and coordination.

Attached to the report is the role and responsibilities of the board.

ADMINISTRATION AND INFORMATION TECHNOLOGY

We plan to develop a record management and retention policy long with and organized filing system to ensure the proper storage and accessibility of DB records.

BOARDS MEETINGS

The appointments to the DB have been made in accordance with the eligibility criteria set out in the CSPA. The appointed board members were required to undergo a criminal record check which was filed in the DB records. Additionally, the appointed members have successfully completed all the mandatory training provided by the OPC.

All appointed members have taken the oath/affirmation of office and prescribed code of conduct. The signed documents have been filed in the DBs official records.

As previously stated, the rules and procedures established under section 46 of the CSPA outline the operational framework of the board. A copy of these procedures is attached to this report. Once approved by the Board, the annual report will be filed on the Municipality of McDougall's website. We are intending to create a specific DB website in the future to enhance accessibility and transparency. As stated earlier, the board is still in the early stages of development and is working towards meeting all the requirements set out in the CSPA.

In accordance with legislative requirements a Chair and Vice Chair have been elected or acclaimed for the 2024 and 2025 term.

Board meetings are held quarterly on the fourth Thursday of the month. As of April 2025, public meetings are now being held at the Township of Carling

Council Chambers, beginning at 7:00 P.M. Special meetings may be called at the request of the chair as needed.

Distance and availability of members were factors in the board's decision to hold hybrid meetings. One meeting was held in 2024 and three meetings were held in 2025 to support the timely completion of the annual report and the review of the draft 2025 budget in accordance with legislative requirements.

The DC has been in attendance for all board meetings and has provided statistical reports for the West Parry Sound area, engaging in meetings and offering updates on current policing initiatives. The strategic plan currently in place spans from 2023 through the end of 2025.

COMMUNICATIONS

The meeting agendas and minutes are posted on the Municipality of McDougall's webpage until a specific DB website is established.

The Board has expressed strong support for the Crisis Mobile Response Team (CMRT) initiative which is a newer program that the local detachment is operating in the area. This initiative pairs a mental health worker with a police officer to respond to individuals in crisis, ensuring timely, compassionate and appropriate support. The team provides ongoing referrals and support as needed. A joint deputation was presented to the Board outlining the program's objectives and outcomes. CMRT members are currently in the process of providing deputations to the municipal councils and Henvey Inlet First Nation explaining the program. This program appears to be making a positive impact in helping to reduce crime rates, lowering calls for service and contributing to the overall safety and well-being of the community.

FINANCE

All member municipalities have agreed to equally share the financial cost associated with operating the Detachment Board.

The 2025 budget was reviewed by the board and approved in principle; however, it is still pending formal approval from the municipal councils and the Henvey Inlet First Nation.

The Board has reviewed liability insurance and has selected a provider to ensure appropriate coverage for board members.

Council board members and First nation representatives do not receive additional compensation for their participation on the board.

FUTURE PLANS

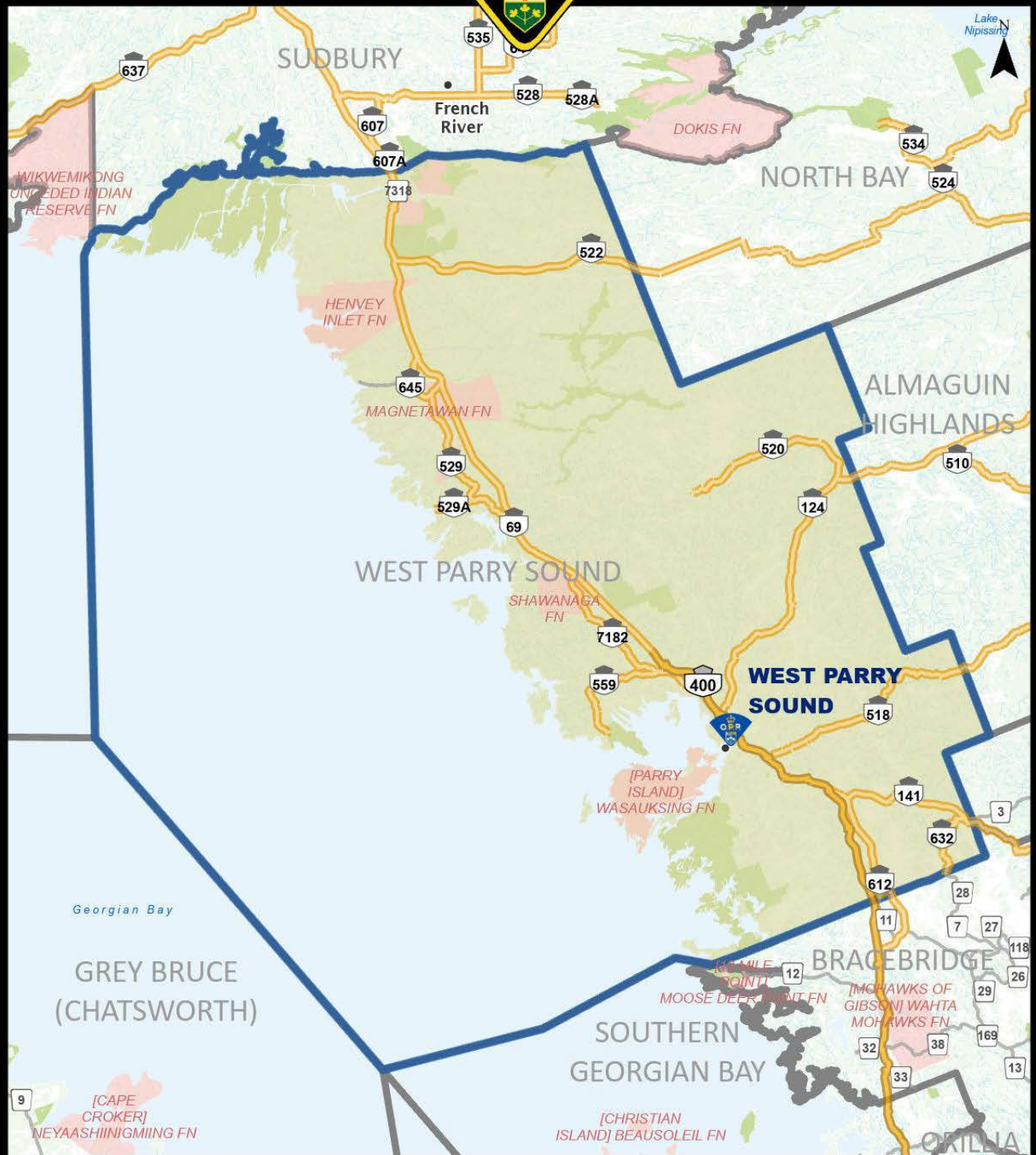
There is still significant work ahead as the board continues to build its foundation. The process to develop a new strategic plan will begin in the near future.

The board intends to review and establish appropriate remuneration for the provincial and community representatives on the board. In addition, ongoing effort will focus on enhancing administrative processes, information technology systems and the development of local policies to support effective governance. A key priority will be to ensure clear and consistent communication about the Board's operation, roles, and responsibilities while maintaining a transparent and accountable budgeting process.



WEST PARRY SOUND DETACHMENT WPSOPPDB ANNUAL REPORT PART 2

2024 DETACHMENT BOARD ANNUAL REPORT



	GENERAL HEADQUARTERS		SATELLITE		400 Series Highway		Detachment Boundary		First Nation
	REGIONAL HEADQUARTERS		OPP ADMINISTERED FN		Provincial Highway		Township Boundary		Provincial Park
	HOST DETACHMENT		OPP FN		Major Road		Non-OPP Policed		

2023-2025 STRATEGIC PLAN

Priorities and Commitments



PEOPLE

A healthy and resilient OPP

We will strive to support all members in achieving their professional and personal best.

WORK

A responsive and evolving OPP

We will empower our members to ensure the best possible policing services are delivered to Ontarians.

COMMUNITIES

A collaborative and progressive OPP

We will partner and build relationships with a shared vision for safety and well-being.

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Message from the Detachment Commander

I am pleased to present the West Parry Sound Detachment – 2024 OPP Detachment Board Annual Report. This report includes crime, traffic enforcement and community well-being data, and highlights initiatives and successes from the past year. 2024 represents the midway point of the West Parry Sound Detachment 2023-2025 Action Plan and this report provides updates on our progress in meeting our Action Plan commitments.



I am proud of the work undertaken by our detachment. In 2024,

- The OPP saw an increase in illicit drug activity and responded by enhancing targeted enforcement initiatives, increasing patrols in high-risk areas and collaborating with specialized units to disrupt trafficking networks
- We maintained our commitment to traffic safety by prioritizing enforcement efforts, targeting dangerous and impaired driving. As a result, we observed a 50% decrease in related incidents.
- We saw an increase in drug charges and responded by conducting targeted enforcement initiatives, increasing patrol presence in high-risk areas and strengthening partnerships with specialized units. These actions helped disrupt local trafficking activity and enhanced community safety.
- We maintained our commitment to traffic safety and prioritized impaired driving and aggressive driving enforcement. This resulted in a notable increase in charges laid and proactive stops, reinforcing our dedication to safer roads throughout the detachment area.
- Based on concerns from community members, we increased community patrols in the Parry Sound downtown. This resulted in greater police visibility, a reduction in calls for service and improved community engagement and trust.
- In response to repeated concerns regarding loitering, drug activity, we intensified proactive patrols in the downtown area of Parry Sound. As a result, officers were able to identify and address recurring problems more effectively.
- We continued to leverage technology, including In-Car Cameras, ALPR, to support the collection of evidence, increase transparency and enhance public and officer safety.
- We worked alongside our policing partners, including municipal, regional and First Nations police services, to support cross-jurisdictional initiatives, such as joint traffic enforcement blitzes, coordinated drug investigations and shared intelligence efforts targeting organized crime.
- We partnered with community-based organization Canadian Mental Health Association (CMHA), to develop/implement co-response models that enhanced our ability to respond to mental health-related calls.
- The Offender Management Program offered several key benefits for the West Parry Sound detachment. Its primary goal is to reduce reoffending and enhance community safety through proactive supervision, intervention and support. We had the ability to target individuals at high risk of reoffending, using evidence-based strategies to reduce their likelihood of committing further crimes.

In 2025, we will be working with the West Parry Sound OPP Detachment Board to form the 2026-2029 West Parry Sound Detachment Action Plan. This work will include engaging with community members to ensure the needs of the communities we serve will be reflected in the commitments we make. Development of the 2026-2029 West Parry Sound Detachment Action Plan will coincide with the creation of the 2026-2029 OPP Strategic Plan to ensure organizational alignment and support.

The West Parry Sound Detachment – 2024 OPP Detachment Board Annual Report begins to bridge the gap between *Police Services Act* (PSA) and *Community Safety and Policing Act* (CSPA) reporting requirements. In collaboration with relevant OPP program areas, working groups and West Parry Sound OPP Detachment Board, this report will continue to develop in the years to come to include content from the OPP Detachment Board Chair(s) and additional data and updates from the OPP.

From detachment administrative staff to frontline uniform members to specialty units to supervisors, our members continue to serve with pride, professionalism and honour. As we anticipate future challenges and opportunities for policing and community safety, we remain dedicated to our mission of serving our communities by protecting citizens, upholding the law and preserving public safety.

Staff Sergeant
Wall, Helena
WEST PARRY SOUND

Summary of Commitments

Through analysis and consultation, the following areas of focus were identified for the years 2023-2025.

Crime	Roadways, Waterways and Trails	Community Well-Being
<p>Reduce harm and victimization in the areas of:</p> <p>1) Violent Crime Assault Sexual Assault Robbery</p> <p>2) Property Crime Theft Over \$5000 Have Stolen Goods Fraud Break and Enter</p> <p>3) Illicit Drugs/Drug-Related Deaths</p> <p>4) Cyber-Crime and Phone Scams</p>	<p>To sustain a continuous and year-round focus on the “Big Four” causal factors of fatal, personal injury, and property damage collisions by changing driver behaviours responsible for injuries and deaths on roadways, waterways, and trails:</p> <p>1) Impaired (alcohol/drug) 2) Speeding/aggressive driving 3) Distracted driving 4) Lack of occupant restraint and safety equipment</p>	<p>To identify co-response solutions for non-police related demands for service that impact police resourcing.</p> <p>Ensure our communities have service delivery that is focused on:</p> <p>1) Investigative excellence 2) Mutual trust and respect</p> <p>To provide support and liaise with First Nations communities.</p>

2024 Crime Progress Updates

Commitment	Progress Update
<p>Reduce harm and victimization in the areas of:</p> <p>1) Violent Crime Assault Sexual Assault Robbery</p> <p>2) Property Crime Theft Over \$5000 Have Stolen Goods Fraud Break and Enter</p> <p>3) Illicit Drugs/Drug-Related Deaths</p> <p>4) Cyber-Crime and Phone Scams</p>	<p>1) Solid partnerships have been developed with several organizations, including the Sexual Assault Domestic Violence Committee, Domestic Violence Coalition, Manitoulin-Northshore Victim Services, Domestic Violence Court Advisory Committee, VWAP and the Anti-Human Trafficking Committee. These partnerships also provide educational opportunities and outreach initiatives that endeavour to raise awareness in our communities relating to crimes against persons. Crimes such as domestic violence, sexual assault and human trafficking will continue to be our priority.</p> <p>The review of every domestic violence occurrence by the Victim Response Support Unit has ensured 100% compliance with the OPP Domestic Violence Protocol</p> <p>Detachment analyst provided potential suspect reports based on the type of crime to assist in identifying and apprehending of suspects. The reports helped assess our community's needs and identified areas of concern. It provided information to members on wanted persons. The enhancements to the analytical reports have provided investigators with potential suspects based on specific indicators. The report provided tangible information in a concise tactical analysis format. The report is utilized to promote a quick response to criminal activity. The analytical report also assisted in tailoring our preventative activities to ensure proper education and support is being provided to identified at risk groups.</p> <p>2) The Regional Operational Analyst continues to complete and disseminate detailed Weekly Operational Reports to frontline members, Crime Unit members and local policing partners. Information pertaining to multi-jurisdictional criminal activity is distributed to neighbouring OPP detachments and other police services as required.</p> <p>Crime Alerts are tactical reports designed to provide intelligence information based on current information. Crime Alerts that are responsive to officer safety concerns, crime patterns, high risk offenders and wanted persons to have been completed and disseminated to members.</p>

	<p>The lock it or lose it campaign continues to educate members of the public with crime prevention tips directly related to the securing of property and locking of vehicles, which was identified as a priority. Officers conducted strategic foot patrols and engaged local businesses to increase visibility and awareness that many of these types of crimes are crimes of opportunity.</p> <p>3) The Community Street Crime Unit (CSCU) officer has proven to be an asset to the detachment.</p> <p>The identification of new or emerging drugs trends specific to our area, combined with the gathering and sharing of information between all involved agencies or units, will continue to reduce the number of illicit drugs in our communities and the apprehension of those who perpetrate these crimes.</p> <p>4) Several international fraud investigations and phishing scams have been reported. The engagement of the Crime Unit, Cybercrime Unit and Canadian Anti-Fraud Centre have been instrumental in the support of investigations. Immediate investigative action has resulted in several victims being reimbursed for their losses. Presentations to seniors regarding online frauds were completed in 2024</p> <p>Timely media releases outlining internet safety and current scams are disseminated to members of our communities to reduce victimization.</p>
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2024 Roadways, Waterways and Trails Progress Updates

Commitment	Progress Update
<p>To sustain a continuous and year-round focus on the “Big Four” causal factors of fatal, personal injury, and property damage collisions by changing driver behaviours responsible for injuries and deaths on roadways, waterways, and trails:</p> <ol style="list-style-type: none"> 1) Impaired (alcohol/drug) 2) Speeding/aggressive driving 3) Distracted driving 4) Lack of occupant restraint and safety equipment 	<p>All frontline members have received training in Standard Field Sobriety testing (SFST) and additional members have received Drug Recognition Evaluator training</p> <p>Strategic directed patrols that increase visibility in identified areas of concern will act as a deterrent and have an influence on driving behaviours. A multi-faceted approach by frontline members to include traffic stops, safety messaging and enforcement has contributed to increased safety on our roadways.</p> <p>In 2024, West Parry Sound Detachment members fully participated in all provincial traffic initiatives. A local Detachment Traffic Plan outlining the enforcement activities and targets was distributed to all members.</p>

2024 Community Well-Being Progress Updates

Commitment	Progress Update
To identify co-response solutions for non-police related demands for service that impact police resourcing.	West Parry Sound OPP continues to explore co-response strategies to address non-police-related service demands that impact frontline resourcing. Initiatives such as online reporting, the Mobile Crisis Response Team (MCRT) program and the SAFECAM initiative are key examples aimed at ensuring appropriate responses, while enhancing overall community safety and service efficiency
Ensure our communities have service delivery that is focused on: 1) Investigative excellence 2) Mutual trust and respect	We are committed to ensuring our communities receive service that prioritizes: 1. Investigative excellence – through thorough, professional and accountable policing; and 2. Mutual trust and respect – by fostering strong relationships with the public, built on transparency, integrity and collaboration.
To provide support and liaise with First Nations communities.	Members of the West Parry Sound Detachment and our First Nations policing partners provide mutual support to one another by attending calls for service and providing back-up when required. We continue to enjoy an ongoing mutually respectful policing relationship. Members of the West Parry Sound Detachment are deployed to support our northern First Nations communities with every opportunity that presents itself, while still ensuring operational needs are met in the Detachment area.

Other Community Updates

- In response to current crime trends and community concerns, the West Parry Sound Detachment prioritized crime prevention initiatives with a focus on fraud prevention. We collaborated with community partners, including the Canadian Anti-Fraud Centre, to enhance public awareness and education—particularly around issues such as elder abuse.
- In response to concerns from community members, the West Parry Sound Detachment increased patrols in designated Community Safety Zones. This proactive approach led to an increase in charges, a reduction in calls for service and positive feedback from residents and local businesses who reported feeling safer.
- West Parry Sound Detachment Emergency Response Team (ERT) members from West Parry Sound and across the Region recently led Grade 11 and 12 students through the ERT Task-Specific Standard fitness test. This popular annual event, held once or twice a year, is always well received by the students. The primary focus is on building strong interpersonal relationships, while promoting physical fitness and encouraging teamwork.
- West Parry Sound Detachment ERT members, the Crime Unit and the Administrative Sergeant from West Parry Sound attended a gathering on the WPSHC grounds focused on strengthening relationships with local First Nations communities. This meaningful event was part of our ongoing journey toward reconciliation and building trust through open dialogue and collaboration.
- West Parry Sound Detachment members visited Henvey Inlet First Nation to deliver a fraud awareness presentation to community members. The session was held in preparation for the upcoming distribution of the Robinson Treaty Funds, with the goal of empowering residents to recognize and prevent financial scams.
- Recognizing the growing need for mental health supports, the West Parry Sound Mobile Crisis Response Team (MCRT) officer and clinician partnered with the CEO to attend various community events, including Seniors' and Health Awareness Day. These engagements provided an opportunity to connect with residents, raise awareness and promote available mental health resources.
- The West Parry Sound OPP actively participates in the Parry Sound Downtown Experience Committee meetings. These meetings focus on addressing community concerns related to minor theft, the rise in illicit drug use and overall public safety. By working collaboratively with local partners, we aim to develop effective strategies to enhance the safety and well-being of our citizens.

Calls for Service

Table 1.1

All CAD Events*	Immediate Police Response Required**
15,469	4,942

* This represents all Computer Aided Dispatch (CAD) event types created for each detachment area. Not all CAD events are dispatched to a frontline OPP detachment officer. Some events may have been actioned by another OPP member, diverted to another unit, or deemed a non-OPP event. This does not include officer or detachment generated events that have not been reported through the PCC, or any online reporting events.

** This represents the total number of CAD events prioritized for an immediate police response, indicating the potential for extreme danger, catastrophic circumstances, injury, the threat of injury, death, and/or crime in progress.

Crime and Clearance

Violent Crimes

Table 2.1

Offences	2022	2023	2024	Clearance Rate
01 - Homicide	0	0	0	-
02 - Other Offences Causing Death	0	0	0	-
03 - Attempted Murder	2	1	0	-
04 - Sexual Offences	41	48	32	68.75%
05 - Assaults/Firearm Related Offences	108	113	125	85.60%
06 - Offences Resulting in the Deprivation of Freedom	6	0	2	100.00%
07 - Robbery	3	3	0	-
08 - Other Offences Involving Violence or the Threat of Violence	61	87	69	55.07%
09 - Offences in Relation to Sexual Services	0	0	1	0.00%
10 - Total	221	252	229	73.80%

Property Crimes

Table 2.2

Offences	2022	2023	2024	Clearance Rate
01 - Arson	0	0	3	66.67%
02 - Break and Enter	33	30	36	52.78%
03 - Theft Over \$5,000	27	32	23	39.13%
04 - Theft Under \$5,000	160	183	168	33.33%
05 - Have Stolen Goods	6	4	4	75.00%
06 - Fraud	110	133	134	7.46%
07 - Mischief	102	91	82	26.83%
08 - Total	438	473	450	26.89%

Other Criminal Code

Table 2.3

Offences	2022	2023	2024	Clearance Rate
01 - Gaming and Betting	0	0	0	-
02 - Offensive Weapons	9	7	12	91.67%
03 - Other Criminal Code Offences	196	146	185	72.43%
04 - Total	205	153	197	73.60%

Drugs

Table 2.4

Offences	2022	2023	2024	Clearance Rate
01 - Possession	11	9	13	69.23%
02 - Trafficking	7	13	26	96.15%
03 - Importation and Production	0	0	0	-
04 - Cannabis Possession	0	0	0	-
05 - Cannabis Distribution	0	1	0	-
06 - Cannabis Sale	0	0	0	-
07 - Cannabis Importation and Exportation	0	0	0	-
08 - Cannabis Production	0	0	0	-
09 - Other Cannabis Violations	0	0	0	-
10 - Total	18	23	39	87.18%

Federal Statutes**Table 2.5**

Offences	2022	2023	2024	Clearance Rate
Federal Statutes	60	84	87	96.55%

Traffic Violations**Table 2.6**

Offences	2022	2023	2024	Clearance Rate
01 - Dangerous Operation	6	10	7	100.00%
02 - Flight from Peace Officer	6	4	9	77.78%
03 - Operation while Impaired/Low Blood Drug Concentration Violations	60	46	64	100.00%
04 - Failure or Refusal to Comply with Demand	3	2	1	100.00%
05 - Failure to Stop after Accident	1	3	1	0.00%
06 - Operation while Prohibited	5	12	10	100.00%
07 - Total	81	77	92	96.74%

Youth Crime**Table 2.7**

Offences	2022	2023	2024
Bail	0	0	0
Conviction	26	15	9
Diversion	14	6	3
Non-Conviction	91	59	12
Not Accepted	0	0	1
POA Ticket	0	1	0
NULL	7	6	34
Total	138	87	59

Victim Referrals**Table 2.8**

Offences	2022	2023	2024
Sum of Offered	563	684	694
Sum of Accepted	167	178	143
Sum of Total	730	862	837
Sum of % Accepted	22.88%	20.65%	17.08%

Traffic and Road Safety

Motor Vehicle Collisions (MVC) by Type

(Includes roadway, off-road and motorized snow vehicle collisions)

Table 3.1

Offences	2022	2023	2024
Fatal Injury Collisions	5	4	6
Non-Fatal Injury Collisions	61	46	73
Property Damage Only Collisions	534	535	591
Alcohol-Related Collisions	26	18	34
Animal-Related Collisions	201	204	235
Speed-Related Collisions	69	67	92
Inattentive-Related Collisions	79	79	95
Persons Killed	6	5	8
Persons Injured	87	59	103

Primary Causal Factors in Fatal MVCs on Roadways

Table 3.2

Offences	2022	2023	2024
Fatal Roadway Collisions where Causal is Speed Related	2	1	3
Fatal Roadway Collisions where Causal is Alcohol/Drug Related	0	0	1
Persons Killed in Fatal Roadway Collisions where lack of Seatbelt/Helmet use is a Factor	0	0	1
Fatal Roadway Collisions where Causal is Inattentive Related	2	1	0
Fatal Roadway Collisions where Causal is Animal Related	0	0	0

Fatalities in Detachment Area

Table 3.3

Fatality Type	Category	2022	2023	2024
Roadway	Fatal Incidents	4	3	3
Roadway	Persons Killed	5	4	5
Roadway	Alcohol/Drug Related Incidents	0	0	1
Marine	Fatal Incidents	0	3	0
Marine	Persons Killed	0	3	0
Marine	Alcohol/Drug Related Incidents	0	2	0
Off-Road Vehicle	Fatal Incidents	0	0	2
Off-Road Vehicle	Persons Killed	0	0	2
Off-Road Vehicle	Alcohol/Drug Related Incidents	0	0	2
Motorized Snow Vehicle	Fatal Incidents	1	1	1
Motorized Snow Vehicle	Persons Killed	1	1	1
Motorized Snow Vehicle	Alcohol/Drug Related Incidents	0	0	1

Big 4

Table 3.4

Offences	2022	2023	2024
Distracted (HTA 78.1)	12	10	7
Impaired (CCC 320.14 & 320.15)	115	91	129
Seatbelt (HTA 106)	32	30	62
Speeding (HTA 128)	699	856	715

Charges**Table 3.5**

Offences	2022	2023	2024
HTA	1,360	1,574	1,578
Criminal Code Traffic	151	160	196
Criminal Code Non-Traffic	810	1,057	1,106
LLCA	105	103	106
Controlled Drug and Substance Act	61	57	125
Federal Cannabis Act	1	5	3
Provincial Cannabis Act	28	37	61
Other	240	239	205

Policing Hours

The OPP has developed a Service Delivery Model (SDM) in response to several reviews and audit recommendations. The SDM is designed to:

- Promote officer wellness through balanced workloads
- Determine adequate staffing levels at each detachment
- Ensure the continued delivery of adequate and effective policing services in accordance with the Community Safety and Policing Act (CSPA).

To implement the SDM, the OPP has submitted a seven-year staffing strategy to address required increases in detachment personnel. This model supports the OPP’s ability to:

- Respond rapidly to increasing calls for service
- Maintain safe communities through proactive patrols and community engagement
- Address municipal concerns about reduced police visibility

To monitor progress and guide detachment-level planning, the OPP has established time allocation targets for provincial constables (figure 1). These targets reflect how time should ideally be distributed by the end of the seven-year strategy.

The targets are based on a provincial average and variations are expected between detachments due to differences in geography, operational structure, recruitment and other absences.

In the short term, detachments may face challenges in achieving these targets. Continued improvements in scheduling tools, data integrity, and strategic deployment will support progress toward these goals.



Figure 1: Service Delivery Model Provincial Target

Service Delivery Activity Allocations

Table 4.1

Calls for Service	Administrative Requirements	Proactive Patrol	Community Engagement
40.5%	38.6%	17.9%	3.0%

Hours (Field Personnel)

Table 4.2

	2020	2021	2022
TOTAL FRONTLINE HOURS	77,099	78,528	77,115

Tables 2.1, 2.2, 2.3, 2.4, 2.5, 2.6

Source: Niche Records Management System (RMS), (2025/04/23)

Note:

- Statistics Canada’s Uniform Crime Reporting Survey was designed to measure the incidence of crime in Canadian society and its characteristics.
- Actual counts (2022, 2023 and 2024) and Clearance Rate for 2024 included.
- The most serious violation methodology (MSV) is used, which is the same as Statistics Canada’s methodology. The MSV counts only the first of up to four offences per incident that occurred in the specific time range.
- First Nation population is not included.
- Statistics Canada Verified (green checkmark) only.

Table 2.1 Violent Crimes

Corresponding Violation Description

- 01 Murder 1st Degree, Murder 2nd Degree, Manslaughter, Infanticide
- 02 Criminal Negligence Causing Death, Other Related Offences Causing Death
- 03 Attempted Murder, Conspire to Commit Murder
- 04 Sexual offence which occurred prior to January 4, 1983, Sexual Assault, Level 3, Aggravated, Sexual Assault, Level 2, Weapon or Bodily Harm, Sexual Assault, Level 1, Sexual Interference, Invitation to Sexual Touching, Sexual Exploitation, Sexual Exploitation of a Person with a Disability, Incest, Corrupting Morals of a Child, Making Sexually Explicit Material Available to Children, Parent or Guardian Procuring Sexual Activity, Householder Permitting Sexual Activity, Luring a Child via Computer, Agreement or Arrangement - Sexual Offence Against a Child, Bestiality - Commits, Compels Another Person, Bestiality in, Presence of, or Incites, a Child, Voyeurism, Non-Consensual Distribution of Intimate Images
- 05 Assault Level 3, Aggravated, Assault Level 2, Weapon/Bodily Harm, Assault Level 1, Unlawfully Causing Bodily Harm, Discharge Firearm with Intent, Using firearm/Imitation of Firearm in the Commission of an Offence, Pointing a Firearm, Assault, Peace-Public Officer, Assault Against Peace Officer with a Weapon or Causing Bodily Harm, Criminal Negligence Causing Bodily, Harm, Trap Likely to or Causing Bodily Harm, Other Assaults
- 06 Kidnapping, Forcible Confinement, Hostage Taking, Trafficking in Persons, Abduction Under 14, Not Parent/Guardian, Abduction Under 16, Removal of Children from Canada, Abduction Under 14 Contravening a Custody Order, Abduction Under 15 by Parent/Guardian
- 07 Robbery, Robbery to Steal Firearm
- 08 Extortion, Intimidation of a Justice System Participant or a Journalist, Intimidation of a Non-justice System Participant, Criminal Harassment, Indecent/Harassing Communications, Utter Threats to Person, Explosives Causing Death/Bodily Harm, Arson - Disregard for Human Life, Other Violations Against the Person, Failure to Comply with Safeguards (MAID), Forging/Destruction of Documents (MAID)
- 09 Obtaining Sexual Services for Consideration, Obtaining Sexual Services for Consideration from Person Under the Age of 18 Years, Material Benefit from Sexual Services, Material Benefit from Sexual Services Provided by Person Under the Age of 18 Years, Procuring, Procuring a Person Under the Age of 18 Years, Advertising Sexual Services

Table 2.2 Property Crimes

Corresponding Violation Description

- 01 Arson
- 02 Break & Enter, Break & Enter to Steal a Firearm, Break & Enter a Motor Vehicle (Firearm)
- 03 Theft over \$5000, Theft over \$5000 from a Motor Vehicle, Shoplifting over \$5000, Motor Vehicle Theft
- 04 Theft \$5000 or Under, Theft under \$5000 from a Motor Vehicle, Shoplifting \$5000 or Under
- 05 Trafficking in Stolen Goods over \$5000, Possession of Stolen Goods over \$5000, Trafficking in Stolen Goods \$5000 and Under, Possession of Stolen Goods \$5000 and Under
- 06 Fraud, Identity Theft, Identity Fraud
- 07 Mischief, Mischief to Cultural Property, Hate-motivated mischief relating to property used by identifiable group, Mischief Relating to War Memorials, Altering/Destroying/Removing a Vehicle Identification Number (VIN)

Table 2.3 Other Criminal Code

Corresponding Violation Description

01 Betting House, Gaming House, Other Violations Related to Gaming and Betting

02 Offensive Weapons: Explosives, Weapons Trafficking, Possession and Distribution of Computer Data (Firearm), Altering Cartridge Magazine, Weapons Possession Contrary to Order, Possession of Weapons, Unauthorized Importing/Exporting of Weapons., Firearms Documentation/Administration, Unsafe Storage of Firearms

03 Failure to Comply with Order, Escape and being at large without excuse - escape from custody, Escape and being at large without excuse - Unlawfully at Large, Failure to Appear, Breach of Probation, Disturb the Peace, Child Pornography (Possessing or Accessing), Child Pornography (Making or Distributing), Public Communications to Sell Sexual Services, Offences Related to Impeding Traffic to Buy or Sell Sexual Services, Counterfeiting, Indecent Acts, Voyeurism (Expired), Corrupting Morals, Lure child via Computer (Expired), Obstruct Public/Peace Officer. Trespass at Night, Threatening/Harassing Phone Calls (Expired), Utter Threats Against Property or Animals, Advocating Genocide, Public Incitement of Hatred, Promoting or Advertising Conversion Therapy, Unauthorized Recording of a Movie/Purpose of Sale, Rental, Commercial, Distribution, Offences Against Public Order (Part II CC), Property or Services for Terrorist Activities, Freezing of Property, Disclosure, Audit, Participate in Activity of Terrorist Group, Facilitate Terrorist Activity, Instruction/Commission of Act of Terrorism, Hoax – Terrorism, Advocating/Promoting Terrorism, Firearms and Other Offensive Weapons (Part III CC), Leave Canada to Participate in Activity of a Terrorist Group, Leave Canada to Facilitate Terrorist Activity, Leave Canada to Commit Offence for Terrorist Group, Leave Canada to Commit Offence that is Terrorist Activity, Harbour/Conceal Terrorist (Max = Life), Harbour/Conceal Terrorist (Max Does Not = Life), Harbour/Conceal Person Likely to Carry Out Terrorist Activity, Offences Against the Administration of Law and Justice (Part IV CC). Sexual Offences, Public Morals and Disorderly Conduct (Part V CC), Invasion of Privacy (Part VI CC), Failure to Comply with Regulations / Obligations for Medical Assistance in Dying (MAID), Other Offences Against the Person and Reputation, Offences Against the Rights of Property (Part IX CC), Fraudulent Transactions, Relating to Contracts and Trade (Part X CC), Offences Related to Currency, Proceeds of Crime (Part XII.2 CC), Attempts, Conspiracies, Accessories, Instruct Offence for Criminal Organization, Commit Offence for Criminal Organization, Participate in Activities of Criminal Organization, Recruitment of Members by a Criminal Organization, All Other Criminal Code (includes Part XII.1 CC)

Table 2.4 Drugs

Corresponding Violation Description

01 Possession – Heroin, Possession – Cocaine, Possession - Other Controlled Drugs and Substances Act, Possession - Methamphetamine (Crystal Meth), Possession - Methylendioxyamphetamine (Ecstasy), Possession – Opioid (other than heroin)

02 Trafficking – Heroin, Trafficking – Cocaine, Trafficking - Other Controlled Drugs and Substances Act, Trafficking - Methamphetamine (Crystal Meth), Trafficking - Methylendioxyamphetamine (Ecstasy), Trafficking – Opioid (other than heroin)

03 Import / Export – Heroin, Import / Export – Cocaine, Import / Export - Other Controlled Drugs and Substances Act, Import / Export - Methamphetamines (Crystal Meth), Import / Export - Methylendioxyamphetamine (Ecstasy), Import/Export – Opioid (other than heroin), Production – Heroin, Production – Cocaine, Production - Other Controlled Drugs & Substances Act, Production - Methamphetamines (Crystal Meth), Production - Methylendioxyamphetamine (Ecstasy), Production – Opioid (other than heroin), Possession, sale, etc., for use in production of or trafficking in substance

04 Possession of illicit or over 30g dried cannabis (or equivalent) by adult, Possession of over 5g dried cannabis (or equivalent) by youth, Possession of budding or flowering plants, or more than four cannabis plants, Possession of cannabis by organization

05 Distribution of illicit, over 30g dried cannabis (or equivalent), or to an organization, by adult, Distribution of cannabis to youth, by adult, Distribution of over 5g dried cannabis (or equivalent), or to an organization, by youth, Distribution of budding or flowering plants, or more than four cannabis plants, Distribution of cannabis by organization, Possession of cannabis for purpose of distributing

06 Sale of cannabis to adult, Sale of cannabis to youth, Sale of cannabis to an organization, Possession of cannabis for purpose of selling

07 Importation and exportation of cannabis, Possession of cannabis for purpose of exportation

08 Obtain, offer to obtain, alter or offer to alter cannabis, Cultivate, propagate or harvest cannabis by adult, Cultivate, propagate or harvest cannabis by youth or organization

09 Possess, produce, sell, distribute or import anything for use in production or distribution of illicit cannabis, Use of young person in the commission of a cannabis offence, Other C

cannabis Act

Table 2.5 Federal Statutes

Corresponding Violation Description

Bankruptcy Act, Income Tax Act, Canada Shipping Act, Canada Health Act, Customs Act , Competition Act, Excise Act, Youth Criminal Justice Act (YCJA), Immigration and Refugee Protection Act, Human Trafficking (involving the use of abduction, fraud, deception or use of threat), Human Smuggling fewer than 10 persons, Human Smuggling 10 persons or more, Firearms Act, National Defence Act, Emergencies Act, Quarantine Act, Other Federal Statutes

Table 2.6 Traffic Violations

Corresponding Violation Description

01 Dangerous Operation Causing Death, Dangerous Operation Causing Bodily Harm, Dangerous Operation

02 Flight from Peace Officer

03 Operation - low blood drug concentration, Operation while impaired causing death (alcohol), Operation while impaired causing death (alcohol and drugs), Operation while impaired causing death (drugs), Operation while impaired causing death (unspecified), Operation while impaired causing bodily harm (alcohol), Operation while impaired causing bodily harm (alcohol and drugs), Operation while impaired causing bodily harm (drugs), Operation while impaired causing bodily harm (unspecified), Operation while impaired (alcohol), Operation while impaired (alcohol and drugs), Operation while impaired (drugs), Operation while impaired (unspecified)

04 Failure or refusal to comply with demand (alcohol), Failure or refusal to comply with demand (alcohol and drugs), Failure or refusal to comply with demand (drugs), Failure or Refusal to Comply with Demand (unspecified), Failure or refusal to comply with demand, accident resulting in bodily harm (alcohol), Failure or refusal to comply with demand, accident resulting in bodily harm (alcohol and drugs), Failure or refusal to comply with demand, accident resulting in bodily harm (drugs), Failure or refusal to comply with demand, accident resulting in bodily harm (unspecified), Failure or refusal to comply with demand, accident resulting in death (alcohol), Failure or refusal to comply with demand, accident resulting in death (alcohol and drugs), Failure or refusal to comply with demand, accident resulting in death (drugs), Failure or refusal to comply with demand, accident resulting in death (unspecified)

05 Failure to stop after accident resulting in death, Failure to stop after accident resulting in bodily harm, Failure to stop after accident, Operation while prohibited

Table 2.7 Youth Crime

Source: Niche Records Management System (RMS), (2025/04/24)

Note:

- Youth Charges by Disposition Type
- Only charges that have had a disposition type recorded in the OPP Niche RMS application are included.
- Youth charges without a disposition type are not included which may result in under stating the actual youth charges.
- “NULL” represents blanks, or where officers did not indicate the Disposition Type, however charges were applied.

Table 2.8 Victim Referrals

Source: Niche Records Management System (RMS), (2025/04/24)

Note:

- Number of Referrals to Victim Service Agencies

Table 3.1 Motor Vehicle Collisions (MVC) by Type

Source: Ontario Provincial Police, Collision Reporting System (CRS), (2025/02/21)

- Note:
- Total Motor Vehicle Collisions (Fatal Injury, Non-Fatal Injury and Property Damage Only): Reportable Fatal Injury, Non-Fatal Injury and Property Damage Only Collisions entered into the eCRS for All Motorized Vehicles (MVC-Roadway, MSV- Snowmobile and ORV-Off Road Report Type) regardless of completion/approval status.
 - Alcohol/Drug Related Collisions: Reportable MVC collisions where Alcohol/Drug Involved field indicated as Yes OR Contributing Factor scored as Ability Impaired (Alcohol or Drug) OR Driver Condition reported as Had Been Drinking or Ability Impaired.
 - Animal Related Collisions: Reportable MVC collisions where Contributing Factor scored as Animal OR Wildlife Involved was an Animal OR Sequence of Events was an Animal.
 - Speed Related Collisions: Reportable MVC collisions where Contributing Factor scored as Excessive Speed or Speed Too Fast For Conditions OR Driver Action reported as Exceeding Speed Limit or Speed Too Fast For Conditions.
 - Inattentive Related Collisions: Reportable MVC collisions where Contributing Factor scored as Inattentive OR Driver Condition reported as Inattentive.
 - Persons Killed or Injured: Number of Persons Injured or Killed in Reportable MVC collisions.

Table 3.2 Primary Causal Factors in Fatal MVCs on Roadways

Source: Ontario Provincial Police, Collision Reporting System (CRS), (2025/02/21)

- Note:
- Fatal Roadway Collisions where Causal is Speed Related: Reportable Fatal Roadway Collisions where Contributing Factor scored as Excessive Speed or Speed Too Fast For Conditions OR Driver Action reported as Exceeding Speed Limit or Speed Too Fast For Conditions.
 - Fatal Roadway Collisions where Causal is Alcohol/Drug Related: Reportable Fatal Roadway Collisions where Contributing Factor where Alcohol/Drug Involved field indicated as Yes OR Contributing Factor scored as Ability Impaired (Alcohol or Drug) OR Driver Condition reported as Had Been Drinking or Ability Impaired.
 - Persons Killed in Fatal Roadway Collisions where lack of Seatbelt/Helmet use is a Factor:
Persons Killed in Reportable Fatal Roadway Collisions where Victim is fatally injured AND a vehicle occupant AND where safety equipment reported to be not used but available.
 - Fatal Roadway Collisions where Causal is Inattentive Related: Reportable Fatal Roadway Collisions where Contributing Factor scored as Inattentive OR Driver Condition reported as Inattentive.
 - Fatal Roadway Collisions where Causal is Animal Related: Reportable Fatal Roadway Collisions where Contributing Factor scored as Animal OR Wildlife Involved was an Animal OR Sequence of Events was an Animal.

Table 3.3 Fatalities in Detachment Area

Source: Ontario Provincial Police, Collision Reporting System (CRS), (2025/02/21)

- Note:
- Fatal Incidents: Reportable Fatal Collisions by Report Type (Roadway, Marine, Off-Road Vehicle, Motorized Snow Vehicle).
 - Persons Killed: Number of Involved Persons where Injury is fatal by Report Type (Roadway, Marine, Off-Road Vehicle, Motorized Snow Vehicle).
 - Alcohol/Drug Related Incidents: Reportable Fatal Collisions by Report Type (Roadway, Marine, Off-Road Vehicle, Motorized Snow Vehicle) where Alcohol/Drug Involved field indicated as Yes OR Contributing Factor scored as Ability Impaired (Alcohol or Drug) OR Driver Condition reported as Had Been Drinking or Ability Impaired.

Table 3.4 Big 4

Source: Niche Records Management System (RMS) & eTicket, (2025/02/21)

- Note:
- Speeding (HTA 128): Charges are based on date charged. Speeding = HTA s.128 charges.
 - Seatbelt (HTA 106): Charges are based on date charged. Seatbelt = HTA s.106 charges.
 - Distracted (HTA 78.1): Charges are based on date charged. Distracted = HTA s.78.1 charges.
 - Impaired (CCC 320.14 & 320.15): Charges are based on date charged. Impaired = CCC s.320.14 & 320.15 charges.

Table 3.5 Charges

Source: Niche Records Management System (RMS) & eTicket, (2025/02/21)

Note:

- HTA: Charges are based on date charged. Highway Traffic Act Statute charges.
- Criminal Code Traffic: Charges are based on date charged. Criminal Code Traffic (CCC s320.13, 320.14, 320.15, 320.16, 320.17 & 320.18) charges.
- Criminal Code Non-Traffic: Charges are based on date charged. All CCC charges not included in the Criminal Code Traffic section above.
- LLCA: Charges are based on date charged. Liquor Licence and Control Act charges.
- Federal Cannabis Act: Charges are based on date charged. Cannabis Act charges.
- Provincial Cannabis Act: Charges are based on date charged. Cannabis Control Act charges.
- Controlled Drug and Substance Act: Charges are based on date charged. Controlled Drug and Substance Act charges.
- Other: Charges are based on date charged. "Other" charges is comprised of CAIA, Other Provincial & Federal Offences not already captured in sections above.

Table 4.1 Service Delivery Activity Allocations

Source: Daily Activity Reporting (DAR) System

Date: April 17, 2025

Note: Activity allocation percentages are based on the total reported hours of detachment provincial constables performing duties within their home detachment location.

Table 4.2 Hours (Field Personnel)

Source: Daily Activity Reporting (DAR) System

Date: January 20, 2025

Note:

- Total reported hours, excluding paid duties.
- Includes Provincial Constable to Sergeant ranks only.
- Excludes First Nations badge numbers.
- Excludes administrative accounts and joint services accounts.
- Excludes incomplete DAR entries and those with errors.
- Excludes General Headquarters location codes.

CONTACT THE OPP

REACH THE OPP BY PHONE

- Know your location: Be ready to describe your surroundings. Look for addresses, landmarks and buildings that may help identify your location.
- Call 9-1-1 if there is immediate risk to someone's life or property.
- Don't hang up, stay on the line
- Call 1-888-310-1122 for non-life-threatening incidents that require police attention
- TTY 1-888-310-1133, or Agent 511 for registered subscribers (for the Deaf, Hard of Hearing and Speech Impaired)

PROVIDE AN ANONYMOUS TIP

- Call Crime Stoppers at 1-800-222-8477 (TIPS)
- Visit www.crimestoppers.ca

SPEAK WITH AN OFFICER FOR ALL OTHER MATTERS

To arrange to meet an officer at a detachment, go to www.opp.ca to use the Local Detachment Finder and follow the prompts.

REPORT AN INCIDENT ONLINE

You have the option to report select occurrences to police from the convenience of a computer.

Visit www.opp.ca/reporting to use the Citizen Self Reporting system. Specific incidents can be reported online without attending a detachment or waiting for an officer.

You can use this system to report:

- Theft Under \$5,000
- Mischief / Damage to Property Under \$5,000
- Mischief / Damage to Vehicle Under \$5,000
- Theft from Vehicle Under \$5,000
- Lost / Missing Property Under \$5,000 including a licence plate(s) or validation sticker(s)
- Theft of any type of gasoline from a gas station
- Driving Complaints
- Theft from Vehicle Under \$5,000
- Lost / Missing Property Under \$5,000 including a licence plate(s) or validation sticker(s)
- Theft of any type of gasoline from a gas station
- Driving Complaints

Do not use this system if this is an emergency! If it is, call 9-1-1.

9-1-1 is for police, fire or medical emergencies only.

Accidental, hang-up or abuse of 9-1-1 calls tie up emergency lines, communicators and officers which could result in the slower response to a real emergency, risking the safety of people who need urgent help.

#KnowWhenToCall

If you've dialed 9-1-1 in error, stay on the line. Your call will be connected to police. Answer all questions asked by the communicator. This eliminates a lengthy follow up process that may lead to officers attending your location to ensure your safety.

**DETACHMENT BOARD
ANNUAL REPORT**

2024

WEST PARRY SOUND DETACHMENT

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Parry Sound ,ON
P2A 0C1

Tel: 705-746-4225
Fax: 705-746-9731



Follow us on



Bert Liverance, Reeve and John MacKinnon, CAO
Township of the Archipelago

July 2, 2025

Dear Reeve Liverance and Mr. MacKinnon,

I am requesting a delegation to Council to address some inaccuracies in the May 23, 2025 presentation to council from the Georgian Bay Aspiring Geopark, as well as to provide you with additional context.

One inaccuracy occurred [7:03 - 7:12](#), where Tony Pigott stated "*We are largely a volunteer group and self-funded, not self funded but **funded by private donors and research grants primarily.***"

Please see this [August 2024 announcement](#) from Fed Dev granting \$175,000 to the Georgian Bay Geopark to "*Develop and implement interpretive tourism programming for the Georgian Bay Geopark.*" The geopark's [December 31, 2024 Instagram post](#) also announced "**\$250,000 in support from FED DEV, the County of Simcoe and Destination Northern Ontario.**"

My background is that I am an Adjunct Professor of Strategy and Marketing at Schulich School of Business, York University. I have also worked as a consultant with Economic Development departments. I am a retired board member of the charity Georgian Bay Forever and lifelong lover of Georgian Bay. I have been a cottager on Parry Island since 1999. My unique combination of marketing expertise, economic development and extensive knowledge of Georgian Bay has armed me with the ability to understand the true intentions of the geopark – which is essentially to leverage Georgian Bay “assets” for the benefit of one county to the south.

Here is why you should be concerned:

1. The geopark is not a Georgian Bay initiative; it is a [Simcoe County initiative](#) dominated by people from southern Ontario attempting to “claim” all of Georgian Bay. Tony Pigott, geopark executive director and retired advertising executive, was initially hired by the Midland Bay Landing Development Corporation to undertake a feasibility study to designate Georgian Bay as a UNESCO Geopark to attract developers to build a UNESCO discovery centre in Midland. On September 15, 2021, in a deputation to Midland Council, Mr. Pigott presented that it was a [viable and valuable opportunity](#). Below is a question posed by a member of Midland Council, Jon Main. The response illustrates that North Simcoe is the top priority:

Jon Main – “*If Midland is claiming, or initiating the Georgian Bay Geopark, Georgian Bay is quite large, and it goes over Collingwood, Parry Sound, Owen Sound, Killarney, Manitoulin Island, how would those municipalities come into play or collaborate or partner with this opportunity?*”

Tony Pigott – “*In time, other areas of Georgian Bay will engage, but [North Simcoe has the opportunity to be the first mover, and to be the dominant \(I won't say dominant\) the gateway to the UNESCO Geopark and the place that people go to first, being adjacent as you are to four million people.](#)*”

2. If this project proceeds there will be a large increase in tourism in your municipality, as UNESCO geoparks are proven tourism generators. Because the proposed geosites are parks, towns, public land and facilities managed by municipalities, you will bear the costs without the fair share of the economic benefits. While you experience more tourism, you will likely receive less funding, as the geopark is competing with municipalities to secure RTO funding. In addition to the impact on quality of life for local and seasonal residents, increased pollution and impact on infrastructure, there are also ecological considerations pertaining to sensitive habitats and endangered species.

3. While GBA, GBF, GBLT and GGBR were all cited and presented as collaborative, you likely noticed there were no letters of support from any of them. In fact the Georgian Bay Biosphere Reserve published a [letter](#) on October 26, 2023 clarifying that they are not a part of this initiative, and stating that as of that date, *"GBMGB has not formally endorsed the aspiring Geopark."* I have sent the recording of the presentation to all four organizations in the event that they would like to provide clarification to you about how their relationship with the geopark was presented.
4. At minute 16:40 of the [presentation to the Township of the Archipelago](#), in discussing their website, Tony Pigott states *"We are also working, importantly, with an Indigenous design company out of Sudbury, where the platform is going to be fully integrated with Indigenous narratives and stories, traditional knowledge and so on. Some of it will be in parallel, because the whole principle of the geopark is to do it on the basis of what is referred to as two-eyed seeing – Western research and sensibilities with traditional knowledge."* This is reinforced in this [newspaper article](#), where Mike Robbins, the geopark tourism lead, is quoted as saying *"tourism is a form of reconciliation"* and they *"want to make sure that Indigenous stories are told"*. Their marketing material already leans heavily into Indigenous culture, including their logo being placed on the medicine wheel and promotion of sacred sites such as Giant's Tomb and pictographs in Collins Inlet. Yet I am sure you noticed in the presentation, like the conservation organizations, they did not show evidence of any letters of support from Indigenous communities.

If you review the organizations identified in Mr. Pigott's presentation as providing letters of support, you will see that all but one of the municipalities is from Simcoe County. Please also be aware that after hearing my presentation, the [Town of Gore Bay passed a resolution strongly opposing the geopark](#).

Meanwhile, the aspiring geopark is making important decisions that will impact your municipality. As you heard, The Township of the Archipelago is designated as part of "Deeptime Zone 3: The Ancient Himalayas" which stretches from Honey Harbour to Killarney. Signature geosites in your municipality include Pointe au Baril, Wreck Island, Sans Souci, Woods Bay Marina and Key Harbour. Please see the map which has been provided by the geopark at the end of this letter. While not identified on the map, in the presentation to council, Mr. Pigott also cited all of Massasauga Provincial Park.

I advise that it is in the Township of the Archipelago's best interests to stop this initiative. The geopark is not currently recognized by UNESCO. To secure this, it requires letters of support from all stakeholders, including every municipality and every First Nations community within its proposed boundaries. However, as an aspiring geopark, it can continue to promote Georgian Bay on a global basis for years even without these letters of support. To have the geopark withdraw its application, stop promoting tourism on a global level, and stop trying to be the voice of the Anishinaabek will require more letters of opposition, such as the one provided by the Town of Gore Bay.

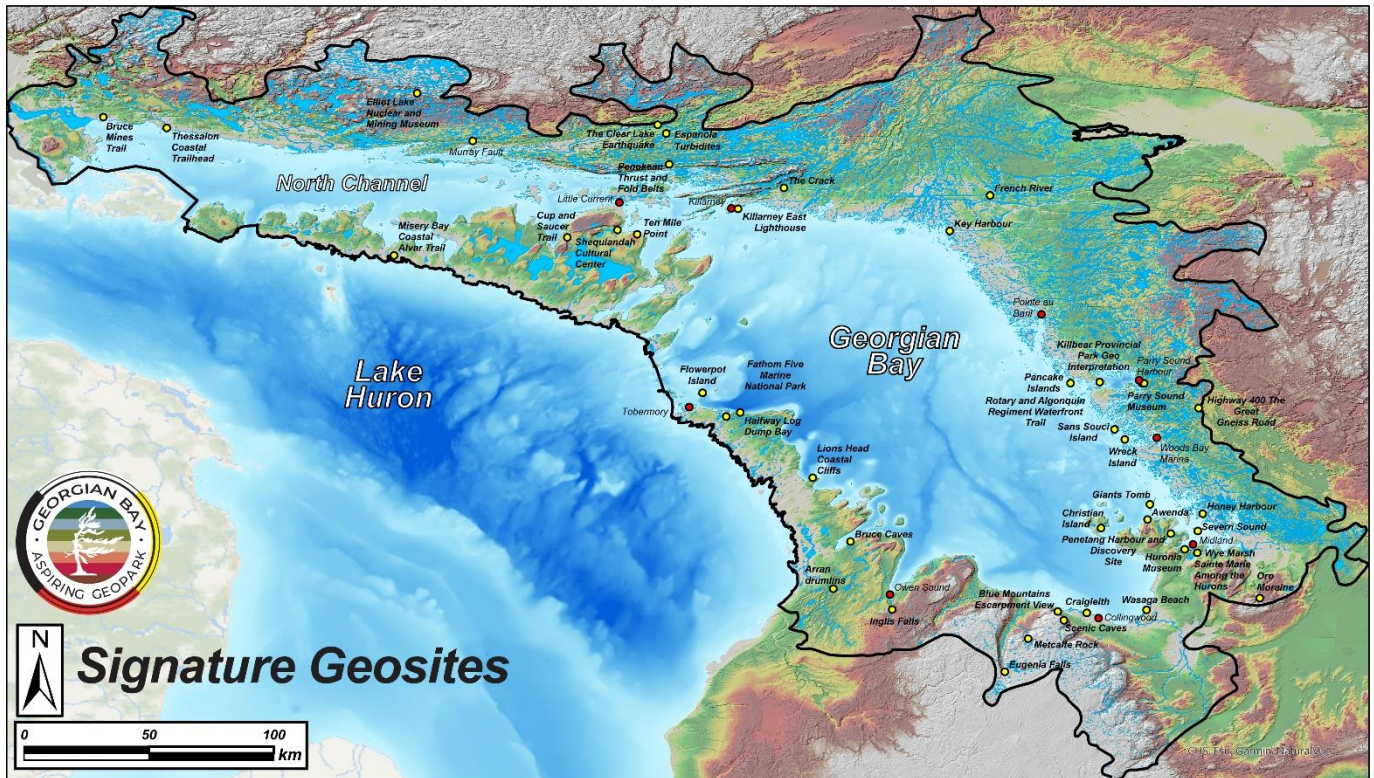
I would like to present a delegation to reinforce how this project is not optimal for the Township of the Archipelago.

Best regards,



Margaret Hastings
Executive Director, Georgian Bay Guardians
Adjunct Professor, Schulich School of Business, York University
Retired Board Member, Georgian Bay Forever

Exhibit – Signature Geosites



Fw: Courageous Companions Service Dog Program-2025-Sponsorship Request

From Alana Torresan <atorresan@thearchipelago.ca>

Date Wed 7/2/2025 9:21 AM

To Alana Torresan <atorresan@thearchipelago.ca>

From: sponsor@courageousk9.ca <sponsor@courageousk9.ca>

Sent: June 25, 2025 9:25 AM

To: Bert Liverance - Reeve <bliverance@thearchipelago.ca>

Subject: Courageous Companions Service Dog Program-2025-Sponsorship Request

Dear Reeve Liverance & Council,

I'd like to extend this email as our official sponsorship request for our 2025 campaign. I hope that you are all doing well! We'd be honoured to have Archipelago Township join us in support of Courageous Companions.

Courageous Companions is dedicated to transforming the lives of military veterans and first responders who have suffered physical or psychological injuries in service. By providing them with certified service dogs at no cost, we help restore independence, confidence, and a sense of hope. These dogs are more than companions-they're life-changing partners.

This important work is only possible thanks to the generous support of community champions like you. We're inviting you to consider sponsoring an ad or message of support in the upcoming annual edition of Courageous K9 Magazine. This publication not only highlights the incredible stories of resilience and recovery but also serves as a testament to the generosity of organizations like yours.

As a sponsor, you'll receive:

- *Recognition in a widely circulated, full-color magazine.
- *A certificate of appreciation to display your commitment to this cause.
- *A copy of the magazine to share with your team or community.

By participating, you'll directly impact the lives of those who have given so much to protect and serve us all. To learn more about sponsorship opportunities, *****RATES*****, or the inspiring stories we've shared, please visit www.courageousk9.ca.

Your support would mean the world to the heroes we serve. Thank you for considering this opportunity to make a tangible difference. I'd be happy to discuss further or answer any questions you might have.

Yours Truly,

Stacey Biekx

T: (866) 767-1731

E: sponsor@courageousk9.ca

W: www.courageousk9.ca