

**CORPORATION OF THE TOWNSHIP OF RYERSON**

**February 13, 2024**

**REGULAR MEETING AGENDA**

**February 13, 2024 AT 6:00 P.M.**

**THIS WILL BE A HYBRID IN-PERSON/ELECTRONIC MEETING via ZOOM**

**Members of the Public must register** with the Ryerson Township Clerk's Office prior to the meeting for meeting access and availability of limited in-person seating.

Members of the Public are not permitted in a Closed meeting.

To Members of the Public: If you have trouble with your connection during the meeting, you may notify the Host by e-mail at: [treasurer@ryersontownship.ca](mailto:treasurer@ryersontownship.ca)

**Meeting will be recorded.**

*The Municipal Council of the Township of Ryerson recognizes that we are on the traditional territory of the Anishinaabe Peoples, in the Robinson-Huron and Williams Treaties areas. We wish to acknowledge the long history of First Nations and Métis Peoples in Ontario, and show respect to the neighbouring indigenous communities.*

**Note: (R)** denotes resolution

**1. CALL TO ORDER:**

1.1 Attendance:

1.2 Announcement: This meeting is being recorded

**2. ADOPTION OF MINUTES:**

2.1 Adoption of minutes from the regular meeting on January 16, 2024 **(R)**

**3. DECLARATION OF PECUNIARY INTEREST:**

**4. DELEGATIONS AND PRESENTATIONS:** None registered

**5. TENDERS/QUOTES/REQUESTS FOR PROPOSALS (RFP):** None

**6. REPORTS:**

6.1 BY-LAW: Administrative Monetary Penalties (AMPS)

6.2 CAO/TREASURER: Human Resource Policy **(R)** 2024 Fire Budget **(R)** 2024 Draft RTO Budget **(R)** Fees By-law **(R)**

6.3 CLERK: MacCharles Road Closure/Access (R), Pound Agreement (R),  
Consent B-061/21 Neil Murdy; Environmental Impact Study(R)

**COUNCIL MEMBERS:**

Councillor Abbott: January 2024 Library Board Meeting Report

**7. COMMUNICATION ITEMS:**

- 7.1 Ontario Energy Board: Establish a 20 Year Franchise Agreement. (R)
- 7.2 Joint Building Committee (JBC) Lease Agreement (R)
- 7.3 Association of Ontario Roads Supervisors- Training (AORS) (R)
- 7.4 Resolution 2024-009 Amo Policy Update Social and  
Economic Prosperity Review (R)

**General Items:**

- Eastholme January 2024 Administrative Report
- Amy Tilly Tri R Waste Management Report
- Almaguin Community Economic Development, ACED December 2023  
Minutes
- Almaguin Community Economic Development, ACED 2024 Draft Work Plan
- Joint Building Committee, JBC Annual Permit Summary January 2024
- District of Parry Sound Social Services, DSSAB January 2024 CAO Report
- Graydon Smith Crown Land Disposition in Northern Ontario
- Almaguin Highlands Health Centre, AHHC February Draft minutes

**8. CONFIRMING BY-LAW:**

8.1 Confirm the meetings of Council (R)

**9. CLOSED:**

9.1 Resolution to move to a closed session at \_\_\_\_\_, pursuant to the Municipal Act 2001, c. 25, Section 239 (2) (e) as the subject matter being considered is regarding potential litigation, including matters before administrative tribunals affecting the Municipality or local board. The general nature of the closed meeting is to discuss: potential litigation affecting the Municipality. (R)

**10. IMPORTANT DATES:**

February 26, 2024 Tri-Council 7:00 p.m. Katrine Community Center  
February 27, 2024 Regular Meeting 6:00 p.m.

**11. ADJOURNMENT: (R)**

**CORPORATION OF THE TOWNSHIP OF RYERSON**

**LIST OF PROPOSED RESOLUTIONS**

**FOR COUNCIL MEETING: February 13, 2024 AT 6:00 P.M.**

**Item # 2.1 on Agenda** Moved by Councillor Miller, Seconded by Councillor Robertson,

Be it resolved that the minutes from the regular meeting on January 16, 2024 be adopted as circulated.

**Item # 6.2 on Agenda** Moved by Councillor Patterson, Seconded by Councillor Abbott,

Be it resolved that leave be given to introduce a Bill # \_\_-24, being a By-law to Adopt a Human Resource Policy Manual and further; That By-Law # \_\_-24 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 13<sup>th</sup> day of February 2024.

**Item # 6.2 on Agenda** Moved by Councillor Patterson, Seconded by Councillor Miller,

Be it resolved that Ryerson Township Council approve the amendments to the final 2024 Burks Falls and District Fire Department Budget for presentation at the Tri-Council meeting February 26, 2024.

**Item # 6.2 on Agenda** Moved by Councillor Robertson, Seconded by Councillor Patterson,

Be it resolved that Ryerson Township Council approve the amendments to the final 2024 RTO Budget for presentation at the Tri-Council meeting February 26, 2024.

**Item # 6.2 on Agenda** Moved by Councillor Miller, Seconded by Councillor Abbott,

Be it resolved that leave be given to introduce a Bill # \_\_\_\_-24, being a By-law amending Schedule "G" to provide for planning fees charged by the Township of Ryerson and further; That By-Law # \_\_\_\_-24 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 13<sup>th</sup> day of February 2024.

**Item # 6.3 on Agenda** Moved by Councillor Robertson, Seconded by Councillor Patterson,

Whereas Council has received an application and the required fee from the owner of lands described as Lot 6, Concession 14, Township of Ryerson being the lands described in PIN 52137-0004 the applicants Mark MacCharles, John MacCharles, Donald MacCharles, and Alan MacCharles, to purchase a portion of the unopened boundary road allowance between Concession 14, Township of Ryerson and Concession 1, Geographic Township of Chapman, which unopened boundary road allowance is under the joint jurisdiction and ownership of the Township of Ryerson and the Municipality of Magnetawan;

AND WHEREAS the Council has considered various arrangements, the purpose of which is to connect the Applicant's lands to a year-round maintained road;

BE IT RESOLVED THAT the Council of the Township of Ryerson supports in principle the closure and sale of that portion of the unopened boundary road allowance to the Applicant shown on Schedule "A" attached hereto (the subject lands) subject to the following conditions:

1. A similar resolution of in principle support be obtained from the Council of the Municipality of Magnetawan;
2. Each Municipality will complete the road closure process in accordance with its applicable by-law/policy;
3. The Township of Ryerson will be responsible for the administration of the sale process;
4. The Applicant shall be responsible for obtaining a reference plan depicting the subject lands to the satisfaction of the Municipalities;
5. The Applicant be required to take all steps required for the subject lands to merge with the Applicant's lands as determined by the Municipal Solicitor;
6. The Applicant shall be responsible for all costs incurred by and/or imposed by the Municipalities arising from and in consequence of the application and the proposed closure and sale;
7. That the price of the land shall be determined based upon currently applicable price per square foot set out in the Township of Ryerson's fees and charges by-law.

**Item # 6.3 on Agenda** Moved by Councillor Patterson, Seconded by Councillor Robertson

Be it resolved that leave be given to introduce a Bill # \_\_\_\_-24, being a By-law to enter into an agreement to appoint the Humane Society Poundkeeper and further; That By-Law # \_\_\_\_-24 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 13th day of February, 2024.

**Item # 6.3 on Agenda** Moved by Councillor Miller, Seconded by Councillor Patterson,

Be it resolved that Ryerson Township Council approve that prior to the finalization of consent, B-061/21, the District Planning Board must be advised in writing by the Township of Ryerson that the Applicant has entered into a Site Plan agreement with the Township of Ryerson, to be registered on title, to implement the mitigation measures recommended within the Environmental Impact Study prepared by Riverstone Environmental Solutions Inc.

**Item # 7.1 on Agenda** Moved by Councillor Patterson, Seconded by Councillor Abbott,

**BE IT HEREBY RESOLVED THAT RYERSON TOWNSHIP COUNCIL:**

1. This Council approves the form of draft by-law and franchise agreement attached hereto and authorizes the submission thereof to the Ontario Energy Board for approval pursuant to the provisions of Section 9 of the *Municipal Franchises Act*.



2. This Council requests that the Ontario Energy Board make an Order declaring and directing that the assent of the municipal electors to the attached draft by-law and franchise agreement pertaining to the Corporation of the Township of Ryerson is not necessary pursuant to the provisions of Section 9(4) of the *Municipal Franchises Act*.

**Item # 7.2 on Agenda** Moved by Councillor Miller, Seconded by Councillor Abbott,

Be it resolved that Ryerson Township Council supports the resolution from the Joint Building Committee recommending that the JBC enter into a lease agreement with the Township of Strong and authorizing the JBC Chair and the CBO to sign the agreement on the JBC's behalf.

**Item # 7.3 on Agenda** Moved by Councillor Robertson, Seconded by Councillor Patterson,

**WHEREAS**, municipal public works departments from across the Province of Ontario provide invaluable services to our communities ensuring the health and safety of all residents;

**AND WHEREAS**, if it was not for our municipal public works employees from across the Province of Ontario maintaining our public roads systems, our communities would not be able to function as emergency personnel could not respond to calls, school buses could not get our children to school, residents would not be able to get to work, school or appointments and many more basic functions would not be able to happen;

**AND WHEREAS**, municipal public works departments are already feeling the impacts of a labour shortage, which will only be exasperated over the next three to five years, which will cause levels of service municipalities are able to provide to ensure the health and safety of our residents to decrease;

**AND WHEREAS**, there is currently no provincial-wide course that properly trains potential municipal public works employees, specifically relating to municipal heavy equipment.

**THEREFORE IT BE RESOLVED**, that Township of Ryerson Council supports the work of the Association of Ontario Road Supervisors to develop a Municipal Equipment Operator Course to address this issue;

**AND THAT**, The Township of Ryerson calls on the Province of Ontario's Ministry of Labour, Training, Immigration and Skilled Trades to fully fund the Municipal Equipment Operator Course in 2024 through the Skills Development Fund;

**AND THAT**, a copy of this resolution be sent to the Minister of Labour, Training, Immigration and Skilled Trades David Piccinni, Ryerson Township's Member of Provincial Parliament MPP Graydon Smith and the Association of Ontario Road Supervisors.

**Item # 7.4 on Agenda** Moved by Councillor Patterson, Seconded by Councillor Miller,

Be it resolved that the Township of Ryerson Council supports the resolution 2024-009 received from Prescott Russell titled Association of Municipalities of Ontario (AMO) Policy Update - Social and Economic Prosperity Review.

Be it further resolved that a copy of this Resolution be circulated to the Premier of Ontario, Doug Ford; and MPP Graydon Smith and all municipalities in Ontario.

**Item # 8.1 on Agenda** Moved by Councillor Abbott, Seconded by Councillor Miller,

Be it resolved that leave be given to introduce a Bill # \_\_\_\_-23, being a By-law to confirm the meetings of Council and further; That By-Law # \_\_\_\_-23 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 13<sup>th</sup>, day of February, 2024.

**Item # 9.1 on Agenda** Moved by Councillor Robertson, Seconded by Councillor Patterson,

That we move to a closed session at \_\_\_\_\_, pursuant to the Municipal Act 2001, c. 25, Section 239 (2) (e) as the subject matter being considered is regarding potential litigation, including matters before administrative tribunals affecting the Municipality or local board. The general nature of the closed meeting is to discuss: potential litigation affecting the Municipality

**Item # 11 on Agenda** Moved by Councillor Miller, Seconded by Councillor Patterson,

Be it resolved that we do now adjourn at \_\_\_\_\_. The next regular meeting February 27, 2024 at 6:00 p.m.

**CORPORATION OF THE TOWNSHIP OF RYERSON**

**REGULAR COUNCIL MEETING**

**MINUTES**

**January 16, 2024 AT 6:00 P.M.**

The regular meeting of Council of the Corporation of the Township of Ryerson was held **January 16, 2024** at 6:00 p.m. This was a hybrid meeting combining in person, electronic meeting via Zoom and phone.

Mayor George Sterling called the meeting to order at 6:00 p.m.

Attendance was announced, and it was noted that the meeting is being recorded.

Council members attending in person or electronically: Mayor Sterling, Councillors: Abbott, Miller, Robertson, and Patterson

Staff in attendance: Brayden Robinson, Nancy Field, Fred Schmeltz, Jason Newman, Bryan Austin.

Public attending by phone or electronically: Judy Ransome, Nieves Guijarro and Josh Lilley.

Notice of this meeting was posted on the website.

**1. ADOPTION OF MINUTES**

**R- 1 - 24** Moved by Councillor Miller, Seconded by Councillor Robertson,

Be it resolved that the minutes from the regular meeting on December 12, 2023 be adopted as circulated.

(Carried)

**2. DECLARATION OF PECUNIARY INTEREST:** None noted.

**3. DELEGATIONS AND PRESENTATIONS:** Jason Newman and Bryan Austin attended to introduce themselves as our new By-law Enforcement Officers.

**4. REPORTS:**

**PUBLIC WORKS:** Public Works Supervisor provided his December report to council. He brought forward, Boundary Road Agreements for McMurrich/Monteith and for Magnetawan. Resolutions for both are noted below.

**R- 2 - 24** Moved by Councillor Patterson, Seconded by Councillor Abbott,

Be it resolved that leave be given to introduce a Bill # 1-24, being a By-law to enter into a Boundary Road Maintenance Agreement with the Township of McMurrich Monteith and further; That By-Law # 1-24 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 16 day of January, 2024.

(Carried)

**R- 3 - 24** Moved by Councillor Miller, Seconded by Councillor Robertson,

Be it resolved that leave be given to introduce a Bill # 2-24, being a By-law to enter into a Boundary Road Maintenance Agreement with the Municipality of Magnetawan and further; That By-Law # 2-24 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 16 day of January, 2024.

(Carried)

**CAO/TREASURER:** Provided the following house keeping tax By-laws: Penalty on Current Taxes, Interest on Tax Arrears, Interim Taxation. The Occupational Health and Safety By-Law was brought back to Council. Resolutions are noted below. An introduction to the Human Resources Manual was provided to Council.

**R- 4 - 24** Moved by Councillor Patterson, Seconded by Councillor Robertson,

Be it resolved that leave be given to introduce a Bill # 3-24, being a By-law to impose an interest charge for non-payment of tax arrears and further; That By-Law # 3-24 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 16<sup>th</sup> day of January 2024.

(Carried)

**R- 5 - 24** Moved by Councillor Robertson, Seconded by Councillor Abbott,

Be given to introduce a Bill # 4 -24, being a By-law to impose a penalty charge for non-payment of current taxes and further; That By-Law # 4 -24 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 16<sup>th</sup> day of January 2024.

(Carried)

**R- 6 - 24** Moved by Councillor Abbott, Seconded by Councillor Miller,

Be it resolved that leave be given to introduce a Bill # 5-24, being a By-law provide for an interim tax levy for 2024 and further; That By-Law # 5-24 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 16<sup>th</sup> day of January 2024.

(Carried)

**R- 7 - 24** Moved by Councillor Robertson, Seconded by Councillor Patterson,

Be it resolved that leave be given to introduce a Bill # 6-23, being a By-law to adopt an Occupational Health and Safety Program and further; That By-Law # 6-23 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council 16<sup>th</sup> day of January 2024.

(Carried)

**CLERK:** Presented the By-laws to appoint two By-law Enforcement Officers. Clerk presented to adopt an Emergency Management Plan. Resolutions are noted below.

**R- 8 - 24** Moved by Councillor Patterson, Seconded by Councillor Miller,

Be it resolved that leave be given to introduce a Bill # 7-24, being a By-law to enter into an agreement to appoint Jason Newman, a Municipal By-law Enforcement Officer and further; That By-Law # 7-24 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 16 day of January 2024.

(Carried)

**R- 9 - 24** Moved by Councillor Robertson, Seconded by Councillor Abbott,

Be it resolved that leave be given to introduce a Bill # 8-24, being a By-law to enter into an agreement to appoint Bryan Austin, a Municipal By-law Enforcement Officer and further; That By-Law # 8-24 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 16 day of January 2024.

(Carried)

**R- 10 - 24** Moved by Councillor Patterson, Seconded by Councillor Abbott,

Be it resolved that leave be given to introduce a Bill # 9-24, being a By-law to Adopt an Emergency Management Program and further; That By-Law # 9-24 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 16<sup>th</sup> day of January, 2024.

(Carried)

**FIRE DEPARTMENT:** The Fire Chief provided his Notice of Retirement. Resolution noted below.

**R- 11 - 24** Moved by Councillor Miller, Seconded by Councillor Patterson,

Be it resolved that Ryerson Township Council accept, with regret, the Fire Chief, Dave McNay's notice of retirement effective March 31, 2024.

(Carried)

## **5. COUNCIL COMMITTEES/BOARDS:**

Council reviewed the December Report provided by the Eastholme Administrator.

Councillor Abbott provided council with a report on Hazmat Day.

## **6. COMMUNICATION ITEMS**

Council discussed the library project's proposed new location but were not able to come into a decision and requested some further information to be brought back to a future meeting, this topic will be discussed more at a later date.

Council discussed the Village of Burk's Falls resolution to develop a business model for the health hub, this be discussed more at a later date.

Council discussed the communications from Perry Township and resolutions are noted below.

**R- 12 - 24** Moved by Councillor Robertson, Seconded by Councillor Patterson,

Be it resolved that the Ryerson Township Council supports the Township of Perry resolution 2023-309 to have seven municipalities enter into discussion surrounding the Regional Fire Department.

(Carried)

**R- 13 -24** Moved by Councillor Patterson, Seconded by Councillor Abbott,

Be it resolved that the Council of the Township of Ryerson requests support from the Councils of the Township of Armour and Village of Burks Falls to establish a joint Fire Department Capital Reserve;

And further that Ryerson Township Council agrees to allocate \$20,000 from the 2023 Fire Budget into this reserve, if created, for the burn building project.

(Carried)

### **General Correspondence**

-Council received the December 2023 Permit Summary from the Joint Building Committee

-Council received the report from the Muskoka Algonquin Healthcare, future hospital site.

-Council received the draft December meeting minutes from the District of Parry Sound Municipal Association

-Council received the January 2024 progress status from the Almaguin Highlands Health Council

## **7. CONFIRMING BY-LAW:**

**R- 14-24** Moved by Councillor Abbott, Seconded by Councillor Miller,

Be it resolved that leave be given to introduce a Bill # 10-24, being a By-law to confirm the meetings of Council and further; That By-Law # 10-24 be read a First, Second, and Third time, Signed and the Seal of the Corporation affixed thereto and finally passed in Council this 16<sup>th</sup> day of January 2024.

(Carried)

**8. CLOSED MEETING**

Council proceeded into a closed meeting and the following resolution was adopted.

**R- 15 -24** Moved by Councillor Robertson, Seconded by Councillor Patterson,

Be it resolved that Ryerson Township Council move to a closed meeting pursuant to the Municipal Act 2001, c. 25, Section 239 (2) (d) as the subject matter being considered is regarding labour relations or employee negotiations; The general nature of the closed meeting is to discuss HR matters.

(Carried)

**10. ADJOURNMENT:**

**R- 16 -24** Moved by Councillor Miller, Seconded by Councillor Patterson,

Be it resolved that we do now adjourn at 7:44pm. The next regular meeting February 13, 2024 at 6:00 p.m.

(Carried)

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK

## **Staff Report**

**Date:** January 22, 2024

**To:** Mayor, Deputy Mayor and Members of Council

**From:** Jason Newman, By-Law Enforcement Officer

**Report Title:** Administrative Monetary Penalties

### **RECOMMENDATION**

**THAT** Council receive Staff Report, dated January 22, 2024 regarding Administrative Monetary Penalty Program (AMPS),

### **BACKGROUND**

Historically the Township of Ryerson has recognized addressing matters under the Provincial Offences Act RSO 1990, has presented with some challenges, and in some cases is not cost or time effective, or appropriate for resolution.

Officer Bryan Austin and myself intend discussed with Staff and Council to considered alternatives to Provincial Offences Act proceedings.

The following is more detailed information, as it pertains to exploring Administrative Monetary Penalties (AMPS). Specifically, for helping to address By-Law Offences.

The minimum current expense to issuing a Provincial Offences Part I notice for the Township of Ryerson would be in excess of \$300.00. This is without any court appearances.

If a Provincial Offence Notice was contested, the price significantly increased and it is not uncommon that a single court appearance costs over \$1,000.00 including prosecution and staff costs.

Trials if required could easily exceed \$10,000.00.

The use of (AMPS) may help in reducing future costs to the municipality, as well collection of penalties can be applied to roll file as described in the Municipal Act.

Since the pandemic there have been some measures put in place to alleviate the cost of travel and the filing of documents, however it remains the preferred method to transport directly to the Provincial Offences Office in Parry Sound.

### **ANALYSIS**

The proposed (AMPS) are essentially a cost recovery model for addressing offences. It is important to recognize they are not "fines".

(AMPS) were permitted in the Municipal Act in approx. 2006-07 to provide cost recovery measures for a municipality as well minimize the need and expense of the Provincial Offences Act.

Initially they were implemented for parking related offences, and this has grown into many different applications for Municipal Law Enforcement.

The Municipal Act however does not support this use for matters related to zoning and planning and they remain best addressed under their respected acts and statutes such as the Planning Act and Superior Court proceedings.

Penalties may be disputed by the recipient similar to a judicial process, however the municipality is not at the schedule, or delay of Provincial Offences Courts and may independently and efficiently proceed or resolve as required.

Resolution or dispute is also tiered in that a "Screening Officer" may resolve the penalties without the need for a hearing.

If this does not provide resolution and it goes to a hearing, a hearing officer would then be required similar to a judge/justice. The hearing officer is appointed by the Municipality. Locally a municipality would most likely hire a paralegal when required as the "Hearing Officer".

When attending to address by-law concerns, the preferred policy will continue to be providing a written or verbal "Notice of Offence", with an expectation for compliance and a date for which to complete.

At the conclusion of this notice, or for repeat offences, we could then apply the (AMPS) system, or proceed under Provincial Offences Act if appropriate.

(AMPS) are set at a rate, which would not be more than the cost associated, or can be justified. On average I believe approx. \$200.00 - \$500.00.

It should also be noted within the Township of Ryerson most referrals will be addressed without the need for escalation, and the intent of the new (AMPS) methods are not planned to, or expected to increase the need for more intrusive measures.

It remains the priority of the By-Law Enforcement Department to work cooperatively with the community, its inhabitants and visitors to obtain compliance.

## **COST**

- Staff Time
- Establishing a hearing officer and retainer fee or cost per use
- Printing of notices
- Fees are collectable through roll similar to taxes

## **HOW IT WORKS**

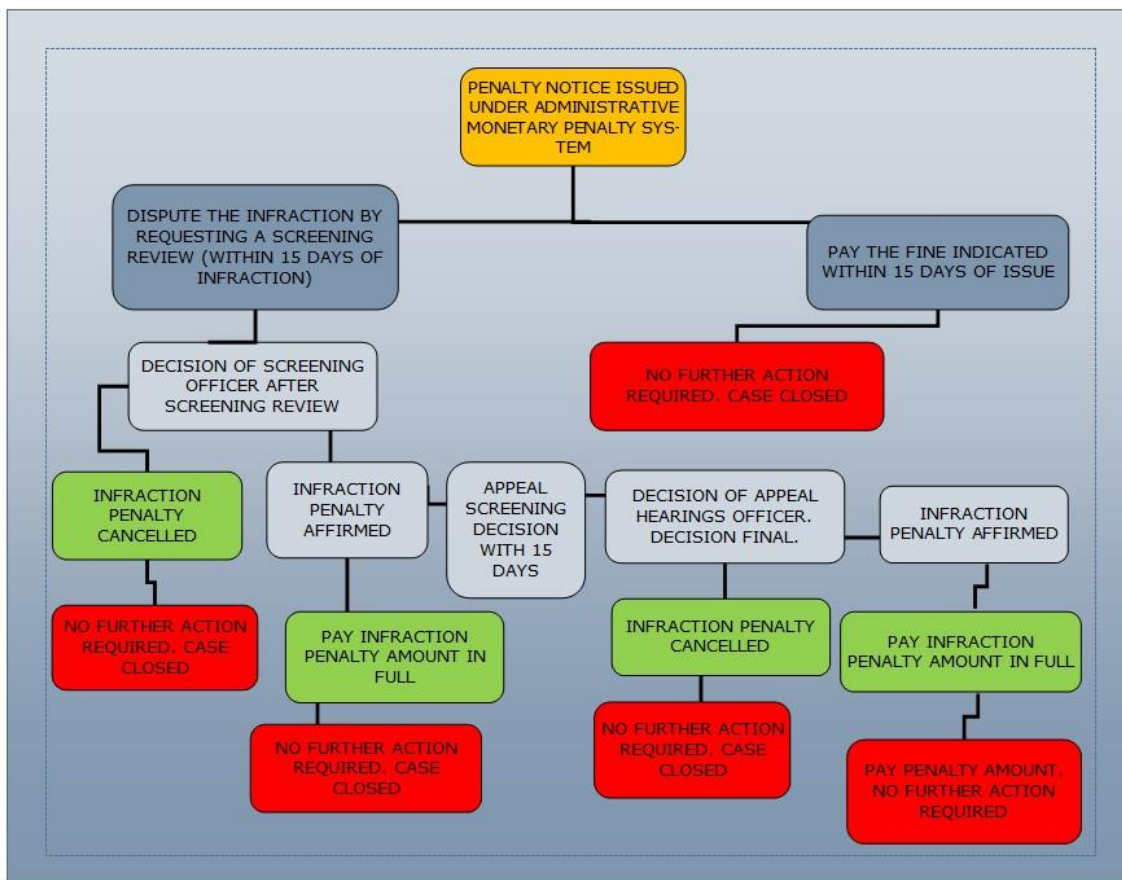
Below is a flow chart to help demonstrate the process of (AMP's), and how they are affirmed, or cancelled by the "Screening Officer" and "Hearing Officer" for the Village.

The following are options and open for discussion, or modification as required to ensure a "Hearing Officer" within the AMPS system.

- Hire for the position, casual / volunteer as required
- Appoint a representative internally within the Village at arms length of the process
- Appoint a member of another municipality, who is qualified



- Hire a paralegal / lawyer with a retainer or cost for service agreement.



## CONCLUSION

The information provided supports the use of (AMPS) for use within the Township of Ryerson. Cost and time savings and more immediate resolution, are the primary benefits.

Contraventions will have consequences available, which are accessible and managed and recovered within the Township.

Provincial Offences Act options will remain and continue to have a roll as required. For example, an offence which occurs from an individual who is not a rate payer.

If supported, I look forward to helping the Municipality with this strategy and improving the enforcement of Municipal By-Laws with a more community-based cost-effective resolution.

Respectfully Submitted

Jason Newman

Bryan Austin



# **THE CORPORATION OF THE TOWNSHIP OF RYERSON**

## **HUMAN RESOURCE POLICY MANUAL**

# **The Corporation of the Township of Ryerson Human Resource Policy Manual**

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<b>Section 1: Introduction</b>	<b>Policy Number: 1 – Sections 1 to 1.3</b>
<b>Effective Date:</b>	<b>Revision Date:</b>
<b>Township of Ryerson</b>	<b>Page: 1 of 2</b>

## 1. Introduction and Background

This manual contains the approved Human Resources Policies and Procedures for the Township of Ryerson. It is intended to be a useful tool for both managers and employees in the day-to-day administration of our human resources and related programs.

The documents contained in this manual should assist in increasing the understanding of employees and managers with respect to the human resources policies in place. This manual aims to ensure that matters related to the administration of human resources are applied consistently to all employees.

All employees of the Township are a valued member of our team. We think working within our Township is a special opportunity. We hope that employees will find their employment a matter of pride and satisfaction. We strive to create a work environment that is marked by honesty and respectful interactions between employees and one that supports individual and group development. As a team, our aim is to support each other in achieving our individual and organizational goals.

### 1.1 Background of the Community

Ryerson is located in the [Almaguin Highlands](#) region of the [Parry Sound District](#), bordered by the Township of Armour to the East, Township of Magnetawan to the North and West, and Township of McMurrich/Monteith to the South. The Township had a population of 745 in the 2021 Canadian Census.

### 1.2 The Role of Council is to:

- Represent the public and to consider the well-being and interests of the Township;
- Develop and evaluate the policies and programs of the Township, including these policies;
- Determine which services the Township provides;
- Ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of Council;
- Ensure the accountability and transparency of the operations of the Township including the activities of the senior management of the Township;
- Maintain the financial integrity of the Township and;
- Carry out the duties of Council under the [Municipal Act](#) or any other applicable legislation

The Township provides a wide range of services through the following departments: Administration, Building, By-law Enforcement, Fire and Emergency Services, Treasury, Landfill, Recreation, Public Works, Planning, Licensing, and Clerk's. Many of these services are provided through Shared Service agreements with its neighbouring municipalities.

### **1.3 Guiding Principals**

The Township of Ryerson:

- a) Is an equal opportunity employer. The Organization does not discriminate in recruiting, hiring, transfers, upgrading, promotions, compensation, benefits, training, layoffs, recalls from layoffs, discipline, or other employment practices.
- b) Wishes to maintain at all times, a fair and equitable rate of pay for services rendered.
- c) Supports opportunities for improving current work performance, continuous learning, preparing individuals to meet future organizational needs and improving organizational effectiveness.
- d) Intends to provide safe, healthy, discrimination free, harassment free, violence free and harmonious working conditions.
- e) Will provide consistency in the way incidents of discrimination/harassment or workplace violence are handled at the time of their occurrence.
- f) Encourages all employees to discuss freely with management any matter concerning their own work-related issues or those relating to the Township and its services.
- g) Offers equal employment opportunities based upon an individual's qualifications and performance; free from discrimination or harassment based on race, ancestry, place of origin, ethnic origin, colour, citizenship, creed, sex, sexual orientation, age, marital or same-sex partnership status, family status, and need for accommodation.

<b>Section 2:</b> Use and Administration of this Manual	<b>Policy Number:</b> 2 – Sections 2.0 to 2.6
<b>Effective Date:</b>	<b>Revision Date:</b>
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## 2.0 Use and Administration of this Manual

Throughout this manual, any reference to the word “*Township*” will refer to the Township of Ryerson.

The Township’s Human Resource Policy (HRP) was developed to facilitate consistent and equitable employment and personnel practices for all employees of the Township. This policy manual outlines the policies and practices that guide employees in their daily work.

Please read this manual carefully. It sets out the terms and conditions of employment as well as key policies and procedures. If an employee requires any interpretation, clarification or has questions, these may be directed to their Supervisor or the Chief Administrative Officer (hereinafter, ‘*CAO*’).

All employees are given a copy of these policies to read, have explained and understand within the first month of employment. Copies of these policies will be maintained at every program site and will be made available from the Supervisor or CAO upon request. Where the technology is available, a copy of the policies and/or updates will be available for viewing electronically.

During orientation, employees will be provided with a Letter of Confirmation that they have read and understood these policies. Employees are required to return the signed letter to their Supervisor within the first thirty (30) days of the start of their employment with the Township.

### 2.1 Personnel Policy Effect

The policies in this document are in effect and supersede all other versions of employment related policies/contracts previously given either orally or in writing.

### 2.2 Disclaimer

All parts of this document are supplementary to applicable federal and provincial legislation. In the event of a conflict, such legislation shall prevail.

### 2.3 Related Legislation

The policies and procedures developed in this policy manual are based on current Provincial legislative requirements such as: [Labour Relations Act](#), [Municipal Freedom of Information and Protection of Privacy Act](#), [Employment Standards Act](#), [Workplace Safety and Insurance Act](#), [Occupational Health and Safety Act](#), [Human Rights Code](#), [Accessibility for Ontarians with Disabilities Act](#), [Pay Equity Act](#), etc. as they relate to employee practices and expectations.



## **2.4 Revisions**

It is not possible to anticipate every situation that may arise in the day-to-day operation of the Township or to provide information that answers every possible question that may arise. Also, future circumstances may require changes in the policies, practices, and benefits described in the HRP manual. Accordingly, the Township reserves the right to modify, rescind, supplement, or revise any provision in this policy manual. A process to review these policies from time to time or respond to legislative or regulatory changes is being put into place.

The Township will make reasonable efforts to provide employees with advance notice of any modifications or revisions to this manual and will distribute or explain updated pages as revisions are made. Each revised policy will include a superseded (new) date when a revision has occurred. These revisions will be placed in the manuals at each program site as they are released and updated electronically for those able to access the technology.

## **2.5 Authorization**

Our Human Resources policies are approved by Council. Procedures, implementation, training, orientation, monitoring, and reporting on these policies or any changes are the responsibility of the CAO.

## **2.6 Confirmation of Understanding**

All employees of the Township are required to read and/or have explained to them the Human Resources Policy Manual, following which they will sign the letter below confirming their understanding. Employees will be expected to return this signed letter to their Supervisor within thirty (30) days of receiving the information or policy manual. Any questions should be directed to the Supervisor or CAO.



## Form 1

### Confirmation of Understanding of The Township of Ryerson's Human Resource Policy Manual

I have received a copy of the Township's Human Resource Policy dated \_\_\_\_\_ and have read it or have had it explained to me. I confirm that I understand it and agree to abide by it, realizing that failure to do so may result in disciplinary action up to and including dismissal.

Employee's Signature \_\_\_\_\_ Date: \_\_\_\_\_

Employee's Name (print) \_\_\_\_\_

Supervisor's Signature \_\_\_\_\_ Date: \_\_\_\_\_

**Note: This form must be returned by you to your immediate Supervisor, to be placed in your personnel file.**

<b>Section 3: Terms &amp; Conditions of Employment</b>	<b>Policy Number: 3– Sections 3.0 to 3.16</b>
<b>Effective Date:</b>	<b>Revision Date:</b>
<b>Township of Ryerson</b>	<b>Page: 1 of 10</b>

### **3. Terms and Conditions of Employment**

#### **3.1 Employment Classification**

For the purposes of human resources administration, all employees are assigned both a payroll category and employment category. Employees are advised of their appropriate category at the time of hire, and at any time their status change thereafter. Only employees who are classified as full-time indeterminate shall be eligible for enrollment in the benefits program.

##### **3.1.1 Payroll Category**

All employees are assigned to one of the following payroll categories:

**3.1.1.1 Salaried:** An employee who receives a weekly, bi-weekly, or annual fixed rate of pay.

**3.1.1.2 Hourly:** An employee who is paid an hourly wage for actual hours worked.

##### **3.1.2 Employment Category**

An individual's employment category is determined as a function of both their term of service and standard hours of work.

###### **3.1.2.1 Terms of Service**

Terms of service may be identified as follows:

- a) Indeterminate: an individual whose contract of employment extends for an indefinite period of time.
- b) Definite Term: an individual whose contract of employment specifies a date by which the employment arrangement will be terminated.
- c) Probationary: an individual who has been appointed to either an indeterminate or definite term position, but for whom the probationary period has not been completed.

###### **3.1.2.2 Hours of Work**

Standard hours of work may be identified as follows:

- a) Full-time: an individual normally scheduled to work for thirty (30) hours or more per week on a regular basis.
- b) Part-time: an individual normally scheduled to work for less than thirty (30) hours per week.
- c) Seasonal: an individual who works either full-time or part-time hours for a period of the calendar year not exceeding twenty-four (24) weeks.
- d) Casual: an individual who works on an as-required basis, and for whom regular hours of work are not regularly anticipated.

##### **3.1.3 Independent Contractor**

Independent contract personnel are not considered employees of the Township and are usually paid by invoice. However, contract personnel are expected to observe the relevant policies and practices of the Township when working on its premises.

### **3.2 Period of Service**

The Township is committed to giving recognition for experience through the length of service that an employee has with the Township, and to foster an environment that will encourage long service and stability.

Length of service will be defined as the period of continuous service with the Township from the last date of hire. For all indeterminate employees, as well as full-time, definite term employees, the period of service commences on the date of hire. For part-time, definite term employees, the length of service is calculated based on the proportion of full-time hours worked in their position. Casual and seasonal employees do not accumulate periods of service.

An employee's length of service determines benefit eligibility, vacation entitlement, and salary step increase dates, among others. The period of service may be reset following a break in service, as defined in Section 3.3.

### **3.3 Break in the Period of Service**

An employee's period of service shall be reset in the event the employee:

- a) Quits.
- b) Has their employment terminated for a period not less than ninety (90) days.
- c) Fails to return to work after completion of a leave of absence.
- d) Is laid off for a period of twenty-four (24) months from last day at work.
- e) Uses a leave of absence for purposes other than those for which the leave of absence was granted.
- f) Is absent from work for three consecutive days or more without notifying the Township, or fails to provide a reason satisfactory to the Township for the employees' failure to notify.
- g) Engages in gainful employment while on any other leave of absence other than unpaid work.
- h) Is absent due to disability or illness for a period of twenty-four (24) calendar months.

### **3.4 Hours of Work – Administration**

The regular full-time weekly hours of work shall consist of five (5) seven and one-half (7.5) hour days from Monday to Friday inclusive, for a total of thirty-seven and one-half (37.5) hours of work per week. The regular hours of work shall be between 8:30 a.m. and 4:00 p.m.

Due to consistent and uncontrollable fluctuations in workload throughout the day, eating periods for Administration employees shall be paid. The scheduling of the eating period shall be established by the employee's immediate supervisor.

### **3.4.1 Hours of Work – Public Works**

During the Winter Control period, the regular full-time weekly hours of work shall consist of five (5) eight (8) hour days from Monday to Friday inclusive, for a total of forty (40) hours of work per week. The regular daily hours of work shall be between 7:00 a.m. and 3:30 p.m. inclusive of a one-half (½) hour unpaid meal break.

During the summer season, the regular full-time weekly hours of work shall consist of four (4) ten (10) hour days from Monday to Thursday inclusive, for a total of forty (40) hours of work per week. The regular daily hours of work shall be between 7:00 a.m. and 5:30 p.m. inclusive of a one-half (½) hour unpaid meal break.

All Public Works employees working more than five (5) consecutive hours on any shift shall observe an unpaid eating period of one-half (1/2) hour. The scheduling of the eating period shall be established by the employee's immediate supervisor with consideration to operational requirements. The eating period shall commence no later than five (5) hours after the shift starting time. Employees are not permitted to forego their eating period and leave work early.

In the case of an unexpected need for road maintenance, Public Works employees will be expected to perform the necessary work subject to applicable legislative requirements.

### **3.4.2 Winter Control Season (Public Works)**

- a) During the period from November 1 to April 30, the Public Works employees' starting and finishing times may be adjusted so as to provide snowplowing and winter roads maintenance coverage as required.
- b) In the event the services of an employee are required prior to their scheduled 7:00 a.m. start time, the Township will make best efforts to notify such employee of the requirement to report to work no less than two (2) hours prior to the adjusted start time.

### **3.4.3 Hours of Work- Fire Department**

The regular full-time weekly hours of work shall consist of five (5) eight (8) hour days from Monday to Friday inclusive, for a total of forty (40) hours of work per week. The regular daily hours of work shall be between 8:00 a.m. and 4:30 p.m. inclusive of a one-half (½) hour unpaid meal break.

### **3.4.4 Rest Periods**

All employees shall be granted a fifteen (15) minute paid rest period each half shift. Employees are not permitted to forego their rest period and leave work early. Employees are expected to recognize and respect the break times that are allotted each day. Employees who smoke are required to take smoke breaks within the allotted rest periods. Employees operating heavy equipment must park and secure the vehicle in a safe location before exiting the vehicle.

### **3.4.5 Unused Rest Periods**

Eating or rest periods not taken:

- a) Are not recorded or tracked for any purpose;
- b) Are not accumulated for use as compensatory leave; and

- c) Cannot be used for the purpose of leaving work early.

### 3.5 Attendance, Lateness and Absenteeism

The effective operation of the Township depends on a sustained and productive effort from all employees. The commitment of every staff member to this effort is demonstrated, in part, by their attendance. If an employee is unable to report for work for any reason, they must notify their immediate Supervisor as soon as possible, within at least three (3) hours of their regularly scheduled starting time. In general, employees are expected to be responsible and demonstrate respect for fellow employees by establishing a record of punctuality and regular attendance.

### 3.6 Flexible Work Arrangements

The Township may consider flexible work arrangements in response to extenuating situations that can arise from time to time. To facilitate this, the Township may consider flexible work arrangements provided that:

- The CAO and/or immediate Supervisor is supportive of the proposal;
- The employee can continue to completely fulfill the needs of their position and deliver high quality programs and services;
- The Township does not incur any extra costs; and
- Either the employee or the Township have the option of amending or cancelling the agreement after providing the other party with fourteen (14) days written notice.

Flexible work arrangements could include:

- **Flex time**, which is any variation of the standard work times or hours/days of work for a position or work group.
- **Telework**, which is work done away from the regular place of work in another workplace, such as home.

### 3.7 Code of Conduct

The Code of Conduct requires that an employee must:

- a) Behave honestly and with integrity in the course of employment with the Township.
- b) Act with care and diligence in the course of employment with the Township.
- c) When acting in the course of employment with the Township, treat everyone with respect and courtesy, and without harassment.
- d) When acting in the course of employment with the Township, comply with all applicable laws.
- e) No employee shall report to work or work while under the influence of alcohol or illegal drugs or while impaired through the misuse of prescribed or over-the-counter medication.
- f) Comply with any lawful and reasonable direction given by someone in the Township's employ and who has authority to give the direction.
- g) Maintain appropriate confidentiality about dealings that the employee has with any Municipal business.
- h) Disclose, and take reasonable steps to avoid, any conflict of interest (real or perceived) in connection with employment with the Township.
- i) Use Municipal resources in a proper manner.

- j) Not provide false or misleading information in response to a request for information that is made for official purposes in connection with the employee's employment with the Township.
- k) Not make improper use of inside information or the employee's duties, status, power, or authority in order to gain, or seek to gain, a benefit or advantage for the employee or for any other person.
- l) At all times behave in a manner which upholds the integrity and good reputation of the Township.
- m) As per Section 227 of the Municipal Act, 2001, it is the role of employees of the Township to implement Council's decisions, establish administrative practices and procedures to carry out Council's decisions, to research and provide advice to Council on the policies and programs of the Township; and to carry out other duties required under this, or any Act and other duties assigned by the Township.

Any violation of this Code of Conduct will be subject to disciplinary action as described in Section 7 of this Policy Manual.

### **3.8 Conflict of Interest**

It is anticipated that employees of the Township may on occasion pursue personal and private business interests and participate in other decision-making organizations. The Township supports these outside interests provided an employee's activities do not conflict with the goals and objectives of the Township and the general rules of conduct are followed. It is the duty of each municipal employee to determine whether a conflict of interest or potential conflict of interest exists.

If a conflict of interest (potential or actual) exists because of an employee's personal interest or knowledge (or the interest of a relative of the employee) in a property matter, a business dealing with the Township, or similar circumstances, the Supervisor(s) or CAO must be immediately advised in writing by all employees concerned. Employees are required to use **Form 2**, attached to this Policy, for purposes of advising the Township of the conflict of interest.

A conflict of interest (potential or actual) exists when an employee is in a position to influence a decision that may result in a personal gain or advantage for the employee, external organization they are with, or for a relative of the employee as a result of decisions or actions taken by the Township. For the purposes of this Policy, a relative is any person as defined in Section 4.4.

Once an employee has declared a conflict of interest, in accordance with this Policy, the employee will be relieved from any decision-making responsibilities in respect of the interest that has been disclosed.

Employees who fail to report a conflict of interest (potential or actual) to their Supervisor or CAO in a timely manner will be subject to discipline, up to and including termination of employment.

### **3.9 Outside Employment**

Employees may hold employment outside of their employment with the Township so long as that employment does not conflict with their responsibilities or work schedule, and they

satisfactorily perform their municipal work responsibilities. Employment in the same profession or occupation as that in which an employee is employed by the Township requires written disclosure to, and approval by, the CAO.

If the CAO determines that an employee's outside work interferes with performance or the ability to meet the requirements of employment with the Township, the employee may be required to terminate the outside employment. If this does not occur, the employee may be subject to termination of employment.

### **3.10 Political Activity**

Employees may be involved in provincial, federal, or other local Municipal campaigns so long as this involvement does not affect the objectivity and impartiality with which they must discharge their duties.

Employees who wish to run as candidates in a federal, provincial, or municipal election must take a leave of absence without pay commencing:

- The day after the writ for election is issued or on the day that their candidacy is publicly announced, whichever is later (federally, provincially).
- On the day their nomination is officially filed.

### **3.11 Confidentiality/Privacy of Information/Media Relations**

All new employees will be required to complete and sign a Confidentiality Form as a condition of employment with the Township. Employees who improperly use or disclose confidential information will be subject to disciplinary action, up to and including termination of employment. Employees may also be subject to legal action in respect of the disclosure, even in the case they do not actually benefit from the disclosure of the confidential information.

Confidential information shall only be released in accordance with the [Municipal Freedom of Information and Protection of Privacy Act](#) (MFIPPA). All matters and information that come to be known by employees through the course of their employment must be treated as confidential by the employees and must not be released, disclosed, or discussed with any employee or third party without the express consent of the Township. A violation of this confidentiality policy will result in discipline, up to and including termination.

Examples are information regarding ratepayers, pending proposals and projects, personnel information, legal opinions and briefs, compensation data, collection roll, pending land purchases and sales, taxpayer and user accounts, financial information, labour relations strategies, and so forth.

All media contact (newspapers, magazines, radio, television, news agencies or other news services) will be handled by the Head of Council, CAO, or designate.



### **3.12 Security of Property/Handling of Equipment/Funds**

Every employee is responsible for making the workplace a safe and secure environment. Accordingly, all employees are required to comply with the following security requirements:

- a) Keys given to employees may not be duplicated or loaned to anyone. Lost keys must be reported to the Township immediately;
- b) Each employee is responsible for closing windows and turning off lights and equipment, such as fans, heaters, radios, and computers, in their individual office or workspace at the end of each workday;
- c) During work hours, purses and wallets should be placed in a secure location and should not be left visible to others;
- d) Guests and visitors must not be permitted to walk through areas of Municipal Buildings or property that are generally not accessible to the public unless specifically authorized by a municipal Supervisor;
- e) Former employees of the Township must be treated as any other guest or visitor for security purposes;
- f) Employees are expected to utilize all appropriate and necessary security measures to ensure the safety of material and to report any breaches of security immediately;
- g) Preserving and safeguarding the Township's property is the responsibility of all employees. Equipment, materials, and supplies that are purchased with Municipal funds are the property of the organization and must be used only in the interests of the Township and must be protected from theft, misuse, or damage.

### **3.13 Use of Vehicles and Equipment**

When using vehicles and equipment owned or leased by the Township, employees are expected to exercise care, report the need for maintenance, and follow all operating instructions, safety standards, and guidelines. If the employee is required to use a Municipal vehicle, they shall be required to provide proof of a valid driver's license and a driving abstract from the Ministry of Transportation on an annual basis and at such other times as may be required by the Township. The Township shall pay the costs of obtaining the driving abstracts.

Employees are immediately required to inform their Supervisor when their driver's license has been suspended or becomes invalid for any other reason.

Employees are to notify their Supervisor if any vehicle or equipment appears to be damaged, defective, or in need of repair.

The improper, careless, negligent, destructive, or unsafe use or operation of vehicles and equipment, as well as excessive or avoidable traffic and parking violations, can result in disciplinary action, up to and including termination of employment.

Vehicles or equipment owned, leased, or rented by the Township may not be used for personal use. Under specific circumstances, the CAO may approve the parking of the municipal vehicles at an employee's residence.

### **3.14 Expense Allowance**

The Township will reimburse employees who incur approved out of pocket expenses on behalf of the Township. The activity which will generate the expense should be approved in advance by the Supervisor. Examples are:

- Any employee required to use their own vehicle for business purposes will be reimbursed for mileage at the rate established in accordance with this HRP, along with any parking fees and tolls incurred while driving for Municipal business.
- Where the Township requires the use of the employee's vehicle to such an extent that it requires a category increase in auto insurance premiums, then the Township shall pay the additional premium increase. The premium increase is defined as the difference between the rate for business use and that for regular use.
- A certain amount for meal expenses as prescribed in Section 5.14 while travelling for work outside of the Township, if not covered in the cost of registration at conferences, seminars, etc.
- Overnight expenses for conferences held outside of Township.

Expense forms must be submitted to the Supervisor within two (2) weeks of the event with receipts, where possible.

### **3.15 Phone, Mail, Computer, Internet, and Email Usage**

Phones, computers, computer files, the internet, the email system, and software furnished to all employees are the property of the Township and (except as otherwise proved by this Policy) are intended to be used for the conduct of Municipal business only.

Where deemed appropriate by the CAO, department and other staff may be assigned a business cellular phone for work-related communications.

Employees in possession of company equipment such as cellular phones and computers are expected to protect the equipment from loss, damage, or theft. Upon resignation or termination of employment, or at any time upon request of the Township, the employee may be asked to produce the phone for return or inspection.

Employees must limit their personal use of the phone and will be required to reimburse the Township for all additional long distance or other charges incurred as a result of their personal use. The Township prohibits employee use of business cellular phones while driving except when using a 'hands free' device or similar devices for business purposes, as per the Ontario Highway Traffic Act, 2009.

Employees who violate this policy will be subject to disciplinary actions, up to and including termination of employment.

### **3.16 Internet**

The internet's primary value to the Township is to source and collect information pertinent to its business needs. However, since there is a risk of viruses, breaches of copyright, and outdated or inaccurate information, the Township has established guidelines for its employees to follow.

- a) Employees are expected to use the Internet primarily in support of their job duties, education, and research for business-related purposes. Employees must use due diligence in all Internet contacts and should not reveal any personal or confidential client information over the Internet. This is separate from emails which can be used appropriately in a confidential manner as approved by the Township.
- b) Employees must not display any offensive or sexually explicit images or documents on the company system. This would be a violation of the Workplace Violence and Harassment Policy (Section 7.4 and as attached to this HR Manual). Offensive or sexually explicit material may not be archived, stored, distributed, edited, or recorded using the Township's computing resources.
- c) Employees must not use the Township's computing resources to knowingly violate any laws or regulations of Canada, any city, province, any other nation, or other local jurisdiction. Use of any Municipal resources for illegal activity is grounds for immediate dismissal.
- d) Use of the Township's Internet resources for personal purposes, playing games, or participating in other activities not related to job functions is not permitted during business hours.
- e) Employees must follow the Municipal Social Networking Policy (attached). The Mayor shall be the official spokesperson for the Township. Employees of the Township are forbidden from using social networks, personal or otherwise, to post or display comments about co-workers, supervisors, management, Council including the Mayor, or the Township, that are vulgar, obscene, threatening, or a violation of the Township's policies on harassment, discrimination, defamation, confidentiality, and non-competition.
- f) Violations of this policy and guidelines are considered grounds for disciplinary action up to and including dismissal.

Employees may only use software on the local area network or on multiple machines according to the software license agreement. The Township prohibits the illegal duplication of software and its related documentation.



## Form 2

### DISCLOSURE OF INTEREST FORM

An employee shall complete and file this declaration with the CAO or designate, as soon as the employee is aware of any interest, direct or indirect that they, or their family, may have in any matter under consideration by the Council, Township, Board or Committees thereof, or by any officers or officials of the Council, Township, or Board.

This record shall be placed in the employee's Human Resource file and maintained there for the duration of their employment with the Township.

#### **Declaration of Employee**

Name of employee: \_\_\_\_\_

In accordance with the Policy, I disclose an interest in the following matter under consideration by:

Provide a brief description of the matter:

The general nature of the (potential) conflict of interest is as follows:

I certify that the above information is true, correct and accurate.

Signature of Employee: \_\_\_\_\_ Date: \_\_\_\_\_

Date received by CAO or Designate: \_\_\_\_\_

<b>Section 4:</b> Recruitment, Selection and Assignment	<b>Policy Number:</b> 4– Sections 4.0 to 4.12
<b>Effective Date:</b>	<b>Revision Date:</b>
<b>Township of Ryerson</b>	<b>Page:</b> 1 of 5

#### 4.0 Recruitment and Selection

The Township's goal is to ensure that its recruitment practices are viewed as fair and professional to both internal and external potential candidates. To ensure that we integrate our training and development program, whenever possible, we will actively promote the appointment of internal candidates while at the same time ensuring that the qualifications, experience, and business needs are met in the recruitment requirements for the position.

#### 4.1 Employment Equity

It is the Township's policy to make decisions on hiring, job assignment, training, compensation, and all other human resource practices on the basis of qualifications, ability, and performance. This ensures equality of treatment and opportunity for all employees and applicants regardless of race, ancestry, place of origin, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, family status or disability as per the [Ontario Human Rights Code](#).

This Policy applies to all employees, students, and volunteers, whether paid or unpaid.

Equal Employment Opportunity/Equity is a concept which identifies any discriminatory policies and practices, removes employment barriers, such as attitudinal, cultural, informational and systemic and promotes service development through the full use of the talents of all its employees.

The Township will ensure that their employment policies and practices, compensation, and work environment are reviewed annually and ensure they meet all employment related legislation requirements such as [Human Rights Code](#), [Employment Standards Act](#), [Pay Equity Act](#), [Accessibility for Ontarians with Disabilities Act](#), etc. except where there are bona fide occupational requirements or otherwise allowed under legislation.

#### 4.2 Job Description

All employment postings are made under the authority of the CAO. Prior to posting, the CAO shall:

- a) Ensure that the job description and job evaluation questionnaire are up to date and include position responsibilities, qualifications, and required competencies along with information regarding skills, effort, responsibility, and working conditions.
- b) Ensure the position is evaluated and that a salary range has been determined using the Township's job evaluation system.

Any new or revised job descriptions are reviewed by the CAO and/or Job Evaluation committee. Accepted and approved Job Evaluation techniques are used to evaluate jobs on factors of skill, effort, responsibility, and working conditions in order to establish their relative value to each other and within the Township so that accurate wage comparisons may be made between differing jobs. These factors will be specifically outlined and agreed to by all parties in the Job Fact Sheet.

#### **4.3 Job Postings**

All positions created and vacancies which the Township intends to fill, shall be posted internally and/or externally at the discretion of the CAO. The Township encourages its existing staff to apply for vacant positions if they meet the qualifications. Existing staff must have successfully completed their probationary period, have no disciplinary letters on file for the past year, and meet the position requirements to be considered for the position.

The posting of positions will include the nature of the position, functions and responsibilities, qualifications, required knowledge, minimum experience, key competencies and education, skills, shift, hours of work and wages, how to apply, and competition closing date. Such qualifications and requirements shall reflect those necessary to perform the job functions.

Job opportunities will be posted for a minimum of a two-week period. Depending on the position, a longer advertising period may be required.

#### **4.4 Hiring of Relatives**

Relatives of existing employees of the Township, or members of Council, may only be employed where no direct reporting relationship exists with that relative. An employee who is related to a candidate for employment shall not be involved in any aspect of the recruitment process so as to avoid any potential conflicts of interest and/or perceptions of preferential treatment.

Employees shall not be transferred into a position in which a reporting relationship with a relative exists. In any other case where a conflict or the potential for conflict arises, even if no supervisory relationship is involved, the parties may be separated by reassignment.

The above applies to employees who marry, become members of the same family unit, or become otherwise related after becoming employees of the Township.

For the purposes of this Policy, a relative is defined as a spouse, common-law spouse, child, foster child, common-law spouse's child, mother, father, brother, sister, grandchild, foster parent, son-in-law, daughter-in-law, brother-in-law, sister-in-law, mother-in-law, father-in-law, common-law spouse's mother, common-law spouse's father, grandparent, spouse's grandparents, aunt, uncle, or cousin.

All employees are required to report relationships to their Supervisor that would place them in violation of this Policy.

#### **4.5 Selection Panel**

All employee selections will be done through a Selection Panel whose composition may change from time to time depending on the position status and type.

The Selection Panel is to include a minimum of two (2) individuals, and shall, wherever possible, comprise at least of the CAO and direct Supervisor. Any additional personnel to be assigned to the Selection Panel shall be selected by the CAO.

The Selection Panel will come to a consensus and make a hiring decision. If a consensus cannot be reached, the CAO will make the hiring decision.

In certain circumstances, where required by the Municipal Act or other governing legislation, Council must by by-law appoint an individual to their role.

#### **4.6 Screening and Interviewing of Applicants**

The Selection Panel will screen all applications to ensure they meet the minimum requirements of the position. Only those applicants that most closely meet the key selection criteria as described in the posting will be interviewed. The posting will reflect the skills and experience required for the position as well as key competencies.

The Selection Panel will determine the interview process, which can include job-related testing where applicable, and a set of structured questions and rating scales prepared in advance. The Selection Panel will ensure that all applicants are treated and evaluated fairly against the predetermined criteria and accommodation be considered for those identifying disabilities. Multiple stages of interviews may be established at the discretion of the Selection Panel, with consideration to the nature of the position and number of qualified applicants.

One individual on the panel will summarize the results of the Selection Panel interviews and the selection process, and these notes will be kept in a separate file as required under MFIPPA.

#### **4.7 Conducting Reference Checks**

The CAO or their designate has responsibility for conducting reference checks for all persons being offered a position with the Township. All hiring offers will be made contingent upon completion of satisfactory reference checks.

Frequently, the Township is contacted for references by other organizations interested in current and former employees of the Township. Any requests of this nature are considered confidential and should immediately be referred to the CAO for response.

#### **4.8 Bonding, Criminal Record, Driving Record and Security Checks**

As part of the recruitment and selection process, it may be necessary to conduct background checks to obtain information on a prospective employee or volunteer's ability to be bonded, assess their driving record, or complete a criminal reference check as part of the final offer in accordance with the Township's Background Check Policy.

Hiring of the successful applicant will be contingent upon a satisfactory criminal record and/or security check or bonding, where required. If the results indicate a potential employee or volunteer has a criminal record, they must submit a copy of their criminal record to the Supervisor. The Supervisor will interview the applicant or volunteer to obtain a more detailed description of the circumstances and related events. The applicant will then provide two satisfactory references who can objectively address any questions or issues concerning the related history and current job duties for which the individual is applying. The Township will reimburse the cost of any background check requested.

#### **4.9 Orientation**

A comprehensive and carefully planned orientation and package of information will be provided to help all new employees learn about their Department and their job duties specifically. This orientation will provide the employee with detailed information about the working conditions, training, scheduling, and all applicable policies and procedures. It will also provide further information on the full range of services offered by the Township.

A cornerstone of this orientation is this policy manual. It is **required** that all potential Municipal employees receive a copy of this policy manual, have an opportunity to ask questions and understand the contents, and sign a form indicating their understanding.

#### **4.10 Employee Records Management**

Upon hire, a personnel file will be created for an employee. This file will contain their name, social insurance number, address, telephone number(s), emergency contact numbers, start date, position title and salary, and any other employment related documents, including but not limited to letter of offer, signed confidentiality agreement, a resume, certification of any job related credentials, performance reviews, change in pay or position authorizations, income tax or benefit applications/enrollments, authorizations, leaves, disciplinary documentation, and may contain interview notes. Any change of information should be reported to the employees' supervisor or payroll staff without delay.

The confidentiality of employee files is the responsibility of the CAO. Access to an employee file is restricted to the employee, their immediate supervisor, and the CAO. Employees may request an appointment with the CAO to view their own employee file and will be conducted under the supervision of the CAO or immediate supervisor. Employees can copy any item in their file, but under no circumstances will they be allowed to remove their file or any documents from the file. Any requests for disposal of file contents must be made to the CAO, who has final say on the disposition of any employee file contents.

Records generally must be retained for a specified number of years to comply with governing legislation. Specific retention periods shall be as specified in the Record Retention Bylaw.

#### **4.11 Probationary Period**

All employees appointed to a new position, whether by external hire or internal promotion, are required to serve an initial probationary period.

The probationary period will be a minimum of three (3) months after the date of hire and could extend up to one (1) year depending on candidate experience and positional requirements. Significant absences, such as prolonged absence from work due to illness, during the probationary period will automatically extend the period by the length of the absence.

Either the employer or the employee may end the employment relationship any time during the probationary period, by payment in lieu of only the minimum notice requirements as outlined in the Employment Standards Act.



During the probationary period, there will be continual review of job performance culminating in a formal performance appraisal prior to the end of the three (3) month period, unless otherwise stated. A summary of the performance appraisal will be documented and retained in the personnel files of the Township. If the probationary period is extended, subsequent performance appraisals shall occur at each three (3) month interval of continuous employment. At each interval, the decision as to whether the employment relationship should be terminated, the probationary period continued, or an offer of permanent employment extended will be revisited.

**4.12 Temporary Assignments (Acting Appointments, Transfers, Temporary Assignments)**

The Township may require an employee to perform duties of other positions from time to time, on a temporary basis, in order to meet immediate work requirements and/or facilitate opportunities for staff training and career development.

Whenever possible, the Township will post the opportunities available for transfers and temporary/acting assignments to support training and development objectives of staff and meet organizational requirements. Temporary assignments anticipated being of three (3) months duration or more will be advertised internally and/or externally.

For pay purposes and scheduling of step progressions, the Township will recognize time spent by the employee on a temporary assignment as being continuous if immediately thereafter they are appointed full-time to the same position.

<b>Section 5: Salary &amp; Compensation Administration</b>	<b>Policy Number: 5– Sections 5.0 to 5.18</b>
<b>Effective Date:</b>	<b>Revision Date:</b>
<b>Township of Ryerson</b>	<b>Page: 1 of 6</b>

## 5.0 Salary Administration, Review, and Merit Increases

The Township of Ryerson is committed to a policy of salary administration which:

- Is internally equitable and maintains pay equity
- Is externally competitive
- Addresses financial capacity (subject to prevailing economic conditions and successful financial operation), and
- Recognizes and encourages commitment to the organization

The Township recognizes the importance of maintaining competitive compensation programs. Economic factors such as the Cost of Living Index are also considered in determining a compensation strategy. The primary objective of the compensation program is to encourage and reinforce the attraction and retention of talented and dedicated employees.

### 5.1 Placement on the Salary Grid

All rates on the salary grid are based on either a thirty-seven and one-half (37.5) hour or a forty (40) hour work week. Successful applicants for a position will be placed on a step in the grade as illustrated in their offer letter. Step placement is at the discretion of the CAO.

The administration of the salary structure is based on maintaining internal pay equity and on progression in each position. Employees may receive a step increment in their grade based upon a satisfactory performance review; step increments are to be received on the anniversary date of appointment.

### 5.2 Performance Management and Development

The purpose of a performance management and development plan is to provide a process for all staff to:

- a) Establish individual performance commitments based on the yearly department objectives that are aligned with the Township's business plan and strategic direction;
- b) Develop yearly training and development plans, evaluate performance, and provide recognition of good performance;
- c) Determine step progressions, if applicable.

The principles of the plan include:

- To support and reinforce the achievement of results; individual performance goals are aligned with the Township's strategic directions.
- Performance objectives should be challenging, fair, and support improvements in organizational processes and performance.
- There will be recognition and reward for performance measured against established objectives, indicators, and commitments.

- Providing a consistent and continuous approach to planning and development which aligns with education, training and development, succession planning, salary administration, and compensation.

### **5.3 Acting Appointments**

**5.3.1** When a supervisory position is vacated for a period exceeding twenty (20) consecutive working days for any reason, including but not limited to the illness, injury, or permanent cessation of employment of the incumbent, an employee must be assigned to fulfil the duties of that position for the duration of the vacancy. In selecting employees for temporary acting assignments, consideration shall be given to operational needs as well as the extent to which the acting assignment opportunity can assist with employee development and succession planning. The CAO is responsible for appointing an employee to the vacant position.

**5.3.2** The Township shall provide acting pay to employees who are temporarily assigned to perform the duties of a higher-level position. Such acting pay shall be provided commencing on the twenty-first (21<sup>st</sup>) consecutive working day following the day on which the higher-level position was vacated. The acting rate of pay shall be calculated by applying a five (5) percent premium to the employee's base rate of pay, and selecting the next-highest rate of pay on the acting position's salary grid. Upon the return of the incumbent to the vacated position, or the permanent appointment of an employee to that position, the acting assignment shall be terminated and the employee shall return to their substantive position at the rate of pay earned immediately preceding the acting assignment.

Where an employee would otherwise be entitled to receive a step increment in their substantive position during the acting assignment, the acting rate of pay shall be recalculated in the manner prescribed above using the revised base rate of pay and the employee shall begin receiving the higher substantive pay rate upon the termination of the acting assignment.

**5.3.3.** When an employee is temporarily assigned to a position paying a lower rate, their current rate of pay shall not be reduced.

### **5.4 Call-Back Pay Guarantee**

An employee who is called in and required to work outside their regular working hours shall be paid for a minimum of three (3) hours at regular rates whenever there is a break between the employee's regularly scheduled hours and the work the employee is called in to do. When the work called back for is completed, the employee shall be allowed to leave.

### **5.5. Standby Pay**

Throughout the Winter Control period, all Roads employees are considered to be on call and may be required to conduct nightly weather checks.

The Public Works Supervisor will receive \$65.07 per week as additional pay for each week they are responsible for conducting the nightly weather checks.

Each equipment operator will receive \$47.32 per week as additional pay for each week they are on call. If an equipment operator is required to conduct the nightly weather checks, they will receive \$59.15 for that week regardless of how many night checks are required.

Standby pay is to be issued on the first pay cheque issued after April 30 of each calendar year.

The rates as specified above are in effect for the November 1, 2023 to April 30, 2024 Winter Control period. Future rates will be indexed to the CPI as outlined in Section 5.16.

## **5.6 Overtime Defined**

All authorized time worked over and above the regular weekly hours as defined in Section 3 of this manual shall be considered overtime. All Paid Holidays not worked shall, for the purpose of computing weekly overtime, be considered as a day worked.

Overtime worked in excess of regular scheduled hours must be authorized in advance by the employee's supervisor before being worked.

## **5.7 Overtime Pay**

Authorized overtime hours worked are compensated at the rate of one and one-half (1 1/2) times the employee's base hourly rate, or its equivalent, for all hours worked in excess of forty (40) hours per week.

Salaried employees shall not be eligible for Overtime pay.

## **5.8 Time Off in Lieu of Overtime**

With the written agreement of the employee, overtime may be taken as time in lieu and will be dealt with on an individual basis between the employee and the appropriate supervisor. Payments for unused overtime must be authorized by the CAO, consistent with budgetary authorization.

Time shall be taken off at a time agreed to by the employee's immediate supervisor. Such requests shall not be unreasonably denied provided that such time off shall not interfere with the Township's operations.

## **5.9 Paid Holidays**

The Township recognizes the following paid holidays:

New Year's Day	Family Day	Good Friday
Easter Monday	Victoria Day	Canada Day
Civic Holiday	Labour Day	Thanksgiving Day
Remembrance Day	Christmas Day	Boxing Day

Where a holiday falls on a non-working day for an employee, another working day shall be granted as a paid day of leave in lieu of the holiday.

Where a designated holiday coincides with a day of paid leave for an employee, that day shall count as a holiday and not as a day of leave.

An employee classed as part-time indeterminate shall receive payment of regular wages for each holiday identified above in lieu of receiving paid time off and/or Holiday Pay. All other employees will receive Public Holiday pay, calculated as per the provisions of the Employment Standards Act.

During the period from November 1 to April 30, holidays for Public Works employees shall be recognized on the basis of eight (8) hours per day. During the period from May 1 to October 31, holidays for Public Works employees shall be recognized on the basis of ten (10) hours per day.

Payment or alternative time off in lieu will not be made for holidays observed during a period of leave of absence without pay.

#### **5.10 Compensation for Work on Paid Holidays**

An employee scheduled to work on a statutory holiday shall be paid at the rate of one and one-half (1 ½) their regular rate for each hour worked on the holiday, plus public holiday pay. Alternatively, the employee may elect to receive regular wages for the public holiday and receive an additional working day as paid time off in recognition of the holiday. Such time off must be taken within ninety (90) days of the paid holiday.

#### **5.11 Pay Days**

A work week runs for 7 consecutive days, commencing Sunday at 12:01 a.m. and ending Saturday at 11:59 p.m. Employees shall be paid bi-weekly on Thursdays, for the preceding two (2) work weeks ending on the Saturday immediately preceding the pay day.

Each employee's pay will be deposited directly into a bank account of choice. Employees will receive an itemized statement of earnings, overtime, and any other supplementary pay and deductions.

#### **5.12 Automobile Allowance**

In certain circumstances, an employee may be required to use their personal vehicles when performing duties on behalf of the Township. Any such use of a personal vehicle must first be approved by their department manager and/or the CAO.

Mileage shall be paid at the CRA prescribed rate for travel in excess of 5,000 kilometres, for each kilometre of approved travel. The mileage rate is subject to change at the discretion of Council.

Employees may only claim the mileage allowance when travelling for municipal business to a destination greater than 25 kilometres from their point of origin, where the point of origin may be either the Municipal office or the employee's home residence. In the event an employee is not leaving for municipal business from either of those locations, the point of origin shall default to the employee's home residence.

In the event that an employee either:

- a) Travels for municipal business prior to reporting to the Municipal office, and travels to the office upon completion of the business; or
- b) Travels for municipal business from the Municipal office, and does not return to the office upon completion of the business.

The mileage claim will be calculated as the difference between the distance travelled for the meeting and the employee's standard commuting distance.

Travel expenses are not paid to employees when travelling to and from the office for regular and overtime hours.

Where feasible, employees are expected to use the Township vehicles when travelling for business purposes to reduce mileage expense payments.

Employees driving their own vehicle for business purposes must always maintain adequate insurance at their own expense. If an employee has an accident in their personal vehicle when performing work duties, it is under their personal insurance.

### **5.13 Professional Association Memberships**

The Township will pay for professional fees or dues required to maintain professional status or membership in a professional association where such membership is considered a job requirement or necessary qualification. The Township also agrees to reimburse an employee for the cost of the medical required by the Ministry of Transportation for purposes of the employee renewing their Class DZ or AZ drivers' designation.

### **5.14 Training Courses**

The Township encourages employees to increase their knowledge, maintain currency in their profession, and continually upgrade their skills. Such improvement is often best accomplished through attendance at training programs, seminars, and conferences.

The Township will pay for employee attendance at approved training courses, seminars, and conferences, being such programs where there is a direct and substantial correlation between the subject matter being discussed and the employee's work responsibilities. Wherever possible, such training programs are to be set forth in the employee's Personal Training Plan.

When attending a training course, an employee is eligible for payment of their regular working hours only, plus eligible travel expenses as outlined in Section 5.12. In addition, employees are permitted to claim meal expenses of up to \$100.00 per day of the training program, including taxes, when held outside the geographic Township of Ryerson. Reimbursement will be provided based on actual costs incurred. The Township will not reimburse the cost of any alcohol purchased while an employee is attending a training program.

### **5.15 Gifts, Favours, and Entertainment**

Any employee, or member of their immediate family, must not accept from any individual or organization doing business with the Township any monetary payment, gift, entertainment, hospitality, or other favour of greater than token value, or which goes

beyond that which is customary and accepted business practice. For the purposes of this Section, “token value” shall mean a gift, favour, entertainment, hospitality, or any such item with a retail value in excess of \$20.00.

Employees are responsible for reporting to their respective supervisor, within twenty-four (24) hours, the offer or receipt of any gift, favour, and/or entertainment by employees or members of their immediate family.

#### **5.16 Cost of Living Adjustment**

Effective January 1 of each calendar year, the Municipal Salary Grid shall be adjusted by the Cost of Living Index. An inflationary factor, equal to the yearly Ontario CPI inflation rate published by Statistics Canada for November of the directly preceding calendar year, shall be applied to each step in the Municipal Salary Grid.

In the event the inflationary factor falls below one (1) percent, a factor of one (1) percent shall be applied to the Municipal Salary Grid. In the event the inflationary factor exceeds three (3) percent, factor of three (3) percent shall be applied.

#### **5.17 Wage Garnishments**

The Township is required by law to comply with court-ordered payments and wage garnishments when they are presented. Employees affected by wage garnishment or court-ordered payments will be notified by the CAO of any charge against their wages.

No person acting on behalf of the Township may dismiss; threaten to dismiss; discipline or suspend; impose any penalty upon; or intimidate or coerce any employee because of a wage garnishment or court-ordered payment.

#### **5.18 Municipal Restructuring**

It is understood that municipal restructuring may occur in the future, and that this is of significant concern to employees.

Any restructuring agreement that is implemented must include provisions for employees. Employees for whom employment will be terminated as a result of the restructuring will have the opportunity to meet with the CAO and Council and discuss a severance package.

<b>Section 6: Benefits Administration</b>	<b>Policy Number: 6– Sections 6.0 to 6.19</b>
<b>Effective Date:</b>	<b>Revision Date:</b>
<b>Township of Ryerson</b>	<b>Page: 1 of 8</b>

## **6.0 Eligibility for Municipal Benefit Package**

All full-time, indeterminate employees are eligible to receive benefits.

### **6.1 Group Insurance Benefits**

The Township shall pay on behalf of all eligible employees 100% of the premium cost for the following benefits:

- i) Extended Health Care
- ii) Dental Care
- ii) Life Insurance
- iii) AD & D
- iv) Long Term Disability
- v) Out of country travel

#### **6.1.1** The above noted benefits shall be administered by the Benefits Carrier/Insurer in accordance with the terms and conditions of the respective plan. The benefits available shall be those set out in the respective plan effective on the date of certification.

The Township shall retain the right to determine the carrier of the benefits and agree that there shall be no reduction in benefits currently in place as of the date of this Policy.

All refunds, reductions of premiums, dividends, relating to contributions made by the Township shall become and remain the sole property of the Township.

#### **6.1.2** Any dispute that an employee has with respect to benefits entitlement or eligibility or other issue in relation to the above benefits shall be between the employee and the Benefits Carrier/Insurer.

#### **6.1.3** The [Workplace Safety and Insurance Act](#) shall cover all employees. An employee receiving payment for a compensable injury shall be entitled to those benefits prescribed by the Act.

### **6.2 Compassion Leave**

Compassion leave means the period of time an employee is absent from work due to illness or injury, for which compensation is not payable under the [Workplace Safety and Insurance Act](#).

All full time, indeterminate employees who have completed their Probationary Period shall receive compassion leave credits at the rate of:

- Administration: Three decimal seven five (3.75) hours for each calendar month in which the employee receives pay for at least seventy-five (75) hours.
- Roads and Fire: four (4) hours for each calendar month in which the employee receives pay for at least eighty (80) hours.



All part time, indeterminate employees who have completed their Probationary Period shall receive compassion leave credits at the rate of two (2) hours for each calendar month in which the employee receives pay for at least thirty-seven decimal five (37.5) hours.

An employee's regular hours of work, as outlined in Section 3, will be used to determine their allocation of compassion leave hours.

Time off compensable from WSIB can be borrowed from compassion leave until WSIB benefits are approved.

#### **6.2.1 Compassion Bank**

Full-time Administration employees may accumulate to a maximum of three hundred (300) hours.

Full-time Public Works and Fire employees may accumulate to a maximum of three hundred twenty (320) hours.

Part-time employees may accumulate to a maximum of one hundred sixty (160) hours.

#### **6.2.2 Proof of Illness**

Compassion leave is to be used only when the employee is personally sick. Any consecutive sick leave of absence beyond three (3) days may require the submission of a doctor's certificate to maintain eligibility for compassion leave credits, as determined by the CAO. The Township reserves the right to request a medical certificate from the first day of compassion leave.

#### **6.2.3 Compassion Leave During Layoff**

When an employee is laid off on account of lack of work, they shall not receive compassion leave credits for the period of such absence but shall retain their cumulative credit, if any, existing at the time of such layoff.

An employee who has used up all their compassion leave credits and through illness or injury, is unable to return to work, will be placed on leave of absence, during which period they will not receive pay, vacation service credits, holiday pay, or compassion leave credits or any clothing or safety footwear allowance.

#### **6.2.4 Compassion Leave Upon Retirement**

An employee shall be entitled to receive payment equal to one-half the value of any unused compassion leave credits standing to their account at retirement or upon termination of employment.

### **6.3 Long-Term Disability**

#### **6.3.1** An employee absent from work due to illness or injury and not in receipt of Workers' Compensation benefits, shall have their coverage for the benefit as outlined in Section 6.1 of this Policy Manual continued for a period of four (4) months from the first day of absence. If the employee does not apply and/or is not approved under the Long-Term

Disability Plan, the employee may continue their participation in the benefit plans by assuming responsibility for 100% of the premium costs.

- 6.3.2** If upon expiration of the four (4) month period, the employee files a claim for Long Term Disability benefits and such claim is accepted by the Insurance Underwriter, their participation in the benefit plans will be continued for a further period of twenty (20) months.
- 6.3.3** If an employee continues to qualify for Long Term Disability benefits beyond the twenty-four (24) month period, they may continue their participation in the benefit plans for so long as they qualify for Long Term Disability benefits by assuming responsibility for 100% of the premium costs.
- 6.3.4** Employees who are in the appeal process for the Long-Term Disability benefits may continue to participate in the benefits plan by assuming responsibility for 100% of the premium costs, provided such practice does not violate terms of the agreement with the carrier as per the current agreement.
- 6.3.5** An employee in receipt of Long-Term Disability benefits shall be considered on leave of absence without pay. During such period, an employee will not receive vacation credits, holiday pay, or sick leave credits.
- 6.3.6** An employee receiving Long Term Disability benefits shall have the right to reclaim the job they were performing at the onset of disability or, if this job is no longer available, a comparable job at a comparable rate of pay, during the twenty-four (24) month period commencing with the onset of disability.

#### **6.4 WSIB Disability**

An employee receiving temporary or permanent disability benefits from the Workplace Safety and Insurance Board, in consideration of an illness or injury sustained while employed by the Township, shall have the right to reclaim the job being performed at the onset of disability or, if this job is no longer available, a comparable job at a comparable rate of pay. Such employee shall also be entitled to have their participation continued in the Municipal Group Benefit Plans as per this Policy. An employee's entitlement to the privileges set forth in this clause shall be limited to a period of twenty-four (24) months from the onset of disability.

If an employee continues to qualify for Workers Safety and Insurance Benefits beyond the twenty-four (24) month period, they may continue their participation in the benefit plans for so long as they qualify for Workers Safety and Insurance Benefits by assuming responsibility for 100% of the premium costs.

#### **6.5 Personal Leave of Absence**

Employees on the active payroll may apply for a personal leave of absence at any time. All requests for personal leave, with the exception of jury duty (see Section 6.12), are deemed to be for personal reasons and may or may not be approved at the discretion of the CAO. All such periods of leave shall be without pay.

Requests for leave will be judged on their merit, with consideration given to individual circumstances such as the purpose for which the leave was requested, the performance and length of service of the employee, the frequency with which such requests are made, and the operational impact of the employee's absence.

Employee benefits shall be discontinued for the duration of any leave of absence in excess of one (1) month, unless specified otherwise herein. However, if permitted and approved by the benefits provider, employees may make appropriate arrangements, in advance, to maintain insured health and medical benefits by prepaying the necessary premiums, including the employer's share, prior to the commencement of a period of leave in excess of one (1) month.

#### **6.6 Personal Protective Equipment**

Employees who are regularly required to work at least 80% of their working days in areas where there is risk of foot danger from pallets, heavy objects, materials, or machinery, or a risk from sharp objects, shall wear approved safety footwear.

Roads employees who have completed their Probationary Period and are required to wear safety footwear shall receive a subsidy of \$200.00 per calendar year, payable upon presentation of a proper receipt.

The Township will provide all other personal protective equipment, including eye protection, hand protection, hearing protection, head protection, and high visibility apparel as deemed appropriate by the Roads Supervisor and/or CAO.

#### **6.7 Benefits – 65 and over**

An employee who chooses to continue working for the Township beyond age 65 shall have their coverage, excepting Long Term Disability, continue on the same basis as that of current full-time employees and the Township shall pay the same premiums as those being paid on behalf of current employees.

For greater clarity, Long Term Disability coverage will not be provided to an employee who continues to work for the Township beyond their sixty-fifth (65<sup>th</sup>) birthday.

#### **6.8 Pension Plan**

Participation in a pension, administered by and in accordance with the provisions of the Ontario Municipal Employee's Retirement System (OMERS), is compulsory for every full-time employee of the Township from the date of hire. Participation in OMERS is optional for all other employees. Optionally enrolled employees must opt into membership status at time of hire.

Normal retirement under the OMERS Plan is age 65. Active membership in OMERS may continue until the employee retires, or no later than November 30<sup>th</sup> of the year in which they turn 71.

#### **6.9 Vacations**

For the purposes of this Section, the vacation entitlement year is defined as January 1 to the following December 31. Vacation time is credited on January 1 of each vacation

entitlement year, based on the period of employment in the preceding year. For any stub periods of employment, as defined in the Employment Standard Act, prorated vacation entitlements will be provided based on the period of employment.

Calculations will be rounded up to the nearest half hour.

Full-time, indeterminate employees shall receive their vacation entitlements as follows:

<b>Completed years of service at the preceding December 31</b>	<b>Vacation Entitlement</b>
One to four years	10 days
Five to nine years	15 days
Ten to fourteen years	20 days
Fifteen to nineteen years	25 days
Twenty years and over	30 days

For the purposes of this entitlement, a vacation day shall be calculated as one-fifth of an employee's regularly scheduled weekly hours of work.

An employee who receives a greater entitlement upon commencing employment shall receive increments in their vacation entitlement as stipulated in their employment agreement.

Employees in any other Employment Classification shall receive vacation pay on gross earnings, in lieu of paid time off. The vacation pay rate is set on January 1 of each vacation entitlement year, based on each employee's period of employment as follows:

<b>Completed years of service at January 1</b>	<b>Vacation Pay Entitlement</b>
Zero to four years	4%
Five to nine years	6%
Ten to fourteen years	8%
Fifteen to nineteen years	10%
Twenty years and over	12%

An employee's vacation pay shall be paid when vacation is taken. Employees must obtain advance approval from their Supervisor for any vacation time request. Every reasonable effort will be made to accommodate an employee's vacation request, but approval resides with the employee's Supervisor and is subject to operational requirements.

No more than four (4) weeks vacation shall be taken consecutively without the approval of the CAO.

#### **6.9.1 Vacation Pay on Termination**

Upon termination of employment, an employee will receive payment for any accrued and unused vacation. Entitlements will be recalculated for the stub period of employment. Any excess of vacation pay received in the year will be deducted from other earnings owed upon separation of employment, if available.

### **6.9.2 Unused Vacation Credits**

An employee must use their vacation credits by the end of each entitlement year. No vacation time shall be carried forward to the next entitlement year, except under extraordinary circumstances as determined by the CAO and granted through a written agreement between the employee and his/her immediate supervisor.

Any unused vacation time at the end of an entitlement year that is not subject to an agreement shall be forfeited, with payment made in lieu at the employee's standard rate of pay if required by the *ESA*.

The employer has an obligation under the *Employment Standards Act* to ensure vacation time is scheduled and taken prior to the end of the authorized period. Section 35 of the Act provides the employer with the right to schedule vacation time on behalf of the employee.

### **6.9.3 Approved Leave of Absence During Vacation**

When an employee becomes entitled to sick or bereavement leave, while on scheduled vacation time, there shall be no deduction from vacation credits for the period of illness and/or bereavement. By mutual agreement, the period of vacation so displaced shall either be added to the vacation period or reinstated for use at a later date. Upon request, satisfactory evidence of illness shall be provided to the employee's Supervisor.

### **6.9.4 Vacation Pay Reconciliation**

A full-time employee who has less than five (5) years of service as of the completion of a vacation entitlement year is entitled to four (4) percent of their gross earnings for that year as vacation pay in the following year.

A full-time employee who has five (5) or more years of service as of the completion of a vacation entitlement year is entitled to six (6) percent of their gross earnings for that year as vacation pay in the following year.

A reconciliation shall be performed at the end of each vacation entitlement year to ensure the employee has received the requisite amount of vacation pay. Any balance owed to the employee shall be paid out on the second pay day of the subsequent year.

### **6.10 Bereavement Leave**

- a) In the event of the death of an employee's spouse, common law partner, child, foster child, parent, or foster parent, the employee shall be granted bereavement leave of up to five (5) consecutive working days with pay for the purposes of arranging or attending the funeral.
- b) In the event of the death of a member of an employee's immediate family who is not specifically mentioned in Section 6.10(a) above, the employee shall be granted bereavement leave of up to three (3) consecutive working days with pay for the purposes of arranging or attending the funeral.
- c) In the case of the death of a relative not included in a) or b) above, the Township may grant one (1) paid day off to permit the employee to attend the funeral of such relative.
- d) An employee may elect to defer days of their bereavement leave to be used for the attendance at the actual interment.

In addition to the entitlement in a) and b), at the discretion of the CAO an employee may be granted up to an additional five (5) days unpaid leave for any extenuating circumstances.

**6.11 Time Off for Elections**

The Township shall ensure that employees are provided with three (3) consecutive hours before the closing of the polls in any federal, provincial, or municipal election to vote. An employee will be paid for these three (3) hours.

**6.12 Paid Jury or Court Witness Duty Leave**

An employee who is required to serve as a juror, or as a witness under subpoena in relation to any matter arising out of their employment with the Township, shall receive payment for lost time equivalent to the difference between their normal earnings for a scheduled day of work and the amount received for such service, excluding payments for travel, meals, or other expenses. The employee shall provide the Township with proof of such service and the amount of pay received.

**6.13 Education Leave and Examinations**

With the written consent of the CAO, an employee may be granted leave of absence with pay to write examinations to upgrade their employment qualifications, and such approval shall not be withheld unreasonably.

**6.14 Personal Leave**

All indeterminate employees shall be granted personal leave credits in each calendar year. Employees shall be credited one (1) day on the later of January 1 or three (3) months following the date on which employment commences; and one (1) day upon completion of six (6) months of continuous employment in the calendar year.

Personal leave credits are not cumulative, and all unused credits at the end of the calendar year shall be forfeited.

**6.15 Other Leaves of Absence**

There are many leaves listed in the Ontario *Employment Standards Act* that are not outlined in this Policy. All ESA guidelines will be followed when a written request is received by the CAO.

**6.16 Proper Training**

No employee shall be required to work on any job or operate any piece of equipment until they have received proper training and instructions.

**6.17 Health & Safety Clothing, Tools, Equipment and Protection**

The Township shall provide essential and necessary tools, safety equipment, and clothing as required. The employee shall be responsible for using the tools and safety equipment provided and for wearing the protective clothing supplied.

**6.18 Injury Pay Provision**

An employee who is injured or made sick during working hours and is required to leave for treatment or is sent home as a result of such injury or sickness, shall receive payment for the remainder of the shift at their regular rate of pay without deduction from sick leave.

If a doctor or nurse states that the employee is fit for further work on that shift and a document stating so has been provided to the employee by the attending caregiver, sick leave credits will be deducted for time lost.

**6.19 Transportation of Accident Victims**

Transportation to the nearest physician or hospital for employees requiring medical care as a result of a work accident shall be at the expense of the Township.

**6.20 Access to Discounted Pricing**

As a result of various partnerships or participation in group purchasing programs, the Township occasionally has access to discounted pricing on various goods and services. At the discretion of the CAO, the Township's accounts may be used to procure certain items for the personal use of its employees, provided that reimbursement is provided in full immediately upon purchase.

<b>Section 7: Employee Relations</b>	<b>Policy Number:</b> – Sections 7.0 to 7.8
<b>Effective Date:</b>	<b>Revision Date:</b>
<b>Township of Ryerson</b>	<b>Page:</b> 1 of 6

## **Workplace Discrimination and Harassment Policy- Attached.**

### **7.0 Responsibility of Council and Management to Follow the Workplace Discrimination and Harassment Prevention Policy**

Council and Management staff are responsible for ensuring that a respectful, harassment and violence free environment is maintained in all facilities and programs. Specifically, management is responsible for:

- Ensuring that complaints of discrimination, harassment or violence are referred in a confidential manner to the CAO for resolution and/or investigation.
- Ensuring that no reprisals are suffered by any individual who has complained or provided information in good faith pursuant to this policy, and taking appropriate action in the event that they become aware of reprisals; and
- Modeling the kind of respectful behaviour expected of employees, members of Council, and volunteers of the Township.

### **7.1 Responsibility of Paid Staff and Volunteer Staff**

All staff and volunteers have a responsibility for understanding how to maintain a discrimination and harassment free workplace and prevent incidents of potential or actual violence. They have an obligation to bring to management's attention any discrimination, harassment, or threats of violence that they witness. In dealing with other employees, Council members, volunteer staff, members of the public, all employees will not harass, discriminate against, or act in an abusive manner towards any individual or group. Attitudes and behaviours that are not supportive of the dignity and self-esteem of all individuals will not be tolerated. If harassment, discriminatory or abusive behaviour is substantiated, corrective or disciplinary action will be taken up to and including dismissal.

### **7.2 Dispute Resolution**

The Township believes in resolving employee concerns and disputes related to their employment relationship in a prompt and equitable manner. Employees who express any concerns, or lodge a formal complaint under this policy, or who provide information regarding a complaint, may do so without fear of retaliation or reprisal.

#### **7.2.1 Informal Resolution Process**

Employees who believe they have legitimate concerns about any aspect of their employment relationship with the Township should first discuss those concerns with their manager and attempt to resolve them satisfactorily. Managers are required to discuss and/or investigate any concern raised and respond in an appropriate manner, within two (2) working days of learning of the concern or dispute. If the issue is not resolved in a manner that is satisfactory to the employee, a formal complaint may be filed by the employee with the CAO or Roads Supervisor, as appropriate.

#### **7.2.2 Formal Resolution Process**

If an employee's concern is not resolved in a satisfactory manner through the informal problem-solving process, a formal complaint may be lodged within five (5) working days



of the facts becoming known that give rise to the concern or dispute. A formal complaint is to be submitted in writing to the CAO or Roads Supervisor, as appropriate.

Within two (2) days of receiving the formal complaint, or a time mutually agreed upon, the CAO or Roads Supervisor, as appropriate, shall meet with the employee to discuss and investigate the complaint. The CAO or Roads Supervisor, as appropriate, shall respond to the employee's complaint within five (5) days of the meeting between the parties.

Where deemed appropriate, the Roads Supervisor may escalate to the CAO. The decision of the CAO shall be binding on all parties.

### **7.3 Responsibility of Clients and Members of the Public**

It is expected that those members of the community using or accessing the Township's facilities, services, and programs, or dealing with the Township and its staff in any matter, will not harass, discriminate against, or abuse any individual or group. If complaints or harassment are substantiated, the person/group will be asked to leave the program or facility, and for serious or repeat offenders, their involvement with the Township may be suspended or terminated.

### **7.4 Discrimination Free, Harassment Free Workplace and Accommodation Programs**

Under the Ontario [Human Rights Code](#) and the [Occupational Health and Safety Act](#), every person has the right to freedom from harassment and discrimination.

Harassment and discrimination will not be tolerated, condoned, or ignored at the Township. If a claim of harassment or discrimination is proven, disciplinary measures will be applied, up to and including termination of employment.

### **7.5 Possibility of Domestic Violence in the Workplace**

Any employee who is experiencing domestic violence that exposes them to physical injury in the workplace, is experiencing domestic violence in the workplace, or believes that domestic violence in the workplace is likely to occur, should seek immediate assistance from their Supervisor or CAO.

A safety plan will be developed by the employee and their Supervisor and/or CAO.

### **7.6 Alcohol and Drug Abuse**

The Township has a zero-tolerance policy concerning alcohol and drug use while at work. Staff shall not use alcohol or drugs at work, and shall not show up for work while under the influence of drugs and alcohol. Any employee caught in contravention of this policy will be immediately sent home, without pay. A meeting will be scheduled for the next day between the employee and their Supervisor to address the incident, develop an action plan to assist the employee to address any concerns, and may result in corrective discipline up to and including dismissal.

The Township's comprehensive Substance Abuse Policy and Procedure manuals are attached to this Human Resources Policy Manual.

## **7.7 Conduct and Behaviour**

Regulations for the acceptable conduct and behaviour of employees are necessary for the orderly operation of any business, for the benefit and protection of the rights and safety of employees and the protection of the Township's assets. Employees are expected to govern their conduct and behaviour in a manner consistent with the guidelines set out herein.

For the purposes of this policy, conduct has been separated into three categories: inappropriate, unacceptable, and extreme. The severity of the breach in conduct will dictate the disciplinary actions taken in response.

### **7.7.1 Appropriate Conduct**

For the purposes of this policy, appropriate conduct includes the following:

- Adherence to published policies, practices and procedures;
- Competent performance of all assigned job duties;
- Prompt and regular attendance at work;
- Courtesy to and respect for co-workers, customers, suppliers or any other persons with whom the Township has contact in the conducting of its business;
- Wearing proper attire and footwear during working hours, appropriate to the job being performed.

### **7.7.2 Inappropriate Conduct**

Inappropriate conduct is any behaviour which should reasonably be known to be outside of the bounds of acceptable workplace behaviour, but does not pose an immediate threat to the health and safety of oneself or others or to the financial, reputational, or other well-being of the municipality. Examples of inappropriate conduct include, but are not limited to:

- Loitering or loafing on the job
- Leaving work early without permission of the employee's immediate supervisor
- Minor insubordination or other bullying/harassing behaviour towards co-workers
- Using obscene, abusive language
- Spreading malicious gossip or rumours
- Horseplay
- Excessive personal use of telephone, photocopiers, computer equipment, etc.

Any employees engaging in any behaviours deemed to be inappropriate conduct will be subject to progressive discipline in accordance with Section 7.8.

### **7.7.3 Unacceptable Conduct**

Unacceptable conduct is any behaviour which poses an immediate and serious threat to health and safety and/or the financial, reputational, or other well-being of the Township. Examples of unacceptable conduct include, but are not limited to:

- Possession, consumption, or use of alcoholic beverages or illegal substances while on company premises
- Smoking within Township property (e.g., buildings and vehicles)

- Willful violation of safety rules and procedures
- Willful neglect and/or mishandling of equipment and/or machinery
- Unsafe driving of company vehicles
- Indecency
- Poor or careless work
- Sleeping while on duty
- Accepting gifts, favours or gratuities with a dollar value in excess of \$20.00 from firms, organizations, agents, employees, or other individuals who may or do conduct business with the Township.

A first offence of unacceptable conduct will result in immediate suspension for two (2) full working days without pay. A second offence will result in immediate suspension for five (5) full working days without pay. Any employee engaging in a third or subsequent offense will be immediately suspended indefinitely, pending an investigation, and lead to further disciplinary action up to and including discharge.

#### **7.7.4 Extreme Conduct**

Extreme conduct is any behaviour which creates an immediate, serious, and potentially irreparable threat to employee health and safety and/or the wellbeing of the municipality. This includes, but is not limited to:

- Possession of guns, other weaponry, or explosives on company property
- Theft and/or fraud
- Falsification of company records
- Significant harassment or abuse towards other employees
- Severe insubordination and insolence
- Fighting
- Gross incompetence

Any employee found to have engaged in extreme conduct behaviours will be immediately suspended indefinitely, pending an investigation, and ultimately terminated for cause.

### **7.8 Progressive Discipline**

It is the policy of the Township of Ryerson to be fair and tolerant in the administration of its employees, and to encourage employees to exercise self-discipline at all times in their conduct and job performance. However, repeated, willful or inexcusable breaches of policies, standard operating procedures or normal business ethics are not acceptable and shall be dealt with in accordance with the provisions of this Policy.

Depending on the severity of the concern and the number of past occurrences, disciplinary action may call for any of five corrective steps: informal counseling, oral warning, written warning, suspension without pay, or termination of employment. Except for termination of employment, any step of the disciplinary procedure may be reported more than once, if necessary.

In some circumstances the progressive approach is not an option. This is determined on a case-by-case basis by the CAO.

### **7.8.1 Informal Counseling**

When an incident occurs that warrants informal counseling under this policy, the employee's manager shall bring the matter to the employee's attention as soon as the facts giving rise to the incident become known. The manager and the employee should discuss the concerns and agree on a plan of corrective action. If desired changes or results are not achieved after a reasonable period of time, then a formal discipline step may be implemented.

### **7.8.2 Reprimand**

All verbal and written reprimands will be made by the Supervisor and/or CAO:

**Step 1 is a verbal warning** which will:

- a) Clarify area or behaviour to be improved.
- b) Clarify what is expected, when it is expected, how future performance will be measured, when the next follow-up meeting will occur, and where the employee can seek further advice or assistance to help them reach satisfactory performance.
- c) Clearly identify the amount of training, knowledge and experience the employee may need to help them improve performance including further skills, knowledge and/or resources, how they will be provided with support to meet expectations.
- d) Clarify that lack of sufficient improvement may result in further discipline up to and including dismissal.
- e) Clarify next meeting date to review results.

Notes of the meeting will be kept, and a copy provided to the employee.

**Step 2 is a written warning** which will:

- a) Clarify area(s) to be improved.
- b) Clarify what is expected/when it is expected, how future performance will be measured, when the next follow-up meeting will occur, where the employee can seek further advice or assistance to help them reach satisfactory performance.
- c) Clearly identify the amount of training, knowledge and experience the employee may need to help them improve performance including further skills, knowledge and/or resources, how they will be provided with support to meet expectations, how improvement will be measured and clarify next meeting date to review results.
- d) Clarify that lack of sufficient improvement may result in further discipline up to and including dismissal.

Written warnings and related documentation will be filed in an employee's personnel file.

### **7.8.3 Suspension/Probation**

Suspension without pay may occur only after the written warning discipline step has failed to correct the situation and the employee has been properly advised that a suspension may also occur if shortcomings are not corrected. Disciplinary suspensions may also occur, without prior warnings, if the suspension is administered because of unacceptable or

extreme conduct or behaviour as defined in Section 7.7. All disciplinary suspensions require the prior approval of the CAO.

Immediate suspension is an option available to a manager only in the event that the specific incident demands immediate serious remedial action to protect the health/safety of employees or to protect the Township's assets. In those rare and exceptional circumstances where this action is required, the suspension will be of indefinite duration, pending an investigation of the events leading to the suspension. The CAO must be notified as soon as possible of any suspensions of this nature. The investigation of an immediate suspension must be concluded within forty-eight (48) hours, whenever possible. The suspended employee shall be notified of the results of the investigation within twenty-four (24) hours of the investigation being concluded.

#### **7.8.4 Dismissal**

Where deemed necessary by the CAO, an employee's employment with the Township may be terminated. Additional detail regarding the termination process is outlined in Section 8.4 of this Manual.

<b>Section 8: Termination of Employment</b>	<b>Policy Number: – Sections 8.0 to 8.4</b>
<b>Effective Date:</b>	<b>Revision Date:</b>
<b>Township of Ryerson</b>	<b>Page: 1 of 2</b>

## 8.0 Termination

While the Township hopes that the employment relationship is a long and mutually satisfying one, the Township can make no assurances concerning the duration of an employee's employment with the Township. Either the employee or the Township may terminate employment at any time without notice, except as outlined below or that which may be required by applicable legislation such as the [Employment Standards Act](#).

## 8.1 Resignation

All non-management employees are required to give a minimum of two (2) weeks notice, in writing, to their supervisor or CAO stating their intention to leave employment. Management employees are expected to provide the CAO a minimum of one (1) month's notice, in writing.

The effective date of the termination is the last scheduled working day.

## 8.2 Retirement

Employees that wish to retire must notify their supervisor or CAO in writing. Employees are encouraged to provide sufficient lead time in advance of their retirement, to allow time for the processing of CPP and/or pension benefits.

The notice requirements in the event of retirement are the same as outlined in Section 8.1.

## 8.3 Staff Reduction

The Township understands that employment security is important to its employees, and for continuity of operations. Operational requirements will, when necessary, be used to identify positions to be eliminated.

In circumstances where employment must be terminated, there is a legal obligation to provide reasonable notice of termination of employment. The [Employment Standards Act](#) specifies the minimum statutory notice period, dependent on length of service.

## 8.4 Termination from Employment

An employee may be dismissed with or without cause, by decision of the CAO, if it has been agreed that all steps of the Employee Relations policy (Section 7) have been completed or for gross misconduct. Reasons for dismissal could include, but are not limited to, physical or verbal abuse of clients or staff members, continual unreliability, breaches of confidentiality, theft, fraud, illegal activity, falsification of records, contributing to a negative work environment, or inability to perform the essential duties of the position.

Immediate termination for just cause is without warning and occurs when conduct on the part of the employee is incompatible with their duties and fundamentally violates the employment contract.

When this occurs, the employment relationship is too fractured to expect the Township to provide a second chance. Situations which may result in termination for just cause include stealing, assaulting employees or clients, and gross insubordination.

Where dismissal is determined to be appropriate, a letter signed by the CAO shall be personally issued to the employee, or where such employee is unavailable, a registered letter shall be sent to the employee concerned outlining the terms of the dismissal and the reasons for the dismissal.

<b>Section 9: Health and Safety</b>	<b>Policy Number:</b> – Sections 9.0 to 9.4
<b>Effective Date:</b>	<b>Revision Date:</b>
<b>Township of Ryerson</b>	<b>Page:</b> 1 of 2

## 9.0 Health and Safety

Employees of the Township must take reasonable precautions to ensure that the workplace is a safe and healthy environment, which is a cornerstone to providing exceptional services. The Township will, at a minimum, meet all legislated standards, rules and regulations as set out in the Ontario Occupational Health and Safety Act, and all other related regulations and standards.

All employees, contractors/subcontractors, volunteers, and contract workers have a responsibility to observe all rules and procedures of the Township as well as all applicable legislated standards and guidelines.

The Township is accountable for the health and safety of the employees, including providing and maintaining safe operating equipment.

The Township recognizes and supports the efforts of the Health and Safety Representative (“HSR”) and firmly believes that all accidents and illnesses can be controlled, reduced or eliminated. All measures will be taken to investigate accidents, to determine root causes, and take a preventive approach to accident reduction.

Health and safety training and education will play a key role in informing the employer, supervisor and workers of their health and safety rights and responsibilities, so they may be empowered to participate in our health and safety program. All employees must keep up with health and safety training as required.

Employees who have health and safety concerns or identify potential hazards should contact the HSR, their Supervisor, or the CAO immediately.

## 9.1 Health and Safety Protocols

Any accident that results in a workplace injury, or that could cause a disabling injury or property/equipment loss, must be reported immediately to the employee's immediate supervisor. Once reported, an Accident/Incident Report Form must be completed and filed with the CAO within 24 hours. At a minimum, and in all cases, accident and/or injury reporting shall comply with the requirements of the Ontario Occupational Health and Safety Act and the Workplace Safety and Insurance Act, 1997.

## 9.2 Emergency Management

The Township strives to be prepared for any emergency and to ensure that employees are aware of their role in and response to emergencies and disasters occurring within the Township and the surrounding area.

The Emergency Response Manual and Procedures will be reviewed annually by the Emergency Management Committee (“EMC”). The EMC will ensure that all employees have access to a copy of the Emergency Response Manual. This will be kept in an easily identifiable and accessible location for all employees and contractors.



In case of emergency, employees will follow the protocols and practices as outlined in the Emergency Response Manual. Failure to follow this policy could result in disciplinary action.

### **9.3 Responsibilities**

It is everyone's responsibility to ensure they maintain a safe and healthy environment for all employees and patients and to report any potential hazards and/or incidents.

It is the CAO's responsibility to:

1. Perform regular workplace inspections
2. Work with the HSR to develop written safe work practices
3. Observe workers completing tasks to ensure correct processes are followed
4. Correct substandard acts and conditions
5. Ensure the HSR and Supervisors are conducting training and information sessions
6. Provide Health and Safety information to the HSR including a summary of incidents occurring at the workplace.

It is the Supervisor's responsibility to:

1. Ensure that a worker uses or wears the equipment, protective devices or clothing that is required to be used or worn
2. Advise a worker of the existence of any potential or actual danger to the health and safety of the worker of which the Supervisor is aware.
3. Take every precaution reasonable in the circumstances for the protection of a worker.

It is the employee's responsibility to:

1. Complying with the OHSA, its regulations and the policies and procedures of the Township.
2. Reporting violations of the OHSA, defective equipment, and actual or potential hazards to a supervisor or the employer.
3. Wearing protective clothing and using protective equipment correctly, as required and provided.
4. Operating equipment and using devices safely.
5. Applying knowledge learned at health and safety training.

It is the HSR and CAO's responsibility to ensure all policies, legislation, rules, and regulations are implemented and updated as necessary and ensure all tasks are being completed properly, and that all employees, contractors/subcontractors, volunteers, and contract workers are aware of all policies, legislation, rules and regulations.

	A	B	S	U	V	W	X	Y
1	BURK'S FALLS AND DISTRICT FIRE DEPARTMENT							
2	2024 DRAFT BUDGET							
3	February 7, 2024							
4	Account #	Description	2021 Actual	2022 Actual	2023 Budget	2023 YTD (PRE-AUDIT)	2024 Draft Budget	Comments
6	<b>OPERATING ACTIVITIES</b>							
7		<b>OPERATING REVENUE</b>						
8	15-321	MVC	2,930	3,364	2,700	7,950	4,700	3-year average
9	15-321-01	Inspections	649	630	400	470	500	
10	15-321-03	Miscellaneous Revenue	14,363	41,014	1,900	8,516	3,500	Fines, burn permits
14		<b>TOTAL OPERATING REVENUE</b>	<b>17,942</b>	<b>45,008</b>	<b>5,000</b>	<b>16,936</b>	<b>8,700</b>	
15								
16		<b>OPERATING EXPENDITURES</b>						
17	16-202	Vehicle Expense	19,589	29,198	22,000	16,275	28,800	
18	16-203	Equipment/Comm Repair	12,802	11,280	12,850	11,358	12,800	
21	16-206	Fire Prevention Supplies	3,072	3,514	4,000	3,319	5,100	
23	16-208	Training	30,050	35,414	14,000	8,827	13,400	
25	16-209	WSIB	7,765	6,869	7,500	6,479	9,400	
26	16-210	Response Wages	46,177	41,857	99,500	82,088	95,000	
27	16-211	Wages & Empl Related Costs	174,928	183,458	190,800	195,353	217,900	
28	16-212	Insurance	24,003	30,084	31,500	33,788	36,400	
29	16-213	Building Repair/Maintenance	8,640	2,621	6,800	2,576	4,000	
30	16-214	Office Expense	13,641	18,532	17,500	17,378	18,600	
34	16-215	Air Station Fill and Maintenance	861	1,350	1,000	765	1,000	
35	16-216	PPE	1,499	5,237	500	465	-	
36	16-217	New Equipment/Gear	48,610	42,791	34,400	22,178	43,500	Portable radios, bunker gear, helmets, boots, station wear
37	16-218	Miscellaneous	840	3,474	1,000	811	1,000	
38	16-219	Snow Removal	1,599	1,803	2,100	1,931	2,100	
39	16-222	Recharge Fire Extinguishers	614	359	500	379	500	
40	16-223	Radio License	1,514	1,565	1,650	1,672	1,750	Forecasted inflationary increase
41	16-224	Answering Service	1,261	1,286	1,300	1,286	1,350	

	A	B	S	U	V	W	X	Y
1	BURK'S FALLS AND DISTRICT FIRE DEPARTMENT							
2	2024 DRAFT BUDGET							
3	February 7, 2024							
4	Account #	Description	2021 Actual	2022 Actual	2023 Budget	2023 YTD (PRE-AUDIT)	2024 Draft Budget	Comments
42	16-225	Legal	-	-	1,000	6,594	1,000	
43	16-226	Office Space Rental	3,242	3,242	3,242	3,242	3,242	
44	16-229	Audit/Accounting	2,554	3,911	4,000	4,818	4,100	Audit fees \$3,600 per contract + \$400 for external accounting
46	16-248	Defib/Medical Supplies	829	403	500	651	500	
47		<b>TOTAL OPERATING EXPENDITURES</b>	<b>404,117</b>	<b>428,248</b>	<b>457,642</b>	<b>422,233</b>	<b>501,442</b>	
48								
49		<b>NET OPERATING EXPENDITURES</b>	<b>386,175</b>	<b>383,240</b>	<b>452,642</b>	<b>405,298</b>	<b>492,742</b>	Increase in operating budget: 8.86%
50								
51								
52	<b>CAPITAL TRANSACTIONS</b>							
53		<b>CAPITAL REVENUE</b>						
54	15-321-02	Donations	50	555	100	500	100	
56	15-328	Proceeds on sale of Capital Assets	-	-	-	-	10,000	
59		<b>TOTAL CAPITAL REVENUE</b>	<b>50</b>	<b>555</b>	<b>100</b>	<b>500</b>	<b>10,100</b>	
60								
61		<b>CAPITAL EXPENDITURES</b>						
62	16-221	Capital Purchase	-	273,286	78,700	8,805	969,400	
67		<b>Debt Repayment</b>						
68	16-212-1	Tanker Loan - interest	6,076	5,318	4,537	4,537	3,733	
69	16-212-2	Tanker Loan - principal	24,992	25,740	26,510	26,510	27,303	
70								
71		<b>TOTAL CAPITAL EXPENDITURES</b>	<b>31,067</b>	<b>304,343</b>	<b>109,747</b>	<b>39,852</b>	<b>1,000,436</b>	
72								
73		<b>NET CAPITAL EXPENDITURES</b>	<b>31,017</b>	<b>303,788</b>	<b>109,647</b>	<b>39,352</b>	<b>990,336</b>	
74								
75	<b>NET EXPENDITURES</b>		<b>417,193</b>	<b>687,028</b>	<b>562,289</b>	<b>444,649</b>	<b>1,483,078</b>	
76								

	A	B	S	U	V	W	X	Y
1	BURK'S FALLS AND DISTRICT FIRE DEPARTMENT							
2	2024 DRAFT BUDGET							
3	February 7, 2024							
4	Account #	Description	2021 Actual	2022 Actual	2023 Budget	2023 YTD (PRE-AUDIT)	2024 Draft Budget	Comments
77	<b>MUNICIPAL CONTRIBUTIONS</b>							
78	15-621 A	Armour (47.84%)	199,585	328,674	268,999	212,720	709,505	
79	15-621 B	Burk's Falls (28.6%)	119,317	196,490	160,815	127,170	424,160	
80		Ryerson (23.56%)	98,291	161,864	132,475	104,759	349,413	
81			<b>417,193</b>	<b>687,028</b>	<b>562,289</b>	<b>444,649</b>	<b>1,483,078</b>	

## South East Parry Sound Regional Fire Training Committee


## 2024 Draft Budget

February 7, 2024

	Expenses	2023 Budget	2023 Actual	2024 Draft Budget
	Administration	2,000	2,000	2,000
	Expense Allowance	-	-	-
	Training Program	81,408	81,408	81,408
	<b>Total</b>	<b>83,408</b>	<b>83,408</b>	<b>83,408</b>

		Percentage	Share of 2023 Budget	Share of 2024 Budget
Burk's Falls and District		20%	16,682	16,682
Kearney		20%	16,682	16,682
Magnetawan		20%	16,682	16,682
McMurrich/Monteith		20%	16,682	16,682
Perry		20%	16,682	16,682
			<b>83,408</b>	<b>83,408</b>

Burk's Falls and District	2023 Budget	2024 Budget
Armour (47.84%)	7,980	7,980
Burk's Falls (28.6%)	4,771	4,771
Ryerson (23.56%)	3,930	3,930
	<b>16,682</b>	<b>16,682</b>

	<b>Staff Report</b>
To:	Ryerson Township Council
From:	CAO/Treasurer Brayden Robinson
Date of Meeting:	February 13, 2024
Report Title:	Fees By-law Update
Report Date:	February 7, 2024

**Recommendation:**

That Schedule G of Fees By-law 31-23 be amended as per the attached, revised schedule.

**Purpose/Background:**

On August 8, 2023, Ryerson Township Council adopted Fees By-law 31-23, which included a five-year forward-looking schedule for all fees charged by the Township.

Subsequent to that date, the Township issued, and awarded, an RFP for Planning Services to J.L. Richards and Associates.

The deposit fees permitted in the existing By-law for processing minor variances is not sufficient to cover the fees charged by our planner. Staff have revised this schedule accordingly, increasing the deposit from \$1,000 to \$1,500, and are requesting that Council approve this amendment.



**CORPORATION OF THE TOWNSHIP OF RYERSON**  
**SCHEDULE "G" TO BY-LAW #\_\_-24**  
**PLANNING FEES**

All fees prescribed in this Schedule do not include professional fees and disbursements for lawyers, planners, and other professional consultants whose actual cost to the municipality will be charged in addition to the prescribed administration fee. The cost of such professional services and disbursements varies widely with the complexity of the matter. The deposit amount which may be required of the applicant in addition to the fixed administration fee, which is subject to be increased or decreased depending upon the complexity of the matter and estimates provided by professional consultants. All fees incurred for any of the applications listed above are the responsibility of the applicant. If the deposit does not cover all of these costs, the applicant shall be billed for the difference. Deposits are intended to cover actual costs paid by the municipality to third parties and any excess amount not used will be refunded to the Applicant.

Description of Fees	2023	2024	2025	2026	2027
<b>Municipal Staff will calculate your cost for lands based on your survey. Per square foot (plus H.S.T.)</b>					
Cost of Road Allowance on land locked concession, for property access	\$0.10				
Cost of Road Allowance not fronting on water	\$0.25				
Cost of Road Allowance fronting on water	\$0.45				
Cost for Shore Road Allowance	Fair Market Value				
Road Allowance/Shore Road Allowance- Application Fee-	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Deposit-	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Zoning By-Law Amendment (Major)- to rezone large development proposals – plans of subdivision or condominium, commercial/industrial aggregate/or other proposals likely to attract significant opposition.					
Administrative Fee-	\$ 1,650.00	\$ 1,700.00	\$ 1,750.00	\$ 1,775.00	\$ 1,800.00
Deposit-	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Zoning By-Law Amendment (Minor)- to rezone one lot, rezoning as a condition of consent, change specific lot development standards in an existing zone, temporary use.					
Administrative Fee-	\$ 825.00	\$ 850.00	\$ 875.00	\$ 900.00	\$ 925.00
Deposit-	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Zoning By-Law Amendment -removal of a Holding provision/interim controls					
Administrative Fee-	\$ 800.00	\$ 810.00	\$ 820.00	\$ 830.00	\$ 840.00
Deposit-	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00

Official Plan Amendment	Administrative Fee- Deposit-					
		\$ 1,600.00	\$ 1,610.00	\$ 1,620.00	\$ 1,630.00	\$ 1,640.00
		\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Official Plan and Zoning By-Law Amendment	Administrative Fee- Deposit-					
		\$ 1,825.00	\$ 1,850.00	\$ 1,875.00	\$ 1,900.00	\$ 1,925.00
		\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Minor Variance Application	Administrative Fee- Deposit-					
		\$ 650.00	\$ 675.00	\$ 700.00	\$ 725.00	\$ 750.00
		\$ 1,000.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Description of Fees		2023	2024	2025	2026	2027
Municipal Comments to the Planning Board on a <b>consent application</b> (severance) including compliance with consent conditions notification.	Administrative Fee- Deposit-					
		\$ 500.00	\$ 510.00	\$ 520.00	\$ 530.00	\$ 540.00
		\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Municipal Comments to the Planning Board or Ministry on a subdivision or condominium application (Minor)small scale development	Administrative Fee- Deposit-					
		\$ 1,000.00	\$ 1,010.00	\$ 1,020.00	\$ 1,030.00	\$ 1,040.00
		\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Negotiation, review and signing of a proposed plan of subdivision or condominium agreement.(Major)large scale development proposals.	Administrative Fee- Deposit-					
		\$ 2,600.00	\$ 2,625.00	\$ 2,650.00	\$ 2,675.00	\$ 2,700.00
		\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Written Confirmation of an Existing Non-Conforming/Non-Complying Use or written Confirmation of Zoning and Official Plan designation and requirements	Administrative Fee- Deposit-					
		\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00
		\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
Negotiation and signing of any other municipal agreement including, compliance with use of unopened road allowance, simple ammendment to subdivision agreement	Administrative Fee- Deposit-					
		\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
		\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Deeming By-Law	Administrative Fee Deposit-	\$ 350.00	\$ 360.00	\$ 370.00	\$ 380.00	\$ 390.00
		\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00



*Simple Fill/Site Alteration Permit		\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00
*Second and subsequent fill applications with no changes		\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
* Fill/Site Alteration Permit Application		Included in Site Plan Agreement				
Site Plan Agreements- (MINOR)	Administration Fee-	\$ 875.00	\$ 900.00	\$ 925.00	\$ 950.00	\$ 975.00
	Deposit-	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Site Plan Agreement-(MAJOR)						
	Administrative Fee-5% of the cost of site work	\$1850-\$6100	\$1850-\$6100	\$1850-\$6100	\$1900-\$6200	\$1950-\$6300
	Deposit-	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00
Solar Project Application and Review						
	Administrative Fee-	\$ 500.00	\$ 510.00	\$ 520.00	\$ 530.00	\$ 540.00
	Deposit-	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
OLT Hearing - Defend By-law, OP Amendment or any other planning decision						
approved by Council at the request of the applicant when appealed to the						
OLT,by a third party Ontario Land Tribunal						
	Administrative Fee-	\$ 3,000.00 + \$ 1,000.00 for each day of hearing beyond the first day.				
Time of Municipal Staff, site visitations, attending consultations, pre-consultations, and hearings with respect to a planning matter (per hour)						
	Administrative Fee	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00

**\*NOTE: Following are examples of “Simple” Fill or Site Alteration Permit:**

1. Raise EXISTING road/driveway to flood level with no extension of existing road/driveway.
2. Top dress land with less than four inches of topsoil.
3. Install/repair septic system where an NBMCA Permit issued if location is acceptable to the Township.
4. Fill within twenty feet of a new building for which CBO has issued a permit requiring such fill.
5. Where Council has passed a resolution waiving a Site Plan Agreement.

**NOTE: Where multiple applications are being reviewed concurrently, (e.g. a zoning amendment and site plan approval) the Township may consider the posting of only one deposit, usually the higher of the required deposit.**



# CORPORATION OF THE TOWNSHIP OF RYERSON

**Date:** October 4, 2022


**Resolution Number:** R- 152 - 22

**Moved by:** Councillor Patterson

**Seconded by:** Councillor Vella

Be it resolved that Ryerson Township Council support, in principle, the submission of a formal application from John MacCharles for a Use of Unopened Boundary Road Allowance Permit between Concession 14 Ryerson and Concession 1 Magnetawan, pending approval from the Municipality of Magnetawan and completion of all the required conditions.

**Carried** ☒ **Defeated** ☐

  
(Chair Signature)

Declaration of Pecuniary Interest by: \_\_\_\_\_

Recorded Vote due to electronic meeting.

RECORDED VOTE					
Vote called by Clerk in random order, Chair to vote last					
Members of Council		Yes	No	Abstention	Absent
Councillors	Penny Brandt				<input checked="" type="checkbox"/>
	Celia Finley	<input checked="" type="checkbox"/>			
	Delynne Patterson	<input checked="" type="checkbox"/>			
	Joe Vella	<input checked="" type="checkbox"/>			
Mayor	George Sterling	<input checked="" type="checkbox"/>			

Township of Ryerson

Application to Purchase

☒ Road Allowance

☐ Shore Road Allowance

**PLEASE PRINT**

Name of Applicant(s):

Mark Alexander MacCharles

John Stewart MacCharles

Donald James MacCharles

Alan Matthew MacCharles

Name of other  
registered owners

None

Mailing Address of  
Applicant(s):

119 Alton Avenue, Toronto, Ontario, M4L 2M3

Telephone Number(s)  
of Applicant):

1-416-788-4525

Email Address of Applicant mark.maccharles@gmail.com

Owner's Property

Description & Address:

100 Acre Woodlot (no known municipal address)

Owner's Property Identifier

Number (if known):

PCL 27135 SEC SS LT 6 CON 14 RYERSON

Names of Adjacent UNKNOWN

Property Owners(if known):

Sketch of lands pertaining to this Application is attached

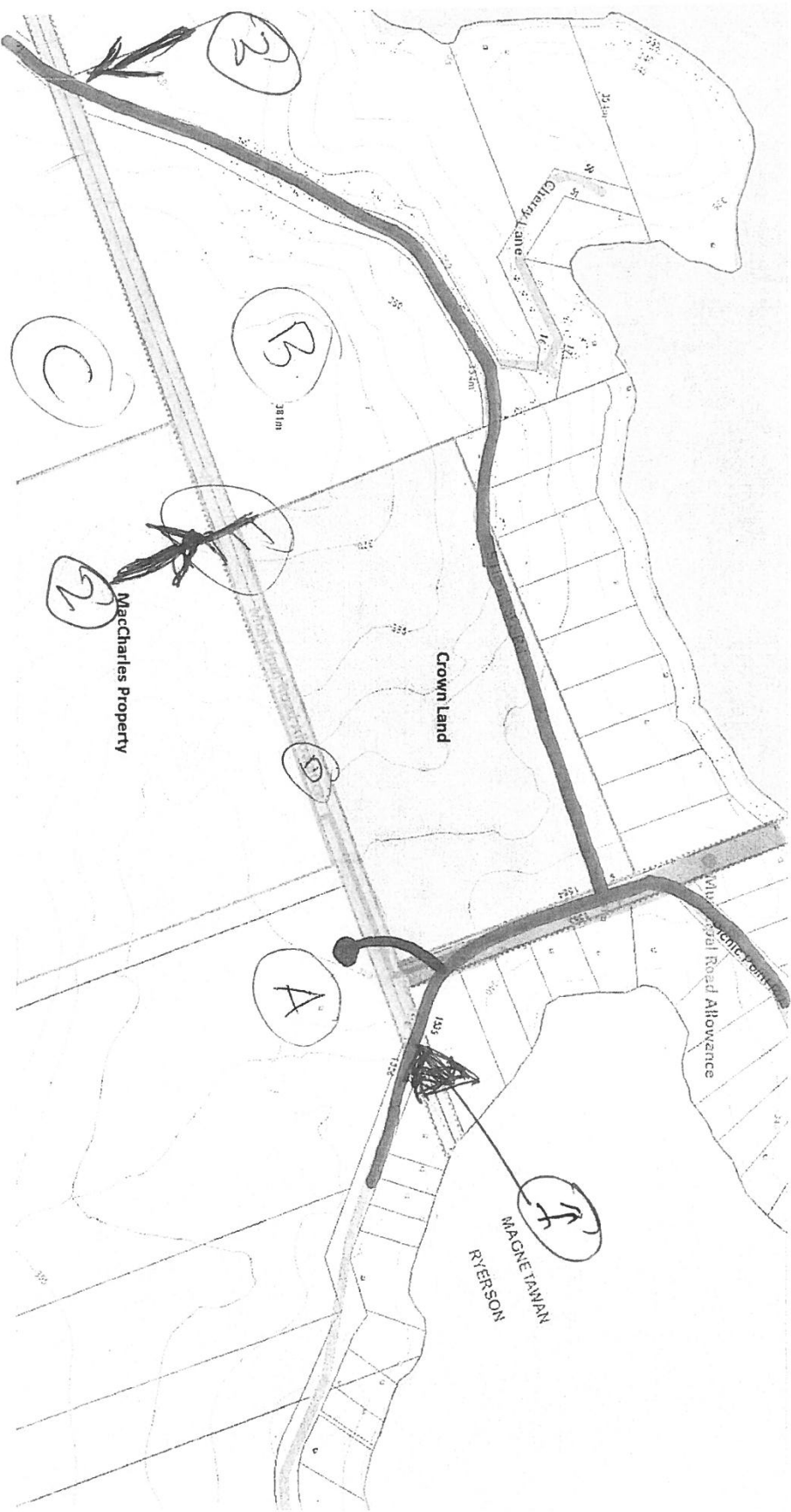
**1. Preferred Option A** – From #1 to #2 on the attached sketch. Specifically, the Right of Way to be purchased in this option is shown on the attached sketch from #1 on the East from Horn Lake Road to #2 on the West near the midway point of the property owned by the Estate. This is our preferred option.

**2. Option C** - If Option A is not available for purchase, our secondary preference is to purchase the Right of Way from the West side #3 at Horn Lake Road to #2 on the attached sketch (i.e., Ed's Option C suggestion).

**3. Option B** – If neither Option A nor Option C are available, our final preference is to purchase the entire Right of Way from #1 to #3 on the attached sketch.

\$250 application fee was previously submitted and the ultimate purchase price of the property will be determined by Ryerson Township Staff based on the Option that is determined.

**Note:** It is our preference to only purchase the Ryerson Township Right of Way and not the Magnetawan Right of Way (i.e., the 33' of Right of Way owned by Ryerson Township only).



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# Russell, Christie, LLP

Barristers & Solicitors

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W.D. (Rusty) Russell, Q.C., (1925-2019)  
Douglas S. Christie, B.A., LL.B. (retired)  
William S. Koughan, LL.B.

Edward B. Veldboom, MSc. Pl. LL.B.  
Michael F. Sirdevan, B.A. (Hons), LL.B.  
Jennifer E. Biggar, B.A., (Hons), J.D.

Please reply to:  
Edward B. Veldboom (Ext. 237)  
Email: [eveldboom@russellchristie.com](mailto:eveldboom@russellchristie.com)

February 1, 2024

Nancy Field, Deputy Clerk  
Township of Ryerson  
28 Midlothian Road  
RR1 Burks Falls, ON  
P0A 1C0  
Via email to [deputyclerk@ryersontownship.ca](mailto:deputyclerk@ryersontownship.ca)

Kerstin Vroom, CAO/Clerk  
The Corporation of the Municipality of Magnetawan  
4304 Hwy #520, P.O. Box 70  
Magnetawan, Ontario  
P0A 1P0  
via email to [Clerk@magnetawan.ca](mailto:Clerk@magnetawan.ca)

Dear Ms. Field and Ms. Vroom,

Re: McCharles Application to Purchase  
Unopened Boundary Road Allowance (Ryerson/Magnetawan)

Further to my recent discussions with Ms. Field, I have attached a copy of a draft resolution that could be considered by Council of each municipality to advance this application.

As part of my discussions with the Applicant's solicitor a number of options for the proposed closure and sale were outlined. It is our recommendation that the Municipalities give approval to the closure and sale of the land of that portion of the unopened boundary road allowance depicted on the attached parcel map.

The recommended route would provide direct access from the Applicant's lands (Lot 6, Concession 14, Township of Ryerson) to the year round maintained Horn Lake Road. The only other privately owned lands abutting this portion of the unopened boundary road allowance (being Part of Lot 7, Concession 1, Chapman and Lot 7, Concession 14, Ryerson) have frontage upon and direct access to Horn Lake Road.

We trust this is of assistance.

Sincerely,

A handwritten signature in black ink, consisting of a series of fluid, connected strokes that form the name Edward B. Veldboom.

Edward B. Veldboom  
*(electronically signed)*



This Agreement, made in duplicate as of the 13 day of January, 2024

**BETWEEN**

**THE CORPORATION OF THE TOWNSHIP OF RYERSON**

Hereinafter called the "Township"

OF THE FIRST PART

**AND**

**THE ONTARIO SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS**

Hereinafter called the "Society"

OF THE SECOND PART

**WHEREAS** the Township and the Society wish to enter into an Agreement to appoint the Society as Poundkeeper for the Township.

**NOW THEREFORE IN CONSIDERATION** of the fees to be paid and for other good and valuable consideration, as described in this Agreement, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

**1. TERM OF AGREEMENT**

1.1. The term of this Agreement (the "Term") shall be for three (3) years, commencing on the 1<sup>st</sup> day of January, 2024 until December 31, 2026. If agreeable to both parties, this contract may be renewed for an additional two-year period, subject to the original terms and conditions and upon receipt of notice within 90 days prior to the expiration of the agreement.

**2.0 CONSIDERATION**

**2.1 The Township agrees:**

- a) To appoint the Society as Poundkeeper for the Township with the duties of such Poundkeeper to be exercised by the Society to impound any dogs in accordance with the provisions of the Township By-laws;
- b) To impound dogs from the Township of Ryerson at the Ontario SPCA, Muskoka Animal Centre located at 1234 Muskoka District Road 118 West, Bracebridge, ON P1L 1W5;
- c) To pay to the Society, in consideration for the provision of services as Poundkeeper as described in this Agreement, the remuneration of the annual sum of **\$ 2500** to be billed quarterly plus a fee of \$ 475 per dog for any dogs in excess of 7 dogs in the calendar year, increasing each year over the term of the contract, on the anniversary date of the contract, by an amount equal to the CPI for the previous 12 month period for Canada, per StatsCan website, to be billed quarterly in advance;
- d) If this Agreement continues after December 31, 2026, payments shall be on the foregoing basis of the previous term plus the annual CPI increase, unless otherwise agreed to in writing by the parties;
- e) To grant to the Society the right to dispose of all dogs impounded which become the property of the Township in accordance with the Township's by-laws;
- f) To grant to the Society and the Township does hereby grant to the Society, the right to receive and dispose of all stray dogs impounded from residents of the Township if no owner has claimed the dogs within three (3) days of being impounded, excluding the day on which the dog was impounded. This redemption period will be waived if the animal is so ill or injured that, in the



opinion of the Society, it should be humanely euthanized under the advice of a veterinarian;

- g) To grant to the Society the right to dispose of the carcasses of all dogs lawfully impounded and lawfully destroyed;
- h) To grant to the Society the right to collect all pound fees and daily maintenance fees from time to time and the Society will keep all fees collected at the Muskoka Animal Centre;
- i) To reimburse the Society the cost of any medical care and vaccinations given to a dog within the hold period to ease the dog's pain and suffering when the owner is not known. The Society will invoice the Township after all means of identifying the owner have been exhausted;
- j) To promptly transport sick or injured dogs to a veterinarian prior to delivering them to the animal shelter. The Township will be responsible for the payment of all associated veterinary fees. Once the animal has been deemed treated and determined to be suitable for boarding by the treating veterinarian the animal control officer may transport the dog to the Society;
- k) The contract does not cover cats, wildlife, exotics, livestock, roadkill/deadstock or deceased dogs;
- l) This contract only covers animals impounded under the authority of the bylaw and does not include or permit the use of the facility for boarding animals that are part of a police investigation or removed by other enforcement agencies or held under court order authorized by the Dog Owner Liability Act. Furthermore, this agreement does not include or permit the Animal Control Officer of the Township, or designate to deliver or impound any animal at the Muskoka Animal Centre/facility that the police or other authority have requested them to do so;
- m) To provide ample advanced notice prior to the delivery of any dog considered "aggressive" so the Society may prepare and staff for the additional handling requirements. The quarantining of which may not necessarily be done at the Society's local Animal Centre;
- n) The Township agrees to pay the Society for costs related to hold time for any dog kept longer than the redemption period due to a quarantine *under the Health Protection and Promotion Act, Reg 557*. Extended stay fees will be \$100 /day for the duration of the animals stay. In addition to the boarding fee, any veterinarian fees incurred during the extended stay shall also be the responsibility of the Township.

## **2.2 The Society agrees:**

- a) To provide, at its expense, an animal shelter capable of providing adequate accommodation for all dogs impounded in the Township and designed to meet the standards of this type of building as set by the Society and the Animals for Research Act as it relates to Pounds;
- b) To install in the animal shelter all the equipment necessary for the proper operation of the animal shelter.
- c) The Society agrees not to euthanize dogs that have been brought in by the Township within the hold period set out in the bylaw, unless determined to be medically advisable by a veterinarian and in consultation with the Township.
- d) To receive, impound and hold for claiming by the owners, any dog delivered to the Society's shelter by the Township or other duly authorized persons and to dispose of same by sale or destruction;
- e) The Society may charge such impound and other fees as may be approved from time to time by the municipality and may retain any fees collected from owners for daily boarding and care;

- f) The shelter shall contain all equipment and capacity necessary for its proper operation;
- g) To keep the shelter open to the public and in operation on such days and at such hours as shall from time to time be agreed upon between both parties to ensure that the owners of impounded dogs have a reasonable opportunity to reclaim such animals, and to advise the Township of any change of hours of operation;
- h) To deliver to the municipality on an annual basis, by the 15th of the month after the year end, a written statement of the operations of the shelter up to the last day of the preceding month, showing the number of impounded animals received at the shelter, the length of time detained in the shelter and the outcome of the animals;
- i) To indemnify and save harmless the municipality in respect to all charges, costs, expenses and claims whatsoever in connection with the operation of the shelter;
- j) To keep the shelter building insured in respect to public liability and property damage including claims to injury and loss or death of any animal in the following amount:

Public Liability	\$2,000,000
Property Damage	\$25,000

3. This agreement shall be in force from the 1<sup>st</sup> day of January, 2024 to 31<sup>th</sup> day of December, 2026 unless either party gives, no less than 60 days written notice, that they wish to terminate the contract;

**IN WITNESS WHEREOF** this agreement is executed by the municipality under seal of the municipality and the hands of its proper officers and executed by the Society by its officers properly authorized to do so.


**TOWNSHIP OF RYERSON**

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK

**THE ONTARIO SOCIETY FOR THE  
PREVENTION OF CRUELTY TO ANIMALS**

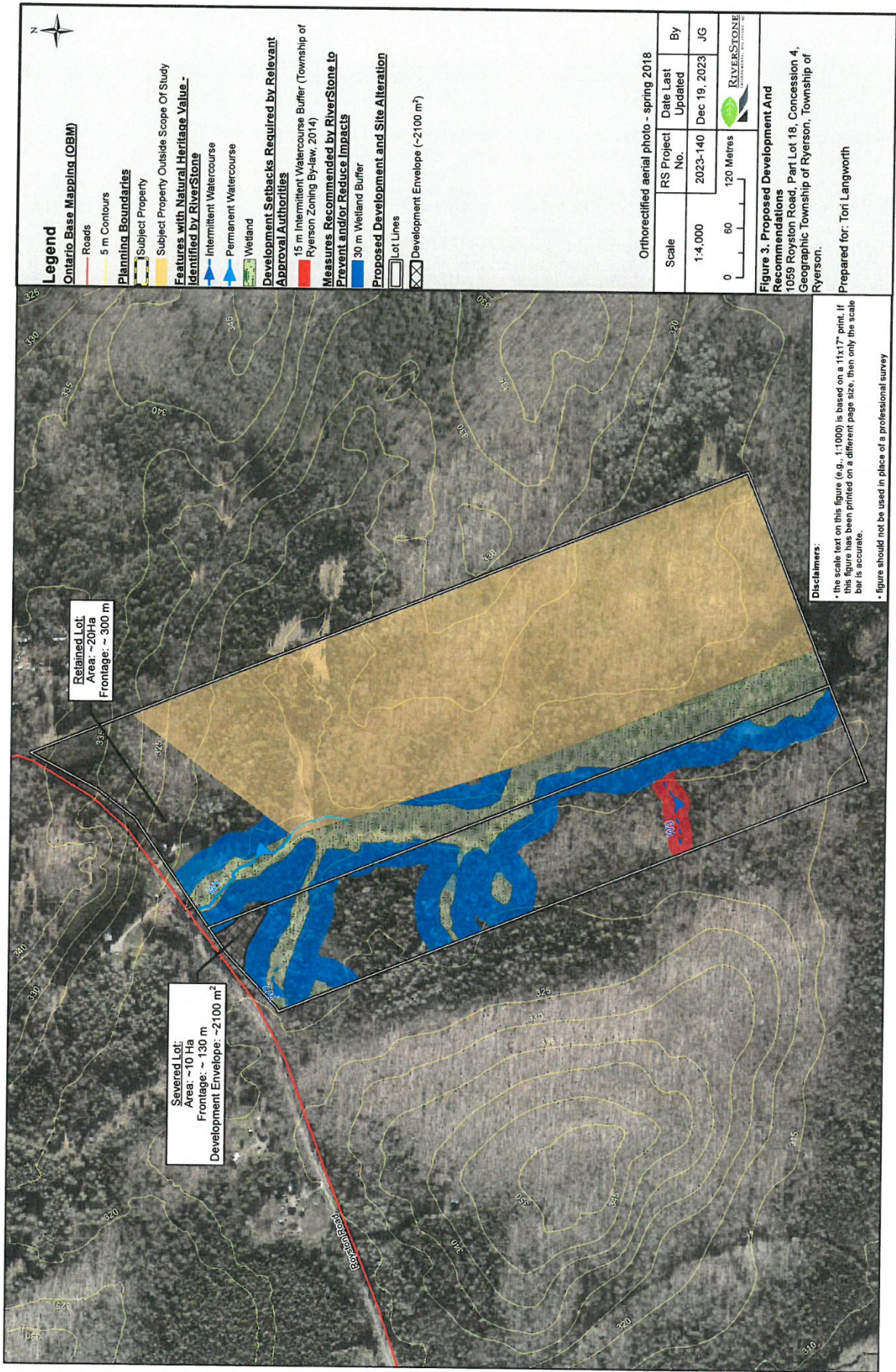
\_\_\_\_\_  
Chief Financial Officer

	<b>Staff Report</b>
To:	Council
From:	Clerk
Date of Meeting:	February 13, 2024
Report Title:	B-061/21 Neil Murdy
Report Date:	February 8, 2024

**Recommendation:** That Council approve that prior to the finalization of consent, the District Planning Board must be advised in writing by the Township of Ryerson that the Applicant has entered into a Site Plan agreement with the Township of Ryerson, to be registered on title, to implement the mitigation measures recommended within the Environmental Impact Study prepared by Riverstone Environmental Solutions Inc.

**Background:** An application was submitted to the planning Board for a Consent in 2021. The application is almost at its lapsing date of March 9, 2021. Due to the requirements of condition of approval no. 7, an Environmental Impact Study (EIS) was submitted to the Township and Planning Board. The EIS identifies a building envelope and recommends mitigation measures, including the setback of 30 meters from the wetlands, to protect the potential habitats on the property. The conditions of approval should therefore be amended in order to require that the Township enter into a site plan agreement (or other measures) to implement the recommendations of the EIS. The change to the conditions will extend the approval for an additional two years. I have consulted with Riverstone Environmental about the site plan agreement, and this would be the most cost-effective solution to implement EIS mitigation measures.





## RIVERSTONE ENVIRONMENTAL SOLUTIONS INC.

mitigation practices and avoidance measures. The following recommendations are provided with respect to the on-site wetland and watercourse features:

- All development and site alteration must be setback 30 m from wetlands, 30 m from Watercourse 1 and 15 m from Watercourses 2 and 3 as shown on Figure 2.
  - Vegetation within 30 m of the wetlands and permanent watercourse as well as within 15 m of the intermittent watercourses should be maintained in its natural state.
  - Trees will not be cut within the setback unless they are a safety hazard, and debris from clearing or materials to be used in construction will not be placed within the setback.
  - Implement sediment and erosion control measures as per applicable best management practices to isolate the development footprint, generally including the following measures.
    - Sediment fencing must be constructed of heavy material and solid posts and be properly installed (trenched in) to maintain its integrity during inclement weather events.
    - Additional sediment fencing and appropriate control measures must be available on site so that any breach can be immediately repaired.
    - Regular inspection and monitoring will be necessary to ensure that the structural integrity and continued functioning of the sediment control measures is maintained (i.e., proper installation is not the only action necessary to satisfy the mitigation requirements).
    - An on-site supervisor should be responsible for daily inspections of the sediment and erosion control measures and record the time and date of inspections, the status of the mitigation measures, and any repairs undertaken.
    - Removal of non-biodegradable erosion and sediment control materials should occur once construction is complete, and the site is stabilized.
  - Machinery should arrive on site in clean condition and be checked and maintained free of fluid leaks.
  - Machinery must be refueled, washed, and serviced within the area isolated by sediment fencing.
  - Locate all fuel and other potentially deleterious substances within the area isolated by sediment fencing, a minimum of 30 m from wetlands/watercourses.
  - Temporary storage locations of aggregate/fill material (where required) should be located within the area isolated by sediment fencing. This material is to be contained by heavy-duty sediment fencing, a minimum of 30 m from wetlands/watercourses.
  - Offloading of construction and aggregate/fill materials (where required) should be completed during fair weather conditions, a minimum of 30 m from wetlands/watercourses.
  - All stockpiled topsoil/overburden (where required) should be piled in low piles and stabilized as quickly as possible (e.g., erosion-prone areas covered with textile) to minimize the potential for runoff and wind erosion.
- 
- Integrate permeable surfaces and other low impact design measures into the development design where feasible (e.g., permeable pavers, infiltration galleries for stormwater leaders, etc.).

In regard to the potential impact of septic system effluent on water quality, the Ontario Building Code





# Councilor Report

To:	Ryerson Township Council
From:	Beverly Abbott
Date of Event:	Wed. Jan 17 <sup>th</sup> 2024
Topic:	Library Board Meeting
Report Date:	Mon. Jan 22, 2024

Importance to the Township of Ryerson:

Due to weather conditions the meeting was held virtually.

First on the agenda was the issue of book banning. The Ontario Library Association stands by the motto of Intellectual Freedom for All Here is a link to the topic at Toronto Public Libraries for your interest.

<https://toronto.ctvnews.ca/toronto-libraries-are-fighting-for-intellectual-freedom-with-new-collection-of-exclusively-banned-books-1.6289181>

Our library has experienced a request from one patron. This issue was resolved; however should the occasion arise there is a form to complete and it would be discussed at a Library Board Meeting

A request to Ryan Baptiste to ask Burk's Falls staff about furnace maintenance, the pay grid, snow removal and sand supply

Building committee/fund raising will meet with John Theriault to discuss the three land sites and raise questions regarding the favoured site.

Two applications for summer student grants have been submitted and will find out in April if successful

Provincial Grant for connectivity 2023 has arrived in January. Normally this is received in the fall

Ruth Fenwick, vice-chair will be doing the income tax this winter. The library will be receiving the grant of \$2100 to be used for program supplies etc. Many thanks to Ruth's assistance.

AODA compliance report has been completed  
Natural Gas Metre has been replaced

Josie Woodman, our library co-ordinator is resigning early February. She has an opportunity to further her studies full time. Staff and patrons will miss her very much. The children adored her.

## **2000 Model Franchise Agreement**

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THIS AGREEMENT effective this                      day of                      , 2024

BETWEEN:

**THE CORPORATION OF THE TOWNSHIP OF RYERSON**

hereinafter called the "Corporation"

- and -

**ENBRIDGE GAS INC.**

hereinafter called the "Gas Company"

WHEREAS the Gas Company desires to distribute, store and transmit gas in the Municipality upon the terms and conditions of this Agreement;

AND WHEREAS by by-law passed by the Council of the Corporation (the "By-law"), the duly authorized officers have been authorized and directed to execute this Agreement on behalf of the Corporation;

THEREFORE the Corporation and the Gas Company agree as follows:

### **Part I - Definitions**

#### **1. In this Agreement**

- (a) "decommissioned" and "decommissions" when used in connection with parts of the gas system, mean any parts of the gas system taken out of active use and purged in accordance with the applicable CSA standards and in no way affects the use of the term 'abandoned' pipeline for the purposes of the *Assessment Act*;
- (b) "Engineer/Road Superintendent" means the most senior individual employed by the Corporation with responsibilities for highways within the Municipality or the person designated by such senior employee or such other person as may from time to time be designated by the Council of the Corporation;



- (c) "gas" means natural gas, manufactured gas, synthetic natural gas, liquefied petroleum gas or propane-air gas, or a mixture of any of them, but does not include a liquefied petroleum gas that is distributed by means other than a pipeline;
- (d) "gas system" means such mains, plants, pipes, conduits, services, valves, regulators, curb boxes, stations, drips or such other equipment as the Gas Company may require or deem desirable for the distribution, storage and transmission of gas in or through the Municipality;
- (e) "highway" means all common and public highways and shall include any bridge, viaduct or structure forming part of a highway, and any public square, road allowance or walkway and shall include not only the travelled portion of such highway, but also ditches, driveways, sidewalks, and sodded areas forming part of the road allowance now or at any time during the term hereof under the jurisdiction of the Corporation;
- (f) "Model Franchise Agreement" means the form of agreement which the Ontario Energy Board uses as a standard when considering applications under the *Municipal Franchises Act*. The Model Franchise Agreement may be changed from time to time by the Ontario Energy Board;
- (g) "Municipality" means the territorial limits of the Corporation on the date when this Agreement takes effect, and any territory which may thereafter be brought within the jurisdiction of the Corporation;
- (h) "Plan" means the plan described in Paragraph 5 of this Agreement required to be filed by the Gas Company with the Engineer/Road Superintendent prior to commencement of work on the gas system; and
- (i) whenever the singular, masculine or feminine is used in this Agreement, it shall be considered as if the plural, feminine or masculine has been used where the context of the Agreement so requires.

## **Part II - Rights Granted**

### **2. To provide gas service**

The consent of the Corporation is hereby given and granted to the Gas Company to distribute, store and transmit gas in and through the Municipality to the Corporation and to the inhabitants of the Municipality.

### **3. To Use Highways**

Subject to the terms and conditions of this Agreement the consent of the Corporation is hereby given and granted to the Gas Company to enter upon all highways now or at any time hereafter under the jurisdiction of the Corporation and to lay, construct, maintain, replace, remove, operate and repair a gas system for the distribution, storage and transmission of gas in and through the Municipality.

### **4. Duration of Agreement and Renewal Procedures**

- (a) If the Corporation has not previously received gas distribution services, the rights hereby given and granted shall be for a term of 20 years from the date of final passing of the By-law.

or

- (b) If the Corporation has previously received gas distribution services, the rights hereby given and granted shall be for a term of 20 years from the date of final passing of the By-law provided that, if during the 20 year term of this Agreement, the Model Franchise Agreement is changed, then on the 7<sup>th</sup> anniversary and on the 14<sup>th</sup> anniversary of the date of the passing of the By-law, this Agreement shall be deemed to be amended to incorporate any changes in the Model Franchise Agreement in effect on such anniversary dates. Such deemed amendments shall not apply to alter the 20 year term.
- (c) At any time within two years prior to the expiration of this Agreement, either party may give notice to the other that it desires to enter into negotiations for a renewed franchise upon such terms and conditions as may be agreed upon. Until such renewal has been settled, the terms and conditions of this Agreement shall continue, notwithstanding the expiration of this Agreement. This shall not preclude either party from applying to the Ontario Energy Board for a renewal of the Agreement pursuant to section 10 of the *Municipal Franchises Act*.

### **Part III – Conditions**

#### **5. Approval of Construction**

- (a) The Gas Company shall not undertake any excavation, opening or work which will disturb or interfere with the surface of the travelled portion of any highway unless a permit therefor has first been obtained from the Engineer/Road Superintendent and all work done by the Gas Company shall be to his satisfaction.
- (b) Prior to the commencement of work on the gas system, or any extensions or changes to it (except service laterals which do not interfere with municipal works in the highway), the Gas Company shall file with the Engineer/Road Superintendent a Plan, satisfactory to the Engineer/Road Superintendent, drawn to scale and of sufficient detail considering the complexity of the specific locations involved, showing the highways in which it proposes to lay its gas system and the particular parts thereof it proposes to occupy.
- (c) The Plan filed by the Gas Company shall include geodetic information for a particular location:
  - (i) where circumstances are complex, in order to facilitate known projects, including projects which are reasonably anticipated by the Engineer/Road Superintendent, or
  - (ii) when requested, where the Corporation has geodetic information for its own services and all others at the same location.
- (d) The Engineer/Road Superintendent may require sections of the gas system to be laid at greater depth than required by the latest CSA standard for gas pipeline systems to facilitate known projects or to correct known highway deficiencies.
- (e) Prior to the commencement of work on the gas system, the Engineer/Road Superintendent must approve the location of the work as shown on the Plan filed by the Gas Company, the timing of the work and any terms and conditions relating to the installation of the work.
- (f) In addition to the requirements of this Agreement, if the Gas Company proposes to affix any part of the gas system to a bridge, viaduct or other structure, if the Engineer/Road Superintendent approves this proposal, he may require the Gas Company to comply with special conditions or to enter into a separate agreement as a condition of the approval of this part of the construction of the gas system.

- (g) Where the gas system may affect a municipal drain, the Gas Company shall also file a copy of the Plan with the Corporation's Drainage Superintendent for purposes of the *Drainage Act*, or such other person designated by the Corporation as responsible for the drain.
- (h) The Gas Company shall not deviate from the approved location for any part of the gas system unless the prior approval of the Engineer/Road Superintendent to do so is received.
- (i) The Engineer/Road Superintendent's approval, where required throughout this Paragraph, shall not be unreasonably withheld.
- (j) The approval of the Engineer/Road Superintendent is not a representation or warranty as to the state of repair of the highway or the suitability of the highway for the gas system.

## 6. **As Built Drawings**

The Gas Company shall, within six months of completing the installation of any part of the gas system, provide two copies of "as built" drawings to the Engineer/Road Superintendent. These drawings must be sufficient to accurately establish the location, depth (measurement between the top of the gas system and the ground surface at the time of installation) and distance of the gas system. The "as built" drawings shall be of the same quality as the Plan and, if the approved pre-construction plan included elevations that were geodetically referenced, the "as built" drawings shall similarly include elevations that are geodetically referenced. Upon the request of the Engineer/Road Superintendent, the Gas Company shall provide one copy of the drawings in an electronic format and one copy as a hard copy drawing.

## 7. **Emergencies**

In the event of an emergency involving the gas system, the Gas Company shall proceed with the work required to deal with the emergency, and in any instance where prior approval of the Engineer/Road Superintendent is normally required for the work, the Gas Company shall use its best efforts to immediately notify the Engineer/Road Superintendent of the location and nature of the emergency and the work being done and, if it deems appropriate, notify the police force, fire or other emergency services having jurisdiction. The Gas Company shall provide the Engineer/Road Superintendent with at least one 24 hour emergency contact for the Gas Company and shall ensure the contacts are current.

## 8. **Restoration**

The Gas Company shall well and sufficiently restore, to the reasonable satisfaction of the Engineer/Road Superintendent, all highways, municipal works or improvements which it may excavate or interfere with in the course of laying, constructing, repairing or removing its gas system, and shall make good any settling or subsidence thereafter caused by such excavation or interference. If the Gas Company fails at any time to do any work required by this Paragraph within a reasonable period of time, the Corporation may do or cause such work to be done and the Gas Company shall, on demand, pay the Corporation's reasonably incurred costs, as certified by the Engineer/Road Superintendent.

## 9. **Indemnification**

The Gas Company shall, at all times, indemnify and save harmless the Corporation from and against all claims, including costs related thereto, for all damages or injuries including death to any person or persons and for damage to any property, arising out of the Gas Company operating, constructing, and maintaining its gas system in the Municipality, or utilizing its gas system for the carriage of gas owned by others. Provided that the Gas Company shall not be required to indemnify or save harmless the Corporation from and against claims, including costs related thereto, which it may incur by reason of damages or injuries including death to any person or persons and for damage to any property, resulting from the negligence or wrongful act of the Corporation, its servants, agents or employees.

## 10. **Insurance**

- (a) The Gas Company shall maintain Comprehensive General Liability Insurance in sufficient amount and description as shall protect the Gas Company and the Corporation from claims for which the Gas Company is obliged to indemnify the Corporation under Paragraph 9. The insurance policy shall identify the Corporation as an additional named insured, but only with respect to the operation of the named insured (the Gas Company). The insurance policy shall not lapse or be cancelled without sixty (60) days' prior written notice to the Corporation by the Gas Company.
- (b) The issuance of an insurance policy as provided in this Paragraph shall not be construed as relieving the Gas Company of liability not covered by such insurance or in excess of the policy limits of such insurance.
- (c) Upon request by the Corporation, the Gas Company shall confirm that premiums for such insurance have been paid and that such insurance is in full force and effect.

## 11. **Alternative Easement**

The Corporation agrees, in the event of the proposed sale or closing of any highway or any part of a highway where there is a gas line in existence, to give the Gas Company reasonable notice of such proposed sale or closing and, if it is feasible, to provide the Gas Company with easements over that part of the highway proposed to be sold or closed sufficient to allow the Gas Company to preserve any part of the gas system in its then existing location. In the event that such easements cannot be provided, the Corporation and the Gas Company shall share the cost of relocating or altering the gas system to facilitate continuity of gas service, as provided for in Paragraph 12 of this Agreement.

## 12. **Pipeline Relocation**

- (a) If in the course of constructing, reconstructing, changing, altering or improving any highway or any municipal works, the Corporation deems that it is necessary to take up, remove or change the location of any part of the gas system, the Gas Company shall, upon notice to do so, remove and/or relocate within a reasonable period of time such part of the gas system to a location approved by the Engineer/Road Superintendent.
- (b) Where any part of the gas system relocated in accordance with this Paragraph is located on a bridge, viaduct or structure, the Gas Company shall alter or relocate that part of the gas system at its sole expense.
- (c) Where any part of the gas system relocated in accordance with this Paragraph is located other than on a bridge, viaduct or structure, the costs of relocation shall be shared between the Corporation and the Gas Company on the basis of the total relocation costs, excluding the value of any upgrading of the gas system, and deducting any contribution paid to the Gas Company by others in respect to such relocation; and for these purposes, the total relocation costs shall be the aggregate of the following:
  - (i) the amount paid to Gas Company employees up to and including field supervisors for the hours worked on the project plus the current cost of fringe benefits for these employees,
  - (ii) the amount paid for rental equipment while in use on the project and an amount, charged at the unit rate, for Gas Company equipment while in use on the project,
  - (iii) the amount paid by the Gas Company to contractors for work related to the project,

- (iv) the cost to the Gas Company for materials used in connection with the project, and
  - (v) a reasonable amount for project engineering and project administrative costs which shall be 22.5% of the aggregate of the amounts determined in items (i), (ii), (iii) and (iv) above.
- (d) The total relocation costs as calculated above shall be paid 35% by the Corporation and 65% by the Gas Company, except where the part of the gas system required to be moved is located in an unassumed road or in an unopened road allowance and the Corporation has not approved its location, in which case the Gas Company shall pay 100% of the relocation costs.

#### **Part IV - Procedural And Other Matters**

##### **13. Municipal By-laws of General Application**

The Agreement is subject to the provisions of all regulating statutes and all municipal by-laws of general application, except by-laws which have the effect of amending this Agreement.

##### **14. Giving Notice**

Notices may be delivered to, sent by facsimile or mailed by prepaid registered post to the Gas Company at its head office or to the authorized officers of the Corporation at its municipal offices, as the case may be.

##### **15. Disposition of Gas System**

- (a) If the Gas Company decommissions part of its gas system affixed to a bridge, viaduct or structure, the Gas Company shall, at its sole expense, remove the part of its gas system affixed to the bridge, viaduct or structure.
- (b) If the Gas Company decommissions any other part of its gas system, it shall have the right, but is not required, to remove that part of its gas system. It may exercise its right to remove the decommissioned parts of its gas system by giving notice of its intention to do so by filing a Plan as required by Paragraph 5 of this Agreement for approval by the Engineer/Road Superintendent. If the Gas Company does not remove the part of the gas system it has decommissioned and the Corporation requires the removal of all or any part of the decommissioned gas system for the purpose of altering or improving a highway or in order to facilitate the construction of utility or other works in any highway, the Corporation may remove and dispose of so much of the decommissioned gas system

as the Corporation may require for such purposes and neither party shall have recourse against the other for any loss, cost, expense or damage occasioned thereby. If the Gas Company has not removed the part of the gas system it has decommissioned and the Corporation requires the removal of all or any part of the decommissioned gas system for the purpose of altering or improving a highway or in order to facilitate the construction of utility or other works in a highway, the Gas Company may elect to relocate the decommissioned gas system and in that event Paragraph 12 applies to the cost of relocation.

#### **16. Use of Decommissioned Gas System**

- (a) The Gas Company shall provide promptly to the Corporation, to the extent such information is known:
  - (i) the names and addresses of all third parties who use decommissioned parts of the gas system for purposes other than the transmission or distribution of gas; and
  - (ii) the location of all proposed and existing decommissioned parts of the gas system used for purposes other than the transmission or distribution of gas.
- (b) The Gas Company may allow a third party to use a decommissioned part of the gas system for purposes other than the transmission or distribution of gas and may charge a fee for that third party use, provided
  - (i) the third party has entered into a municipal access agreement with the Corporation; and
  - (ii) the Gas Company does not charge a fee for the third party's right of access to the highways.
- (c) Decommissioned parts of the gas system used for purposes other than the transmission or distribution of gas are not subject to the provisions of this Agreement. For decommissioned parts of the gas system used for purposes other than the transmission and distribution of gas, issues such as relocation costs will be governed by the relevant municipal access agreement.

#### **17. Franchise Handbook**

The Parties acknowledge that operating decisions sometimes require a greater level of detail than that which is appropriately included in this Agreement. The Parties agree to look for guidance on such matters to the Franchise Handbook prepared by the Association of Municipalities of Ontario and the gas utility companies, as may be amended from time to time.



**18. Other Conditions**

None.

**19. Agreement Binding Parties**

This Agreement shall extend to, benefit and bind the parties thereto, their successors and assigns, respectively.

IN WITNESS WHEREOF the parties have executed this Agreement effective from the date written above.

**THE CORPORATION OF THE TOWNSHIP OF RYERSON**

Per:

---

George Sterling, Mayor

Per:

---

Brayden Robinson, CAO / Treasurer

**ENBRIDGE GAS INC.**

Per:

---

Mark Kitchen, Director, Regulatory Affairs

Per:

---

Nicole Lehto, Director, Eastern and Northern Operations

# **GAS FRANCHISE HANDBOOK**

developed by

**A JOINT COMMITTEE  
OF GAS COMPANY**

and

**MUNICIPAL SECTOR  
REPRESENTATIVES**



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*The following are subjects which are more complex and not easily summarized in a Handbook. Reference should be made to Sections 11, 13 and 16 of the 2000 Model Franchise Agreement.*

- *Alternative Easements*
- *Municipal By-laws of General Application*
- *Use of Decommissioned Gas System*

*Full copies of the 2000 Model Agreement may be obtained at [www.oeb.gov.on.ca](http://www.oeb.gov.on.ca) or contact your local Gas Company.*

## FOREWORD

### NATURAL GAS FRANCHISE HANDBOOK

Provincial legislation requires that there be a Franchise Agreement between the Municipal Corporation and the Gas Company serving that Municipality. In April 2001, the Ontario Energy Board issued the revised 2000 Model Franchise Agreement to serve as a model for such agreement.

A joint committee comprised of Gas Company and Municipal Sector Representatives has developed this revised Franchise Handbook as a supplement to the 2000 Model Franchise Agreement. This Franchise Handbook is meant to serve as a consolidated guide to deal with operating issues that sometimes require a greater level of detail than appears in the Franchise Agreement itself.

Although your current Franchise Agreement may not be the 2000 Model Franchise Agreement, the contents of this Franchise Handbook describe how the Gas Company intends to carry out its activities within the Municipality and is intended to represent good operating practice. Where there is any conflict between your Franchise Agreement and this Handbook, it is the Franchise Agreement that takes precedence. The Gas Company has staff available to expand on the matters covered in this Franchise Handbook and answer any questions that might arise.

The Board acknowledges the efforts of the participants in producing the revised Franchise Handbook.



Floyd Laughren  
Chair – Ontario Energy Board  
May 2002

## THE FRANCHISE HANDBOOK WORK TEAM



Wilfred Teper (left)  
*Ontario Energy Board*

Bob Foulds (right)  
*Municipal Sector Representative*



David Shantz  
*Municipal Sector Representative*



David Sword (left)  
*Union Gas Representative*

Nick Thalassinos (right)  
*Enbridge Consumers Gas Representative*

Pat Vanini  
(no photo available)  
*Municipal Sector Representative*

Neil McKay (left)  
*Ontario Energy Board*

Hugh Thomas (right)  
*Union Gas Representative*



## DEFINITION OF HIGHWAY

For purposes of the Franchise Agreement 'highway' means all common and public highways and shall include any bridge, viaduct or structure forming part of a highway, and any public square, road allowance or walkway and shall include not only the travelled portion of such highway, but also ditches, driveways, sidewalks, and sodded areas forming part of the road allowance.

## RIGHT TO USE HIGHWAYS

Subject to the terms and conditions of the Franchise Agreement the consent of the Municipality is granted to the Gas Company to enter upon all highways now or at any time hereafter under the jurisdiction of the Municipal Corporation and to lay, construct, maintain, replace, remove, operate and repair a gas system for the distribution, storage and transmission of gas in and through the Municipality.

The Gas Company attempts to minimize inconvenience and disruption caused by pipeline construction and maintenance activities through pre-construction planning, on the job supervision, discussions with municipal representatives and/or property owners or occupants, and timely restoration of property.

## COMPENSATION FOR DAMAGES

The Gas Company will be responsible for, and will repair promptly or pay compensation for, any damage it causes during surveying or construction or that may result from inspection, maintenance work or emergency repairs.

This includes damage to crops, fences, tile drains, culverts, trees and access routes. Well qualified, independent appraisers and consultants are often used to assess fair compensation for damages. Any crop loss or damage will be measured, appraised and compensated for as soon as possible after cleanup has been satisfactorily completed.

## PLANNING FOR CONSTRUCTION

To facilitate proper system expansion and maintenance, the Gas Company will actively participate in each Municipality's Public Utilities Coordinating Committee (PUCC). One of the mandates of the PUCC will be to develop an approved highway cross-section that outlines a standard pipeline location within the highway for each utility's plant.

The Gas Company will adhere to the standard line location wherever feasible, and will acquire approval from the Engineer/Road Superintendent prior to deviating from the standard location. In addition the PUCC will act as a forum to minimize construction conflicts between the road authority and various utilities including cable companies and municipal water and sewer works.



*Working on the proposed projects plans to be submitted to the Engineers or Road Superintendent of the Municipality.*



*Engineers check plans to minimize construction conflicts.*

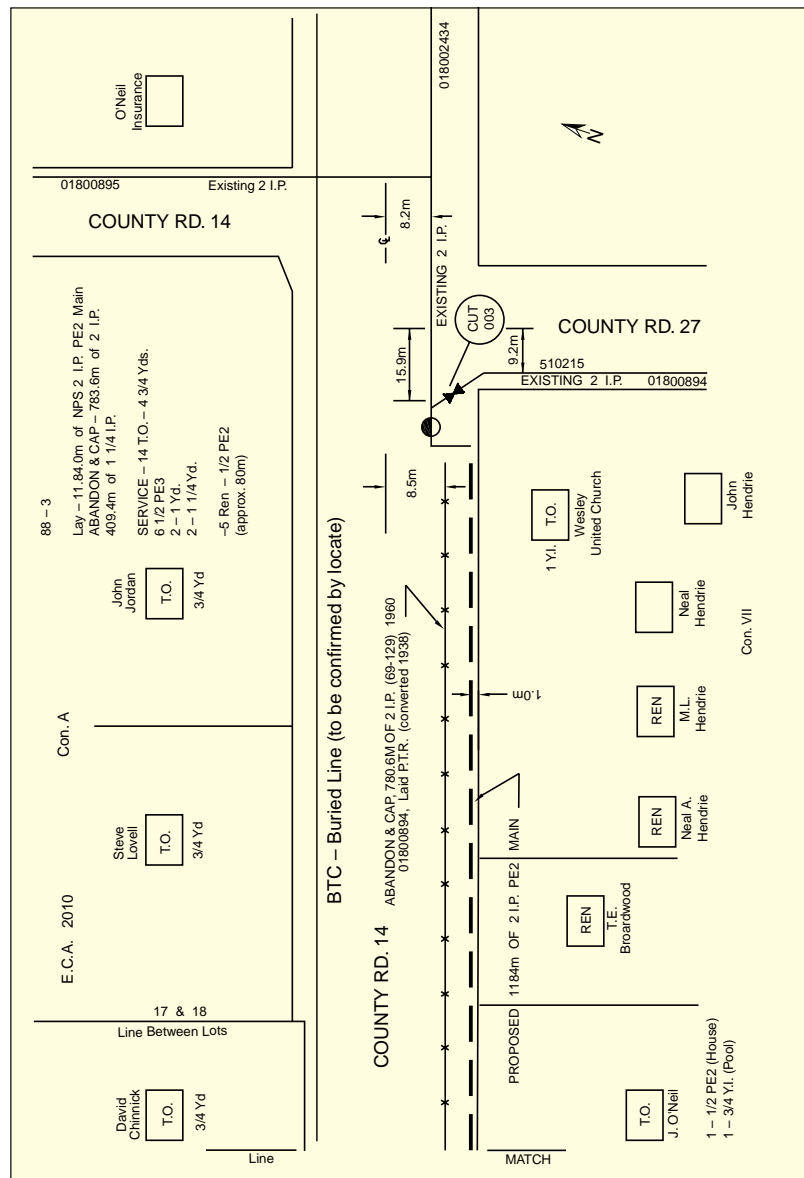
## PLANS AND DRAWINGS

Before installing any gas main on a highway, the Gas Company will submit a plan/drawing of the proposed work (similar to the Sample Plan, Figure 1 on page 6) to the Engineer/Road Superintendent for approval. Such approval will not be unreasonably withheld from the Gas Company. This drawing will show the proposed location and alignment of the works to be installed. Route selection involves judgement as well as technical expertise. The Gas Company is very willing to meet with the Engineer/Road Superintendent to arrive at a line location that is acceptable to both parties.

Where circumstances are complex, and in order to facilitate known or reasonably anticipated projects, or when requested because the Municipality has geodetic information for its own services and all others at the same location, the plan filed by the Gas Company shall include geodetic information.

### Sample Plan

*Figure 1*



## WORK ON THE HIGHWAY

The Gas Company shall not undertake any work that will disturb or interfere with the surface of the travelled portion of the highway unless a permit has been first obtained from the Engineer/Road Superintendent and all work done shall be to his/her satisfaction.

In all other circumstances, except Emergency Situations referred to on page 13, the Gas Company, before entering on any highway within the Municipality shall adhere to the requirements of the Municipality in terms of:

- (1) 'giving notice',
- (2) providing an explanation satisfactory to the Engineer/Road Superintendent, and
- (3) where required, obtaining the appropriate approval(s).



## Pavement Cuts

All crossings of the travelled portion of the road will be constructed by boring, jacking or similar methods. In circumstances where these methods are not feasible, approval to open cut will be requested from the Engineer/Road Superintendent prior to construction. Such approval will not be withheld unreasonably. All pavement cuts will be repaired at the expense of the Gas Company.

The Municipality may specify a reasonable degree of compaction and the types of backfill necessary to properly restore the excavation and sub-base of the road. Also, the Engineer/Road Superintendent may specify the type, thickness and method of pavement cut restoration, both temporary and permanent. The Gas Company shall make good any settling or subsidence thereafter caused by such excavation. Where there is an agreement to do so, the Municipality may carry out the repairs and invoice the Gas Company.

## WORK ON THE HIGHWAY (continued)

### Driveways & Sidewalks

Every effort will be made to bore under paved driveways and sidewalks in an attempt to minimize any inconvenience to the local residents. Any damage that occurs as a result of installation of the gas system will be promptly repaired by the Gas Company to a condition as good or better than it was prior to the construction work and the responsibility for such repairs will be borne by the Gas Company.

### Minimizing Inconvenience

The Gas Company will make every effort to minimize any inconvenience during construction. Residents of the local area will be notified prior to construction, and driveways will be obstructed as little as possible. The Municipality may provide guidance and procedures with regard to temporary traffic lane closing, barricading of excavations, detours and partial road closures. Every construction crew is staffed with people who are capable of answering inquiries brought forward by local residents.



*Workers  
move quickly  
to minimize  
any  
inconvenience  
during  
construction.*

## LOCATION AND DEPTH OF PLANT

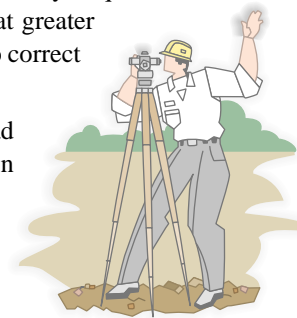
The location of the gas system must be approved by the Engineer/Road Superintendent and his approval shall not be unreasonably withheld. The Gas Company has standard locations for gas lines in specific types of rural or urban environments.

While the locations of utilities will vary in certain municipalities, the diagrams, (Figure 2 on page 10 and Figure 3 on page 11) are typical cross sections for utility locations in a 26-metre road allowance.

The depth of plant must be in accordance with the latest CSA standard and applicable Ontario Regulations at the time of construction. Depth as defined in the latest CSA standards and applicable Ontario Regulations should not be solely relied upon to locate the gas system as the depth of cover may have changed since installation. (see Figure 2, page 10 and Figure 3, page 11).

The Engineer/Road Superintendent may require sections of the gas system to be laid at greater depth to facilitate known projects or to correct known highway deficiencies.

The approval of the Engineer/Road Superintendent is not a representation or warranty as to the state of repair of the highway or the suitability of the highway for the gas system.

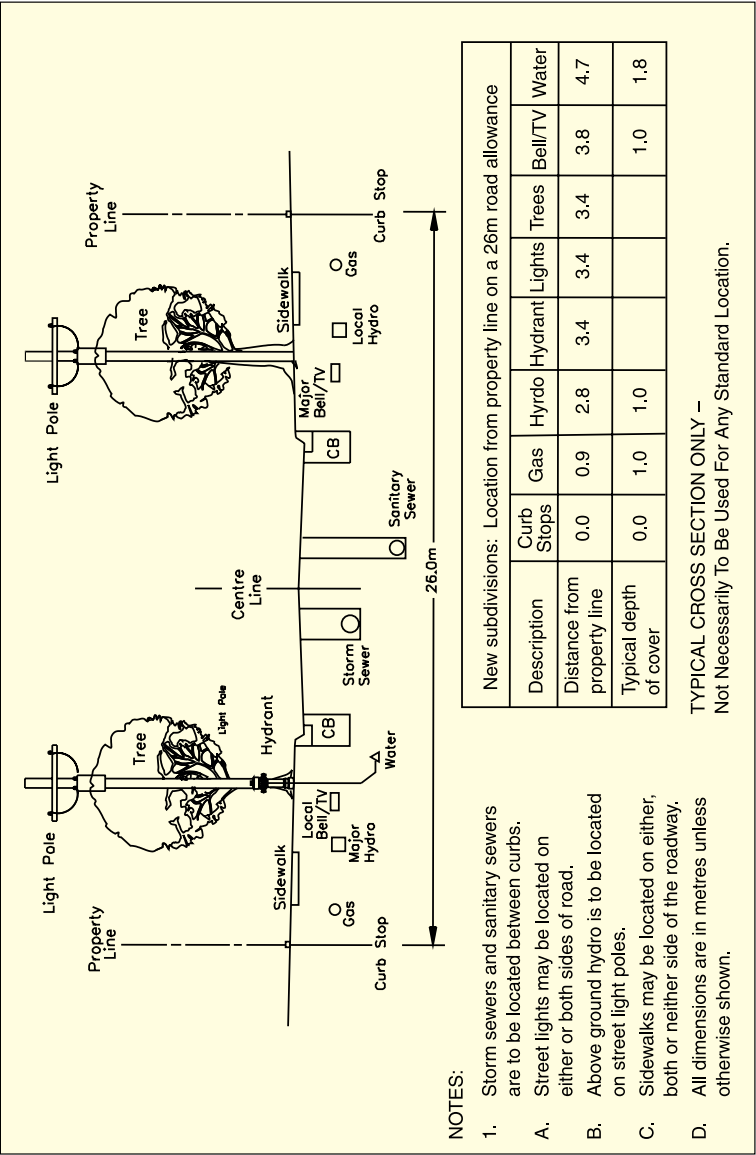


## EASEMENTS

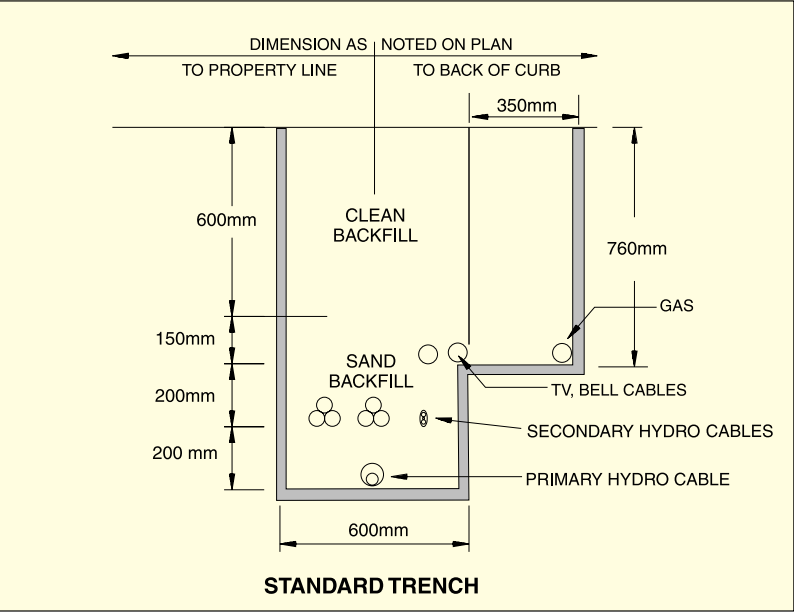
Occasionally the Gas Company will install pipelines that need to cross private property. In these cases, easements will be obtained from the landowner prior to construction.



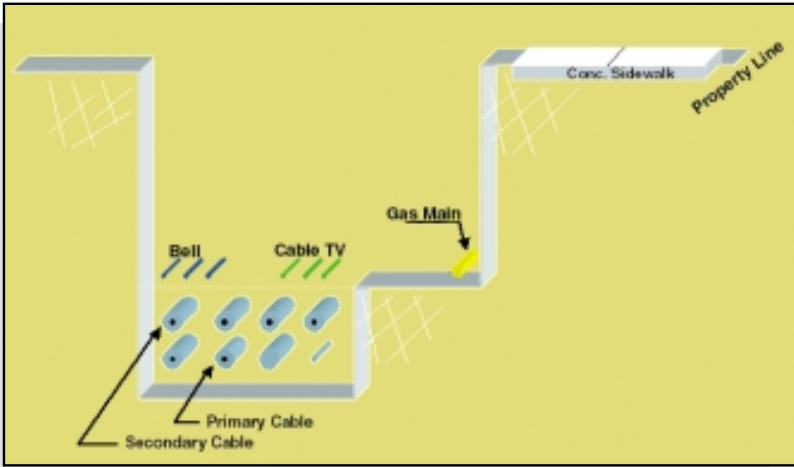
Typical Road Cross Section  
Figure 2



Typical Joint Trench Profile  
Figure 3



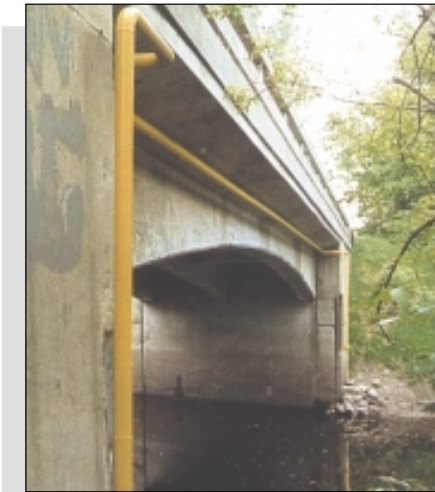
Standard Joint Trench Sketch





## DITCHES AND DRAINS

Before installing any plant in the area of a drain or ditch, a copy of the plan for the installation as filed with the Engineer/Road Superintendent will be filed with the Drainage Superintendent. Wherever possible, gas lines will be installed completely under or completely over the ditch so as to not interfere with the carrying capacity of the ditch. Subsurface drains and surface drains will be restored to their original condition after construction. Ditch banks and stream banks will be restored to promote quick vegetation and minimize the possibility of erosion.



*Attaching  
gas line on  
a bridge.*

## BRIDGES, VIADUCTS OR OTHER STRUCTURES

If the Engineer/Road Superintendent approves of a proposal (he/she may disapprove) to affix any part of the gas system to a bridge, viaduct or other structure, he/she may require special conditions or a separate agreement as a condition of approval.

## EMERGENCY SITUATIONS

In the event of an emergency involving the gas system, the Gas Company will notify the local authorities, as deemed appropriate, (e.g. Engineer/Road Superintendent, police, fire, ambulance or emergency measures organizations having jurisdiction) immediately upon becoming aware of the severity of the situation. The Gas Company will make every reasonable effort to control the situation as quickly as possible and will consider claims for extraordinary expenses incurred by the Municipality during the emergency. The Gas Company will provide the Engineer/Road Superintendent with at least one 24-hour emergency contact for the Gas Company and shall ensure the contacts are current.

## POST-CONSTRUCTION CLEANUP

The cleanup and restoration operations will be performed under the supervision of the Gas Company staff. These staff will be available to discuss with local residents and Municipal representatives any problem that may arise during construction. Gas Company staff have full authority to require that the construction crews and/or all the contractors carry out their work in accordance with the agreements reached with each landowner and in accordance with all relative directives and guidelines of the Ontario Energy Board or the Engineer/Road Superintendent.

## PLANTS, TREES, VEGETATION, GRASS OR SOD

Damage caused by the Gas Company to plants, trees, vegetation, grass or sod will be minimized during the construction period with the Gas Company bearing full responsibility for any damages. The Gas Company will not cut, trim or interfere with any trees on the road allowance without the approval of the Engineer/Road Superintendent. Restoration will be completed as promptly as possible, allowing for supply and weather constraints.

## PIPELINE RELOCATION

The location of the gas system may conflict with the Municipality's plans to reconstruct or alter roads or Municipal utilities. In these instances, the Gas Company will work with the Municipality to relocate its gas system, with the cost of the relocation to be shared as outlined in the Franchise Agreement. In most circumstances the cost of relocating the gas system will be shared 65% Gas Company and 35% Municipality. In the event your Municipality has a pre-1987 agreement or special legislation, the cost sharing may vary. The Engineer/Road Superintendent must approve the proposed new location of the gas system. The Gas Company will then relocate its gas system within a reasonable period of time.

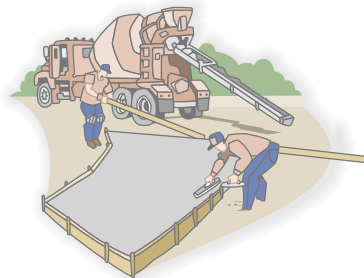
If any part of the gas system is located on a bridge, viaduct or other structure, the Gas Company will alter or relocate that part of the gas system at its sole expense.

In the event the gas system is located in an unassumed road or in an unopened road allowance and the Municipality has not approved its location, the Gas Company will pay 100% of the relocation costs.

## ENCASEMENT OF THE GAS SYSTEM

The Municipality will not knowingly build or permit anyone to build without the Gas Company's permission any structure over or encasing any part of the gas system within the highway. Structures would include, but not be limited to, buildings, culverts, vaults, catch basins, utility poles and anchors, and retaining walls.

The construction of roadways, sidewalks and driveways over the gas system would not constitute encasement.

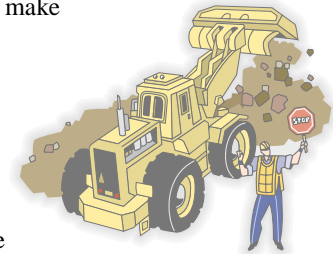


## MAINTENANCE OF THE GAS SYSTEM

The Gas Company accepts full responsibility for the construction and installation, maintenance and repair of the gas system. All work done on the gas system must meet all requirements as described by the appropriate government codes. The Ontario Energy Board, the TSSA and the Canadian Standards Association require that all standards and regulations relating to both the protection of the environment and public safety are carried out. If requested, Gas Company representatives will provide copies of the relevant codes/documents. The system is maintained by trained personnel who are available at all times to keep the gas system in good operating condition.

## WORK IN THE VICINITY OF THE GAS SYSTEM

Prior to working in the vicinity of gas systems, Municipalities and their agents should make themselves familiar with any required procedures and restrictions. This is necessary to ensure the safety of the general public, the safety of workers carrying out excavation, prevention of damage to gas lines and property, and to ensure the work activities take place in a compatible fashion.



Areas to become familiar with include, but are not limited to:

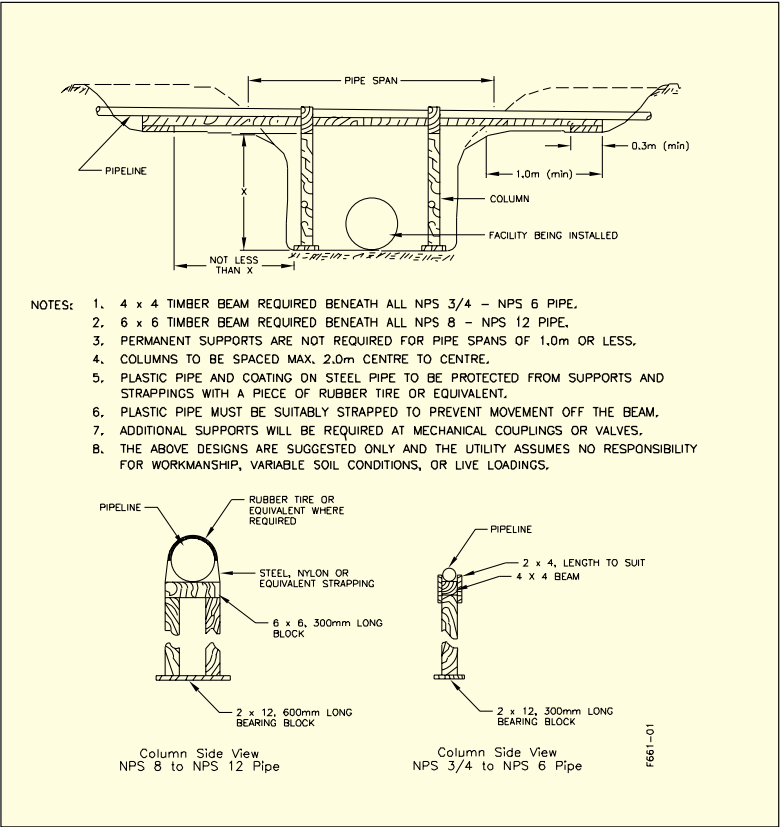
- *Guidelines for excavations in the vicinity of gas systems*
- *Requirements when blasting in the vicinity of gas systems*
- *Requirements when pile driving in the vicinity of gas systems*
- *Requirements when exposing gas systems*

For more information on these areas, please contact your local Gas Company.

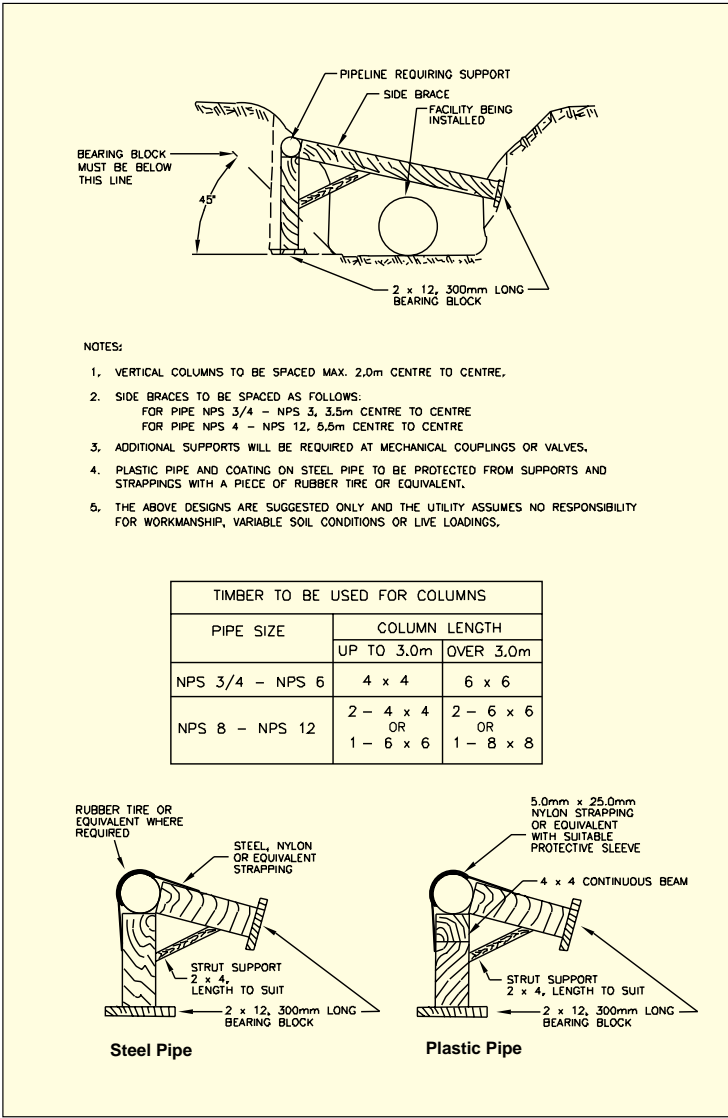
## PIPELINE SUPPORTS

Prior to excavating below gas pipelines, a suitable support must be installed to prevent the pipeline from deflecting. Figures 4 and 5 (shown on pages 16 and 17) show a variety of support designs. These designs are suggestions only as conditions vary at each job site. In the event Municipal work involves support of the gas system, the proposed work shall be reviewed and approved by the Gas Company and approval will not be unreasonably withheld.

**Typical Pipeline Support Crossing Trench**  
**Figure 4**



**Typical Pipeline Support Parallel to Trench**  
**Figure 5**











## LOCATION OF THE GAS SYSTEM FOR OTHERS

In order to facilitate work to be undertaken by others, the Gas Company will identify, on the surface of the ground, the location of any of its gas system in a prompt and accurate manner. The cost of this locate service will be borne by the Gas Company. The Gas Company requires hand digging near its pipelines as specified on the locate form.

The chart below illustrates the standard colours that are used in Ontario to identify the various utilities.

Buried Public Utilities will be identified in the field by the following fluorescent colours.

Permanent line markers are installed along pipelines in rural areas.

	Ontario Hydro Local Hydro Traffic Systems
	Gas Lines, Oil Lines, Steam Lines
	Water Systems
	Telephone Lines, Telegraph Lines, Police and Fire Communications, Cable TV Lines
	Sanitary Sewers, Storm Sewers
	Temporary Survey
	Proposed Excavation
	Reclaimed Water, Irrigation & Slurry Lines

### Cautionary Note:

Individuals are reminded that the location of the gas system is identified on the surface of the ground. If you are working above, below or in the vicinity of the gas system you are required to meet the requirements of the various Ontario regulations/guidelines that apply and these can be provided by the Gas Company.

**GROSS LEASE AGREEMENT**  
**Schedule "A" to By-Law 2023-040**

LEASE RENEWAL:     made this \_\_\_\_\_ day of \_\_\_\_\_, 202\_\_.

BETWEEN:     The Corporation of the Township of Strong a body corporate with a registered office at the Township of Strong in the District of Parry Sound, Province of Ontario (hereinafter called "the Landlord")

OF THE FIRST PART

- and -

The Joint Building Committee a committee of Council providing building department services with a registered office at the Township of Strong in the District of Parry Sound, Province of Ontario (hereinafter called "the Tenant")

OF THE SECOND PART

WHEREAS

- (a) The Landlord is the owner if the building (hereinafter called "building") located on part lot 19 concession 9, Pt 2 on Plan 42R-7457 and Pt 2 & 4 on Plan 42R-8419 in the Township of Strong in the Province of Ontario on leased land at 28 Municipal Lane;
- (b) The Lessor has agreed to lease to the Tenant and the Tenant has agreed to lease from the Landlord a portion of the upstairs administration office comprising approximately 368 square feet of building, as outlined in red on a plan hereto attached and marked as schedule "B", (hereinafter called the "demised premises") together with the right in common with all and referred to as the common areas;

THE LANDLORD AND THE TENANT AGREE AS FOLLOWS:

**1. GRANT:**

The Landlord hereby leases to the Tenant the demised premises to be held by it, the Tenant said the Joint Building Committee, as Tenant, for the purposes of maintaining an office, for the term hereinafter set forth and subject to the terms and conditions of the lease.

**2. TERM:**

This lease shall be for a term of five (5) years commencing on the 1st day of January, 2024.

**3. MINIMUM RENT:**

The Tenant agrees to pay to the Landlord minimum annual rent in the amount of \$7,360.00 +HST in Canadian currency at the Township of Strong in the Province of Ontario for the demised premises by monthly payments in the amount of \$613.33 + HST each, without any deduction whatsoever, in advance on the 15th day of each and every month commencing on the 15th day of January, 2024 and continuing on the 1st day of each and every month in each and every year up to and including the 15th day of December, 2028. Cost of living increase shall be applied the 1<sup>st</sup> day of January each year up to December, 2028.

**4.** This rental agreement is based on completing as agreed an office area comprising of 2 open office areas, 1 plans room, and use of 2 washrooms including all fixtures, materials and labour, using good building practices. All permits, inspections and approvals are building practices. All permits, inspections and approvals are the Tenant’s responsibility, if required.

The above plans must be approved by and construction must be completed without cost to the Landlord. It is the Landlord’s responsibility for Insurance, Internet, Gas, Electricity, Taxes, cleaning services, snow removal, parking, general maintenance, maintenance and the payment of these utilities. The Tenant is responsible for phone utilities, as well as costs related to their installation.

The Landlord shall not be under any obligation to pay any franchise, excise, inheritance or income taxes or advertising expenses which are or may become payable by the Landlord or which may be imposed against the Landlord by reason of any law now in force or hereafter enacted.

If the Tenant neglects or omits to pay any of the amounts set out in sub paragraph 4, the Landlord may pay them, or any of them, and then charge the amount so paid to the Tenant, who

shall forthwith pay them to the Landlord. The Landlord may add the amounts paid by it to the rent and recover by all remedies available to it for the recovery of rent in arrears to the same extent and effect as if the said amounts were, in effect, rent.

**5. SUBLETTING AND ASSIGNMENT:**

The Landlord will not, during the term of this lease, transfer, assign, sublet or part with possession of the demised the said premises, or any part thereof, to be transferred, assigned or sublet, without the consent in writing of the Tenant first had and obtained, such consent not to unreasonably withheld. The Landlord shall have the right of first refusal on the demised premises for any sub-letting or assigning of the demised premises of this lease.

**6. CHANGE IN PURPOSE:**

If the purpose of the Tenant's business is changed at any time after the date hereof, the Tenant shall give notice of such change to the Landlord. The Landlord may cancel this lease upon Sixty (60) days written notice to the Tenant if the Landlord finds the Tenant's new business is unacceptable for the location of the premises. The Tenant cannot unreasonably cancel the lease because of a change of business.

**7. PROHIBITED USE:**

The Tenant will not at any time during the term of this lease, use, exercise or carry on, or permit or suffer to be used, exercised or carried on, in or upon the demised premises, or any part thereof, any noxious, noisome or offensive act, occupation, trade, business or calling. No act, matter or thing whatsoever shall at any time during the term of this lease be done to or on the demised premises, or any part thereof, which shall or may be done to the annoyance, a nuisance, grievance, damage, or to the disturbance of other Tenants of the Landlord or the occupier or owners of any adjoining premises, which may conflict with the laws relating to fires, or the regulations of the Board of Health or with any Statute or Municipal By-law. It is agreed by the Landlord that the present business carried on by the Tenant is not in contravention or in violation of this paragraph.

**8. ALTERATIONS:**

The Tenant will not during the said term make or suffer any alterations, decorations or additions to be made to the demised premises without first receiving the written permission of the Landlord, which will not be unreasonably withheld. All alterations, decorations or additions which may be made by the Tenant pursuant to such written permission of the Landlord shall be made at the sole expense of the fixtures of the premises shall become the property of the Landlord. The Tenant may remove any equipment, or chattels installed by it on the termination of the lease.

**9. CLEANLINESS:**

The Landlord will keep the stairs and sidewalk in front of the demised premises and emergency exit clear and free from ice and snow accumulations and will conform with and observe the requirements of the ordinances and by-laws of the Township of Strong or other municipal or governmental authority in respect to the demised premises. The Tenant will keep the demised premises free and clear of debris, refuse or garbage and will ensure that the premises remain in a clean condition. The Landlord will have the garbage bins emptied once per week or as per the Township of Strong's service agreement for cleaning.

**10. LANDLORD'S RULES:**

The Tenant shall abide by all rules and regulations promulgated by the Landlord for the benefit and welfare of the tenants of the building. Provided that such rules and regulations are reasonable and consistent with the terms of this lease.

**11. DEFECTS IN UTILITIES:**

The Tenant shall give to the Landlord prompt notice of any accident or other defect in the water pipes, gas pipes, heating apparatus, electric light or other wires, or general maintenance.

**12. FIRE INSURANCE:**

The Landlord will insure the building against fire and supplemental perils.

**13. DAMAGE TO PREMISES:**

If, during the term of this lease, the demised premises shall be damaged by fire, lightning, tempest, impact of aircraft, acts of war, acts of God, riots, insurrections or explosions, the following provisions shall take effect:

- (a) If the demised premises are rendered partially unfit for occupancy by the Landlord, the rent payable shall be only for the part of the premises that are usable and therefore shall be reduced in proportion to the normal rent if the whole premises were usable.
- (b) If the demised premises are rendered wholly unfit for occupancy by the Landlord, the rent will not be payable until the premises have been repaired or restored.
- (c) Notwithstanding the provisions of Clause 13 (a) and (b) of this lease, if the premises are in the opinion of the Landlord incapable of being repaired with reasonable diligence within Ninety (90) days of the damage occurrence, then the term of this lease shall be concluded and the Tenant shall immediately surrender the premises and all its interest to the Landlord, such rent to be a portion and payable only to the date of the damage occurrence. The Landlord may re-enter and repossess the premises upon discharge of the lease. The Landlord must give the Tenant a Notice in writing within Thirty (30) days after the date of damage or destruction as to whether the premises are repairable within Ninety (90) days.

**14. EARLY TERMINATION:**

If the term granted by this lease or any of the goods and chattel of the Tenant shall at any time be seized or taken in execution or in attachment by any creditor of the Tenant; or if a Writ of Execution shall issue against the goods or chattels of the Tenant and remain unsatisfied for a period of fourteen clear days from the date of issue; or if the Tenant shall make any assignment for the benefit of creditors, or become bankrupt or insolvent or if the Tenant shall attempt to sell or dispose of goods and chattels located on the demised premises so that there would not, in the event of such sale or disposal, be, in the opinion of the Landlord, a sufficient distress on the demised premises for the then accruing rent; then and in every such case the current months rent, together with rent for the next three succeeding months, shall immediately become due and payable and the term of this lease shall, at the option of the Landlord, forthwith become forfeited and determined, without prejudice to any claim or claims which the Landlord may have under this lease.

**15. TENANT'S DEFAULT**

If the rent hereby reserved or any part thereof be in default for a period of thirty (30) days, or if the Tenant fails to remedy any other breach of one or more of the terms of this lease after the receipt of thirteen (13) days notice in writing by the Landlord calling breach to the attention of the Tenant and requesting lawful for the Landlord to re-enter into and upon the demised premises lease and thereupon the term of this lease shall be forfeited and absolutely cease and determine.

**16. OVER HOLDING:**

In the event of the Tenant remaining in the occupation of the demised premises after the expiration of the term of this lease and paying rent to the Landlord, and the Landlord accepting such rent, such holding over and payment between the parties hereto, constitute the Tenant a tenant for years of the Landlord. Such holding over and payment shall be taken to constitute the Tenant a tenant from month to month under the terms and conditions of the lease.

**17. SIGNS AND ADVERTISING:**

The Tenant may, with the consent in writing of the Landlord first had and obtained, which consent will not be unreasonably withheld, put, place and maintain on the outside of the demised premises such business signs, illuminated or otherwise, as the Tenant may in the course of its business require. The Tenant agrees that it will, prior to the putting or placing of any such signs, in addition to obtaining the consent of the Landlord thereto, obtain any permits or licences required and comply with all other lawful requirements that may be necessary in respect of such signs, upon the termination of this lease, and it will return the demised premises to the condition that they were in prior to the installation of such signs and that it will indemnify and save harmless the Landlord from any and all claims for damages which might result to any and all claims for damages which might result to any person or property as a result of the existence of such signs

or any of them.

**18. LANDLORD’S REPAIRS:**

The Landlord shall be responsible for all structural repair and general maintenance of the demised premises and for the repair, if required, of the heating, plumbing and electrical systems, normal wear and tear excepted, and acknowledges that such systems have been inspected and are in good condition. The doors and windows of the demised premises shall be kept whole and whenever any part thereof shall become broken, it shall immediately be replaced or repaired and shall be paid for the Landlord. However, the cost of any such repairs necessitated by neglect or misuse of the demised premises by the Tenant shall be borne by the Tenant.

**19. CONDITION OF PREMISES AT END:**

At the end of the term of this lease or any extension thereof or sooner termination of the term, the Tenant will leave the demised premises in good repair, reasonable wear and tear and damage by fire, lightning and tempest only excepted.

**20. INSPECTION:**

The Landlord may enter upon the demised premises only during business hours and view the state of repair thereof, and may serve upon the Tenant a notice in writing of any defect requiring it within the time to be therein mentioned, to repair the same, and the Landlord or Tenant will repair the demised premises in so far as it is bound to do so according to such notice, and the terms of this lease.

**21. QUIET POSSESSION:**

The Tenant paying the rent hereby reserved and performing the covenants hereinbefore on its part contained, shall and may peaceably have access to, possess and enjoy the said demised premises for the term hereby granted, without any interruption or disturbance from the Landlord, or any other person or persons lawfully claiming by, from the Landlord, or any other person or persons lawfully claiming by, from or under the said Landlord.

**22. NOTICES:**

All notices required to be given pursuant to this lease may be given by hand or sent by email to the Landlord at:

Name of Lessor:           The Corporation of the Township of Strong  
Address:                   28 Municipal Lane  
                                  PO Box 1120  
                                  Sundridge, ON P0A 1Z0  
                                  705-384-5819  
                                  clerk@strongtownship.com

and to the Tenant at:

Name of Lessee:           Joint Building Committee  
Address:                   28 Municipal Lane  
                                  PO Box 1120  
                                  Sundridge, ON P0A 1Z0  
                                  705-384-9444  
                                  [cbo.jbc@strongtownship.com](mailto:cbo.jbc@strongtownship.com)

and shall be deemed to have been received Five (5) clear business days after posting. Either party may change its address for notice hereunder by notice in writing mailed or delivered to the other party.

**23. GROSS LEASE:**

It is the intention of the parties hereto that this shall be a gross lease and that the rent to be paid to the Landlord herein shall be absolutely gross to the Landlord. That all costs, expenses and obligations of every kind and nature whatsoever relating to the demised premises, structural repairs excepted, shall be paid by the Landlord.

**24. RENEWAL:**



If the Tenant is not in default of any of the terms of conditions contained in this lease, the Landlord grants the Tenant the right to re-let on a month by month basis, the demised premises at an agreed upon all other terms and conditions as herein set out, excepting only this right to re-let one hundred and eighty (180) days prior to the termination of this lease; that is to say on or before the forth day of July 2028.

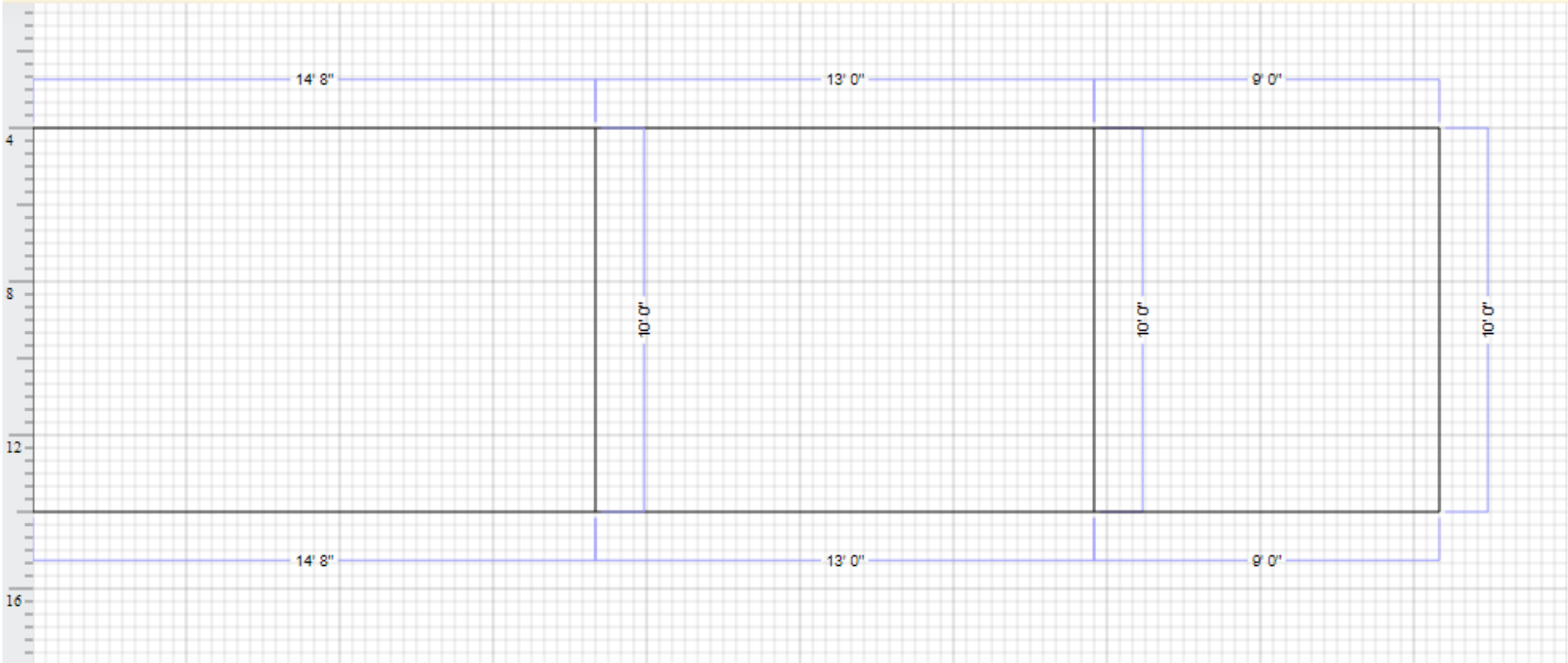
IN WITNESS WHEREOF the corporate seals of the Landlord and Tenant have been hereunto attached and attested by the hands of their proper officers in that behalf all on the day and the year first above written.

PER; \_\_\_\_\_  
Mayor Tim Bryson, Township of Strong

PER: \_\_\_\_\_  
Clerk Administrator Caitlin Haggart, Township of Strong

PER; \_\_\_\_\_  
Chair Budd Brown, Joint Building Committee

PER: \_\_\_\_\_  
Chief Building Official, Brian Dumas



CBO Office

Plans Room

Inspector Office

**JOINT BUILDING COMMITTEE  
P.O. BOX 1120  
SUNDRIDGE, ON P0A 1Z0  
PHONE 705-384-9444 – FAX 705-384-9445**

**RESOLUTION**

---

**Date:** January 18, 2024

**Resolution #2024 -** 006

**Moved by** JUSTINE LEVEQUE

**Seconded by** TIM BRYSON

Be it resolved that this committee does hereby recommend entering into a lease agreement with the Township of Strong.

And to authorize the Chair and CBO to sign on the Joint Building Committees behalf.

  
.....  
**Carried**

.....  
**Defeated**

  
.....  
**Chairperson**

<b>Recorded Vote:</b>	<b>For</b>	<b>Against</b>
Robert Brooks	.....	.....
Budd Brown	.....	.....
Tim Bryson	.....	.....
Justine Leveque	.....	.....
Glenn Miller	.....	.....
Neil Scarlett	.....	.....
John Wilson	.....	.....

**Conflict of Interest Declared and Seat(s)**

**Vacated:** \_\_\_\_\_

**The Corporation of the Township of Strong**

**By-Law 2023-040**

---

Being A By-Law to authorize the Mayor and Clerk Administrator to enter unto a lease agreement with Joint Building Committee for a portion of the administration building located municipally at 28 Municipal Lane.

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WHEREAS the *Municipal Act, 2001, as amended*, Section 8, 9 and 10, authorizes Council to enter into agreements for the purpose of leasing property; and

WHEREAS the Council of the Corporation of the Township of Strong deems it desirable to enter into a lease agreement with the Joint Building Committee for the lease of office space at 28 Municipal Lane, Sundridge, Ontario; and

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF STRONG ENACTS AS FOLLOWS:**

- 1) That the Lease Agreement marked Schedule "A" and "B" attached hereto and made part of this by-law shall constitute an agreement between the Corporation of the Township of Strong (the Landlord) and the Joint Building Committee (the Tenant);
- 2) That the Mayor and Clerk Administrator are hereby empowered to do and execute all things, papers and documents necessary to the execution of this by-law.
- 3) That this By-Law shall come into force and take effect immediately upon the passage thereof.

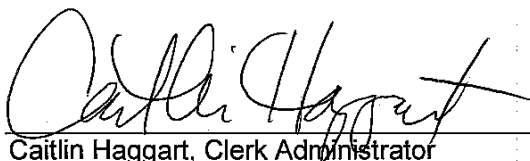
**Read a first, second time this 28<sup>th</sup> day of November, 2023**

**Read a third time and final time, enacted and passed this 28<sup>th</sup> day of November, 2023.**



Tim Bryson, Mayor

Seal



Caitlin Haggart, Clerk Administrator



**AORS**  
PROMOTING **KNOWLEDGE**. PURSUING **EXCELLENCE**

January 8, 2024

Dear Head of Council, Deputy Head of Council and Councillors,

Your local Public Works department provides invaluable services within your community. Without the dedicated public works employees that you are fortunate to have, many basic functions in your community would not be able to happen. Without maintained roads, your emergency services (police, fire, and ambulance) would not be able to respond to calls, school buses could not run to get children to school, and your residents would not be able to leave to work, school, appointments, children's extra-curriculars and any other activity important to them. Additionally, as you work with the provincial government to tackle the housing crisis, your communities require more core infrastructure to handle the growth. For the health and safety of our communities it is important we keep our Public Works department staff complement full, and well trained.

Public Works departments across the province have already begun to feel the impacts of labour shortages, and as we will begin to see many retirements across the province, the shortage will become even more exasperated. From a recent survey that AORS completed with public works departments from across Ontario, we know that 91.5% of respondents will be hiring entry level positions in the next three to five years. However, we are already seeing the start of the labour shortage. From our survey, we found that 70% of respondents already reported getting less than five applications for entry level positions when posted, and the top three challenges municipalities are currently facing is a lack of applicants, applicants that do not meet the required qualifications and municipalities having to compete with private sector positions.

Over the last year, AORS has been dedicating much of our advocacy to encouraging youth to consider careers in public works through career fairs, local government presentations to students, developing printed resources for guidance counsellors and much more. AORS has also been working closely with Fanshawe College Corporate Training Solutions to develop a Municipal Operator Course that would train potential municipal equipment operators to come to your municipality with the basic knowledge they need to begin maintaining your core infrastructure. This would be the first course of its kind that would attract potential students from across the Province of Ontario. To fund this endeavor, AORS has applied for a Skills Development Fund through the Province's Ministry of Labour, Training, Immigration and Skilled Trades. We are reaching out to you for your support in our application and your advocacy to the province on why having more – and qualified – applicants to our public works departments are so imperative.

We would ask that you consider passing the following motion:

*WHEREAS, municipal public works departments from across the Province of Ontario provide invaluable services to our communities ensuring the health and safety of all residents;*

*AND WHEREAS, if it was not for our municipal public works employees from across the Province of Ontario maintaining our public roads systems, our communities would not be able to function as*

*emergency personnel could not respond to calls, school buses could not get our children to school, residents would not be able to get to work, school or appointments and many more basic functions would not be able to happen;*

*AND WHEREAS, municipal public works departments are already feeling the impacts of a labour shortage, which will only be exasperated over the next three to five years, which will cause levels of service municipalities are able to provide to ensure the health and safety of our residents to decrease;*

*AND WHEREAS, there is currently no provincial-wide course that properly trains potential municipal public works employees, specifically relating to municipal heavy equipment.*

*THEREFORE IT BE RESOLVED, that (INSERT MUNICIPALITY NAME) supports the work of the Association of Ontario Road Supervisors to develop a Municipal Equipment Operator Course to address this issue;*

*AND THAT, (INSERT MUNICIPALITY NAME) calls on the Province of Ontario's Ministry of Labour, Training, Immigration and Skilled Trades to fully fund the Municipal Equipment Operator Course in 2024 through the Skills Development Fund;*

*AND THAT, a copy of this resolution be sent to the Minister of Labour, Training, Immigration and Skilled Trades David Piccini, (INSERT MUNICIPALITY'S NAME)'s Member of Provincial Parliament (INSERT LOCAL MPP NAME) and the Association of Ontario Road Supervisors.*

We appreciate your on-going support and should you have any questions or concerns, please do not hesitate to contact AORS for all things municipal public works!

Best regards,



John Maheu  
AORS Executive Director



Dennis O'Neil  
AORS Member Services Coordinator



Christie Little  
AORS Training and Programming Coordinator



Kelly Elliott  
AORS Marketing and Communications  
Specialist

**Resolution  
Regular Council Meeting**



**Agenda Number:** 6.7

**Resolution Number:** 2024-009

**Title:** Association of Municipalities of Ontario (AMO) Policy Update - Social and Economic Prosperity Review

**Date:** Wednesday, January 24, 2024

---

**Moved by** Mario Zanth

**Seconded by** Geneviève Lajoie

Whereas current provincial-municipal fiscal arrangements are undermining Ontario's economic prosperity and quality of life;

And whereas nearly a third of municipal spending in Ontario is for services in areas of provincial responsibility, and expenditures are outpacing provincial contributions by nearly \$4 billion a year;

And whereas municipal revenues, such as property taxes, do not grow with the economy or inflation;

And whereas unprecedented population and housing growth will require significant investments in municipal infrastructure;

And whereas municipalities are being asked to take on complex health and social challenges, like homelessness, supporting asylum seekers, and addressing the mental health and addictions crises;

And whereas inflation, rising interest rates, and provincial policy decisions are sharply constraining municipal fiscal capacity;

And whereas property taxpayers, including people on fixed incomes and small businesses, cannot afford to subsidize income re-distribution programs for those most in need;

And whereas the province can, and should, invest more in the prosperity of communities;

And whereas municipalities and the provincial government have a strong history of collaboration.

Be it resolved that the Province of Ontario commit to undertaking with the Association of Municipalities of Ontario a comprehensive social and economic prosperity review to promote the stability and sustainability of municipal finances across Ontario.

Be it further resolved that a copy of this Resolution be circulated to all the municipalities in Ontario.

**Carried as amended**

Mélissa Cadieux, Clerk



## Administrator's Report – January 24, 2024

### Operational Items

#### Funding announcements/updates 2024

- Funding announcement – Local Priorities Funding application approved for **\$353,485**. For targeted investments to support eligible high needs ALC patients. Funds must be spent by March 31<sup>st</sup> 2024.

#### Staffing, Recruitment & Retention, Temporary Foreign Workers

- Hours of Care target: 3: 42 minutes (or 3.7 hours/resident/day) by March 2024.
- Current Quarter Estimate of hours achieved 3.52 hours/resident per day.

#### Community Support Services Program

- Base funding for two exercise classes \$5,520 (\$2,400\*2) for fiscal 2023-24.

### Building Maintenance and Capital Work

#### Building Maintenance & Capital Work

- Main floor Admin area floor replacement underway.

#### Construction Project (ICIP)

- BAS – Siemens – work ongoing. There are some nodes not yet connected. The interface and reports from the system are being configured. Eastholme does not have access to the system.

### Contracts, Compliance and Policy Updates

#### Ministry of Long-Term Care Inspections

- Ministry inspection – December 11<sup>th</sup> to 15<sup>th</sup> – Inspection report made available.

#### Critical Incidents (CIS)

- CIS report – M517-000001-24 to M517-000003-24.

#### Fixing Long-Term Care Act 2021 –Updates

##### Regulatory Changes

- Bill C-295 An Act to Amend Criminal Code (neglect of vulnerable adults).
- *Health and Supportive Care Providers Oversight Authority Act 2021* – Enable creation of an Authority to register, oversee and discipline PSWs.

#### Contracts and Agreements

- Health OPM -Staffing Agency – 1 year, auto renewal.
- Priority Healthcare – Staffing Agency – Dec 19, 2023, Indefinite until terminated.
- Attending Physician – Jan 1, 2024 – Dec 31, 2026

Odelia Callery, CPA, CA  
Administrator



Eastholme General Operating Expenditures for December 2023  
Bank Account 45-10

1-Dec-23	MSCOL-122301	RECEIVER GENERAL FULL TIME	62,891.75
1-Dec-23	MSCOL-122302	RECEIVER GENERAL PART TIME	42,167.39
8-Dec-23	MSCOL-122303	IAN PARKER	3,188.30
8-Dec-23	MSCOL-122304	HICKS MORLEY HAMILTON STEWART STORIE	1,362.78
8-Dec-23	MSCOL-122305	MILLER WASTE SYSTEMS INC.	7,479.61
8-Dec-23	MSCOL-122306	SPECIALTY FURNITURE INC.	8,470.48
8-Dec-23	MSCOL-122307	CLAIM SECURE	2,578.98
11-Dec-23	MSCOL-122308	GORDON FOOD SERVICE	15,687.98
12-Dec-23	MSCOL-122309	SYSCO	59,963.34
12-Dec-23	MSCOL-122310	MEDLINE CANADA, CORPORATION	36,531.44
13-Dec-23	MSCOL-122311	ADT SECURITY SERVICES CANADA INC.	64.79
13-Dec-23	MSCOL-122312	ADVANCED TELECOMMUNICATIONS & CABLIN	2,842.91
13-Dec-23	MSCOL-122313	BELL CONFERENCING	113.00
13-Dec-23	MSCOL-122314	BELL INTERNET	131.54
14-Dec-23	MSCOL-122315	CHRIS RAYMOND	4,930.71
14-Dec-23	MSCOL-122316	PLAN A NIPISSING/SIMCOE	13,843.71
14-Dec-23	MSCOL-122317	RECEIVER GENERAL FULL TIME	54,483.76
14-Dec-23	MSCOL-122318	RECEIVER GENERAL PART TIME	39,558.27
14-Dec-23	MSCOL-122319	TELUS HEALTH (CANADA) LTD.	686.76
14-Dec-23	MSCOL-122320	VENASSE BUILDING GROUP INC.	263,524.27
19-Dec-23	MSCOL-122321	DISTRICT OF PARRY SOUND SOCIAL SERVI	2,800.00
19-Dec-23	MSCOL-122322	2170640 ONTARIO LIMITED-EVAN HUGHES	5,100.00
20-Dec-23	MSCOL-122323	DIVERSEY CANADA	2,032.17
20-Dec-23	MSCOL-122324	HYDRO ONE NETWORKS INC.	18,119.10
20-Dec-23	MSCOL-122325	CLAIM SECURE	596.00
20-Dec-23	MSCOL-122326	VOID	0.00
27-Dec-23	MSCOL-122327	OFFICE CENTRAL	3,400.22
28-Dec-23	MSCOL-122328	ROBSON COMMUNICATIONS INC.	1,468.82
28-Dec-23	MSCOL-122329	ENBRIDGE UNION GAS	16,850.04
28-Dec-23	MSCOL-122330	HYDRO ONE NETWORKS INC.	142.27
28-Dec-23	MSCOL-122331	HYDRO ONE NETWORKS INC.	158.23
28-Dec-23	MSCOL-122332	PLAN A NIPISSING/SIMCOE	4,232.55
28-Dec-23	MSCOL-122333	RECEIVER GENERAL FULL TIME	66,256.89
28-Dec-23	MSCOL-122334	RECEIVER GENERAL PART TIME	36,614.91
31-Dec-23	MSCOL-122335	DESJARDINS INSURANCE	35,672.90
18-Dec-23	MSCOL-122336	RBC VISA	7,819.32
8-Dec-23	765 SSC622973	ABELL PEST CONTROL INC.	283.80
8-Dec-23	766 SSC622974	ALL SHELTER SALES AND RENTALS	1,644.15
8-Dec-23	767 SSC622975	BATTERY BATTERY	682.88
8-Dec-23	768 SSC622976	BEATTY PRINTING	1,032.46
8-Dec-23	769 SSC622977	BERNARD ROCHEFORT LTD.	615.27
8-Dec-23	770 SSC622978	CANADA BREAD-ONTARIO T6249	1,316.00
8-Dec-23	771 SSC622979	CHRIS FORESHEW & SONS	6,328.00
8-Dec-23	772 SSC622980	CORMIER, JOSH	9.00
8-Dec-23	773 SSC622981	FIBERCON MUSKOKA	1,186.50
8-Dec-23	774 SSC622982	GFL ENVIRONMENTAL INC.	265.55
8-Dec-23	775 SSC622983	JEY'S BUSINESS RECORD STORAGE & MOBILE SHRI	293.73
8-Dec-23	776 SSC622984	KELLY'S PUMPS	1,582.00
8-Dec-23	777 SSC622985	NORTHERN MELCARM GROUP INC.	2,593.29
8-Dec-23	778 SSC622986	POWASSAN DRUG MART	142.74
8-Dec-23	779 SSC622987	SMITH, GREG	130.40
8-Dec-23	780 SSC622988	STAFFSTAT INC.	1,334.58
8-Dec-23	781 SSC622989	THE ENGRAVING SHOPPE	16.95
8-Dec-23	782 SSC622990	TRANSCANADA STORE AND RESTAURANT SUPPLIE	1,895.06
8-Dec-23	783 SSC622991	TROY LIFE & FIRE SAFETY LTD.	2,576.40
8-Dec-23	784 SSC622992	VAILLANCOURT, RICK	452.00
8-Dec-23	785 SSC622993	VIPOND INC.	10,000.50
8-Dec-23	786 SSC622994	WOOD WYANT	4,551.42

13-Dec-23	787	SSC622995	ARJO CANADA INC.	1,432.18
13-Dec-23	788	SSC622996	CROSTOWN COURIER	140.35
13-Dec-23	789	SSC622997	EXPRESS PARCEL	244.10
13-Dec-23	790	SSC622998	HEATHER BRUNET	232.80
13-Dec-23	791	SSC622999	HOSS EXECUTIVE BUSINESS COACHING	4,265.75
13-Dec-23	792	SSC623000	LIFELABS	570.00
13-Dec-23	793	SSC623001	MUNICIPALITY OF POWASSAN	31,943.04
13-Dec-23	794	SSC623002	NOVO HEALTHNET LIMITED	9,889.07
13-Dec-23	795	SSC623003	POINTCLICKCARE	1,787.36
13-Dec-23	796	SSC623004	POWASSAN DRUG MART	12.28
14-Dec-23	797	SSC623005	BOARD MEMBERS RENUMERATION-PETTYCASH	825.00
14-Dec-23	798	SSC623006	TIM DUROCHER OTREGONT	2,859.00
20-Dec-23	799	SSC623007	AGILIS NETWORKS	367.25
20-Dec-23	800	SSC623008	AINSWORTH INC.	11,318.32
20-Dec-23	801	SSC623009	ARJO CANADA INC.	2,187.82
20-Dec-23	802	SSC623010	CARE FOR YOUR CHAIR	46.68
20-Dec-23	803	SSC623011	E. D. VAUGHAN	30.00
20-Dec-23	804	SSC623012	EKOTEK GLOBAL INC.	3,679.69
20-Dec-23	805	SSC623013	NEDCO	724.00
20-Dec-23	806	SSC623014	NOVO HEALTHNET LIMITED	9,889.07
20-Dec-23	807	SSC623015	ONTERA	37.23
20-Dec-23	808	SSC623016	TELIZON	488.23
20-Dec-23	809	SSC623017	VAUGHAN PAPER	254.86
20-Dec-23	810	SSC623018	WOOD WYANT	3,322.31
20-Dec-23	811	SSC623019	OELIA CALLERY	889.60
31-Dec-23			Banking Charges	231.75
31-Dec-23			Cheques December 2023	948,365.61
Payroll December 2023				
December 1, 2023	Pay #24			271,152.44
December 15, 2023	Pay #25			254,706.15
December 29, 2023	Pay #26			274,539.54
				<hr/>
				800,398.13



## TRI COUNCIL WASTE MANAGEMENT REPORT

January 23, 2024

### BUDGET & FINANCIAL

- 2024 Draft Budget – attached for review and discussion
- Staff Report – Blue Box Transition

### BAG TALLY – GATE INFORMATION FINAL 2023

BAG TALLY	ARMOUR		BURKS FALLS	RYERSON		TOTAL OF ALL
January – December 2023	17,127	4,006	1,866	10,561	955	34,575
<b>2023 % OF TOTAL</b>	61.296%		5.397%	33.307%		100%
January – December 2022	17,547	3,860	1,596	10,533	527	34,063
<b>2022 % OF TOTAL</b>	62.845%		4.685%	32.469%		100%
January - December 2021	19,778	3,883	1,248	10,209	439	35,557
<b>2021 % OF TOTAL</b>	66.544%		3.510%	29.946%		100%

### DIVERSION PROGRAMS

Diversion Program	2023	2022	2021
Electronics	21.84 MT = \$3,276	19.532 MT = \$2,979	20.76 MT = \$3,114
Tires	Unavailable	Unavailable	1,301
Tubes & Bulbs	1,734	2,859	2,263
Batteries	2,127 lbs = \$144	915 lbs	1,218 lbs

Product	2023		2022	
	Tonnage MT	Amount	Tonnage MT	Amount
OCC	51.09	\$5,321	61.58	\$10,616
ONP				
CONTAINERS	115.30	\$3,646	122.60	\$27,430
Blue Box	166.39	\$8,967	184.18	\$38,046
Scrap Metal	29.50	\$1,650	28.51	\$1,751
<b>TOTAL</b>	<b>195.89</b>	<b>\$10,617</b>	<b>212.69</b>	<b>\$39,797</b>

TRI R WASTE MANAGEMENT BUDGET						
	Account #	Description	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 DRAFT
TRI R WASTE MANAGEMENT OPERATING REVENUE						
1	15-341-000	TRI R Landfill Sales	\$180,627	\$145,000	\$176,335	\$145,000
2	15-341-001	TRI R - Recycling Revenue - Equipment(2023 Filters)	\$619	\$0	\$560	\$560
3	15-342-000	TRI R Recycling Sales	\$38,698	\$15,000	\$10,482	\$15,000
4	15-344-000	TRI R Recycling Revenue - Blue Box Sales	\$190	\$150	\$33	\$150
5	15-540-000	TRI R Govt. Grants Recycling Operating	\$66,299	\$65,000	\$70,970	\$63,000
6	TRI R WASTE MANAGEMENT TOTAL REVENUE		\$286,434	\$225,150	\$258,379	\$223,710
TRI R WASTE MANAGEMENT OPERATING EXPENDITURES						
7	16-451-000	TRI R - Salaries & Benefits	\$269,764	\$279,000	\$331,833	\$314,231
8	16-451-001	TRI R - Landfill Training, Health & Safety	\$4,712	\$3,000	\$1,843	\$2,000
9	16-452-000	TRI R - Landfill - Supplies	\$1,292	\$2,500	\$738	\$2,000
10	16-454-000	TRI R - Skid & Packer Fuel	\$5,666	\$4,000	\$8,391	\$8,000
11	16-455-000	TRI R - Insurance	\$6,610	\$7,000	\$7,266	\$7,900
12	16-455-002	TRI R - Audit & Accountant Fees	\$4,321	\$4,500	\$4,500	\$4,700
13	16-456-000	TRI R - Landfill - Hazardous Waste Disposal	\$3,358	\$3,500	\$2,375	\$2,000
14	16-460-000	TRI R - Landfill - Dozer/Site Maintenance	\$346	\$3,000	\$113	\$2,000
15	16-460-005	TRI R - Landfill - Contracted Services	\$18,267	\$6,000	\$5,363	\$4,000
16	16-461-000	TRI R - Landfill - Office & Advertising	\$1,711	\$2,500	\$1,323	\$2,000
17	16-461-001	TRI R - Landfill Bank Charges	\$3,682	\$2,500	\$3,453	\$3,500
18	16-462-000	TRI R- Payment in Lieu of taxes	\$3,587	\$3,800	\$3,639	\$3,800
19	16-464-000	TRI R - Landfill - Monitoring	\$20,974	\$20,000	\$24,207	\$24,000
20	16-465-000	TRI R - Landfill - Equipment Maintenance	\$46,005	\$30,000	\$8,063	\$30,000
21	16-475-001	TRI R - Recycling Training, Health & Safety	\$1,815	\$2,500	\$2,768	\$2,500
22	16-476-000	TRI R - Recycling - Freight	\$15,379	\$15,000	\$14,566	\$15,000
23	16-476-005	TRI R - Recycling - Processing Fee	\$30,154	\$30,000	\$31,556	\$32,000
24	16-477-000	TRI R - Recycling - Equipment Maintenance	\$16,381	\$20,000	\$9,195	\$15,000
25	16-478-000	TRI R - Recycling - Building Maint.	\$0	\$1,500	\$90	\$1,000
26	16-479-000	TRI R - Recycling - Promotion	\$0	\$0	\$0	\$0
27	16-480-000	TRI R - Recycling - Natural Gas	\$3,152	\$2,500	\$2,420	\$3,000
28	16-481-000	TRI R - Recycling - Hydro & Telephone	\$3,537	\$2,500	\$2,791	\$3,000
29	16-483-000	TRI R - Recycling - Supplies	\$2,261	\$2,000	\$1,847	\$2,000
30	16-484-000	TRI R - Recycling - Office & Advertising	\$1,097	\$2,500	\$3,400	\$2,500
31	16-486-000	TRI R - Recycling - Winter Maintenance	\$1,178	\$4,500	\$1,948	\$3,000
32	TRI R WASTE MANAGEMENT TOTAL OPERATING EXPENDITURES		\$465,251	\$454,300	\$473,690	\$489,131
33	TRI R WASTE MANAGEMENT NET OPERATING EXPENDITURES		\$178,817	\$229,150	\$215,310	\$265,421



TRI R WASTE MANAGEMENT BUDGET						
Account #	Description	2022 ACTUAL	2023 BUDGET	2023 ACTUAL	2024 DRAFT	
TRI R WASTE MANAGEMENT CAPITAL REVENUE						
34	15-343-000 TRI R - Sale of Equipment - <b>OLD COMPACTION BIN</b>	\$0	\$0	\$1,200	\$0	
35	15-649-001 TRI R - Food Cycler Sales	\$16,330	\$0	\$0	\$0	
36	TRI R WASTE MANAGEMENT TOTAL CAPITAL REVENUE	\$16,330	\$0	\$1,200	\$0	
TRI R WASTE MANAGEMENT CAPITAL EXPENDITURES						
37	16-489-003 TRI R - Landfill - Repair Operating Face	\$0	\$0	\$0	\$15,000	
38	16-489-004 TRI R - Recycling - Compaction bins	\$0	\$15,000	\$12,000	\$0	
39	16-489-005 TRI R - Recycling - Quonset Repair	\$0	\$0	\$0	\$15,000	
40	16-489-006 TRI R - Landfill - Equipment Repairs	\$0	\$30,000	\$13,941	\$0	
41	16-489-503 TRI R - Food Cycler (2022 Pilot) (2023 Filters)	\$28,179	\$0	\$490	\$0	
42	TRI R WASTE MANAGEMENT TOTAL CAPITAL EXPENDITURES	\$28,179	\$45,000	\$26,431	\$30,000	
43	TRI R WASTE MANAGEMENT NET CAPITAL EXPENDITURES	\$11,849	\$45,000	\$25,231	\$30,000	
44	TRI R WASTE MANAGEMENT NET EXPENDITURES	\$190,667	\$274,150	\$240,541	\$295,421	
45	TRI R WASTE MANAGEMENT CONTRIBUTIONS BY MUNICIPALITY	2022 budgeted 15% Plus % of Bags	2023 budgeted 15% Plus % of Bags	2023 budgeted 15% Plus % of Bags	2024 budgeted 15% Plus % of Bags	
46	Armour	15% of Net Expenditures	\$41,123	\$36,081	\$44,313	
47	2023 total bags 34,575 - 21,193 = 61.296% OF TOTAL BAGS	\$65,905	\$94,761	\$83,144	\$99,595	
48	TOTAL CONTRIBUTION	\$94,505	\$135,883	\$119,225	\$143,908	
49	Burks Falls	15% of Net Expenditures	\$41,123	\$36,081	\$44,313	
50	2023 total bags 34,575 - 1,866 = 5.397% OF TOTAL BAGS	\$4,913	\$7,064	\$6,198	\$8,769	
51	TOTAL CONTRIBUTION	\$33,513	\$48,187	\$42,279	\$53,082	
52	Ryerson	15% of Net Expenditures	\$41,123	\$36,081	\$44,313	
53	2023 total bags 34,575 - 11,516 = 33.307% OF TOTAL BAGS	\$34,049	\$48,958	\$42,956	\$54,118	
54	TOTAL CONTRIBUTION	\$62,649	\$90,080	\$79,037	\$98,431	
55	TOTAL OF ALL CONTRIBUTIONS	\$190,667	\$274,150	\$240,541	\$295,421	
53	Final 2023 Garbage bag count for total contribution by municipality. 2023 total bags = 34,575 (Armour = 21,193 (61.296%) Burks Falls = 1,866 (5.397%) Ryerson = 11,516 (33.307%))					



## STAFF REPORT

**Date:** January 23, 2024  
**To:** Council  
**From:** Amy Tilley, Waste Management Administrator  
**Subject:** Transitioning the Blue Box to Full Producer Responsibility

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### **RECOMMENDATION:**

Be it resolved that Council receives this report for informational purposes with regard to the Blue Box Transition and Ontario Regulation 391/21 "Blue Box";

### **BACKGROUND INFORMATION**

In 2021 Ontario Regulation 391/21 "Blue Box" passed. This regulation aims to expand the residential Blue Box to more communities, standardize acceptable Blue Box materials across the province, and to make producers of paper products, packaging and packaging-like products 100% financially and operationally responsible for the residential Blue Box program.

The legislation applies to Blue Box materials generated from the following properties:

- Residential
- Multi-residential
- Schools (only if collected on a residential curbside collection route)
- Places of worship (only if collected on a residential curbside collection route)
- Non-profit long-term care facilities and non-profit retirement homes
- Public space bins in municipal parks, and on sidewalks (only if collected on a residential curbside collection route)

This regulation excludes the industrial and commercial sectors and segments of the institutional sector. These are referred to as "non-eligible sources" of blue box materials.

The new regulation is being implemented in two phases:

1. Transition – July 1, 2023 to December 31, 2025
2. Post-Transition – starting January 1, 2026

The first eligible communities, which included the City of Toronto and the City of Ottawa transitioned on July 1, 2023. Transition of the TRI R blue box program is scheduled for January 1, 2025.

Non-Eligible Source blue box material cannot be co-mingled with residential blue box material after January 1, 2026.



## STAFF REPORT

As municipalities plan and prepare for the transition and post-transition, the Waste Management Administrator continues to meet regularly with the Association of Municipalities of Ontario, Municipal Waste Association, and the Continuous Improvement Fund, as well as waste colleagues. These meetings provide valuable information and lessons learned from other transitioned municipalities.

### **CIRCULAR MATERIALS**

**Circular Materials**, Ryse Solutions and H2 Compliance are the producer responsibility organizations that will be operating Ontario's new [common collection system](#). This new system, operated by Circular Materials, represents the evolution from product stewardship to a more circular economy where materials are collected, recycled and returned to producers for use as recycled content in new products and packaging. More material looped into the circular economy means less waste, which not only benefits consumers but also our planet.

Some of Circular Materials members include Coca-Cola, Kraft Heinz Company, Loblaw Companies, Maple Leaf Foods, McDonalds, Metro, PepsiCo, P&G, Restaurant Brands International and The Clorox Company.

### **ELIGIBLE COMMUNITY DEPOT OPERATIONS AGREEMENT**

It is anticipated that we will see a Depot Operations Agreement from Circular Materials before the summer. The agreement is a 38 page document, that outlines the obligations of the Municipality as a "service provider" to Circular Materials. Once received, we will have the opportunity to review and "Opt-in" or "Opt-out"

#### **Opt-in**

If Council continues to recommend opting-in to an agreement with Circular Materials' for the Depot Operations:

- Residents will continue to drop-off acceptable blue box materials at the TRI Communal Landfill & Recycling Centre;
- Obligated to reduce non-blue box materials (contamination) in the collected blue box material to no more than four percent (4%) by weight;
- The Industrial/Commercial sector (non-eligible sources) can continue to drop-off blue box materials until December 31, 2025 with the TRI R paying \$200 per metric tonne of total materials, based on 4.40% of materials being from non-eligible sources (4.40% calculated using Armour & Ryerson MPAC Codes and Circular Materials (CM) Guidance Document versus 25% estimated by CM);





## STAFF REPORT

- TRI R will not incur any costs for hauling and processing of residential mixed containers (\$46,121 expense in 2023).

### Opt-out

If Council “opts-out” of executing Circular Materials’ Depot Operations Agreement:

- Residents would drop-off their garbage at the TRI Communal Landfill and then drive somewhere else to drop-off acceptable blue box materials;
  - The regulation requires Circular Materials to open the same number of depots as there are garbage depots (there is no obligation for the new blue box depot to be located near the current waste disposal site);
- TRI R will not incur any costs for hauling or processing of residential blue box materials;
- Mixed Container Compactor, Cardboard Baler, Mixed Paper Baler, Forklift, and collection cages all become stranded assets (magnetic separator & Thompson Baler);
- Industrial and Commercial sector would not be provided blue box service in 2025, however the stranded assets could be used for this purpose and the municipalities would need to determine how to fund that program (user-pay or tax base).

### THE UNKNOWN

Our current blue box program has three streams, two of which are processed (sorted and baled) on site with minimal contamination as quality control is preformed while the material is baled. The third stream is placed in the compactor and shipped to Waste Connections for processing. Residents are directed and information on what is accepted is there at the machine, however unwashed food containers, children’s toys, car mats and all sorts of other plastic items are assumed to be recyclable, when actually considered to be contaminants (non-blue box material). Current contamination rate of this stream is 20%, a far cry from the 4% obligated by the blanket depot operations agreement.

From the moment Circular Materials was appointed as the administrator of the new blue box collection system, they made it quite clear that it would not pay municipalities for processing material. Sorting and baling cardboard/boxboard and mixed paper is considered processing, whereas it should be recognized as consolidating material with minimal contamination for hauling to a receiving facility. We currently market this material through Continental Paper Grading in Mississauga. Our Circular Materials’ appointed receiving facility is the Waste Connections plant in Bracebridge.





## STAFF REPORT

At this point, the first 67 eligible communities transitioned July 1 – December 31 2023. The next 127 eligible communities transition January to December of 2024. The final 182 eligible communities (Armour, Ryerson & the Village curb) transition January to December 2025. It is anticipated that we will see an Eligible Community Depot Operations Agreement with an offer (financial reimbursement) for service. Until it is received, it is unknown if we will be compensated for the cardboard/boxboard and mixed paper as it is handled today. Other municipalities contacted have been informed that bins will be provided and material will be shipped loose (uncompacted) to the receiving facility.

It should be noted that any compensation would be based on the Data Call reported costs of blue box operations in 2021. A review of current operations is provided as an attachment to this report.

The other “unknown” is what to do with Non-eligible source (IC&I) blue box material after January 1, 2025. (Churches, Campgrounds, municipal buildings, non-residential BIA, Stores, Businesses)

### **FINANCIAL IMPLICATIONS:**

If the TRI R opts-in to the “Eligible Community Depot Operations Agreement”:

#### **Revenue**

TRI R would no longer receive \$62,000 - \$68,000 in funding from Stewardship Ontario as that funding program will have ended.

TRI R would no longer receive rebates from Waste Connections (\$3,646 2023 - \$27,430 2022) for mixed containers and Continental Paper Grading (\$5,321 2023 - \$10,616 2022) for cardboard/boxboard. No revenue has been received for Mixed Paper since 2019, usually paying for transport to a receiving facility.

TRI R could potentially receive \$117,000 (this includes the deduction for the inclusion of non-eligible source blue box material in 2025) to provide blue box collection for Circular Materials. This revenue would be based on full compensation for our current operations.

#### **Expenses**

TRI R would no longer have \$46,000 in blue box hauling and processing expenses.

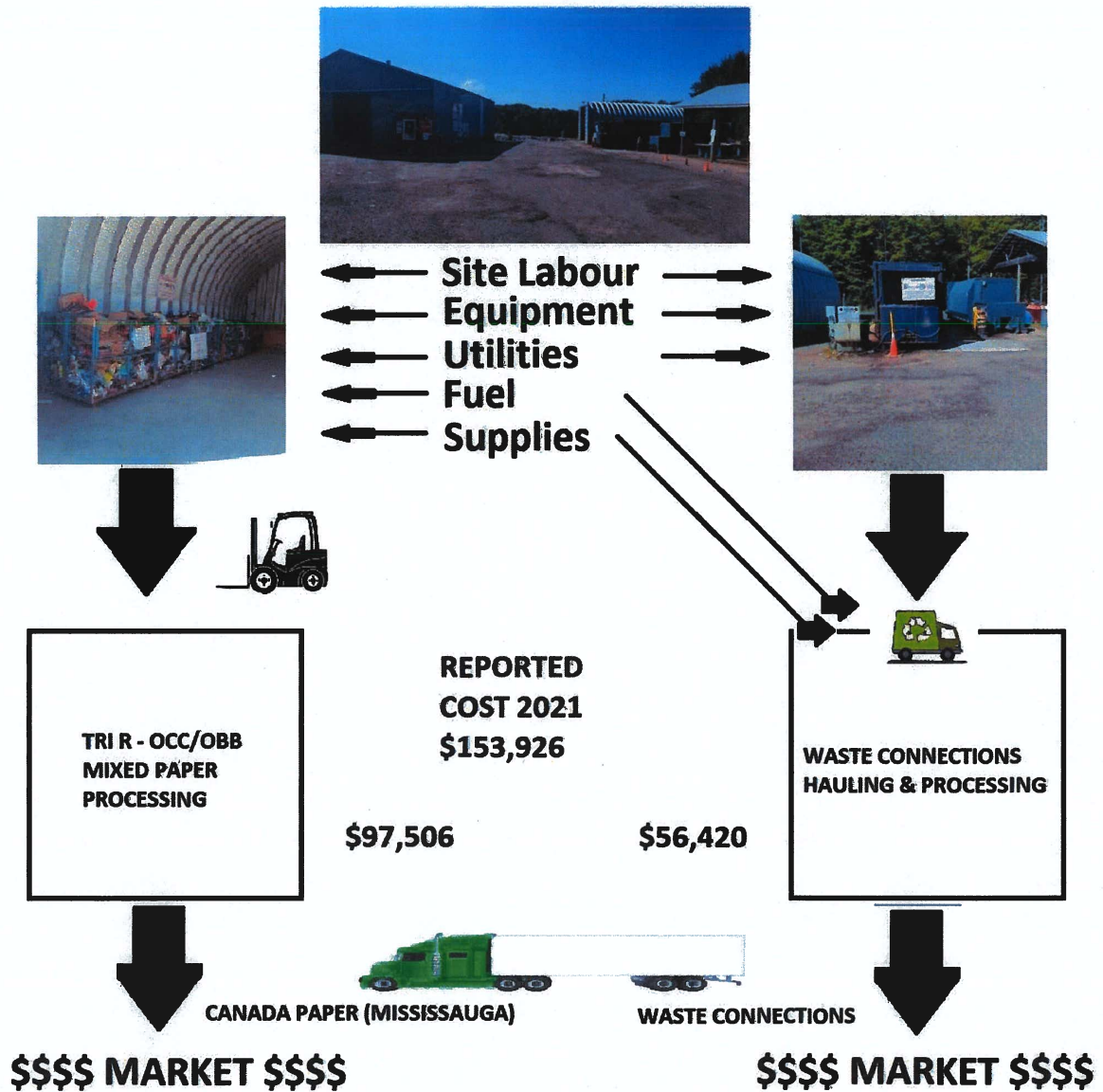
#### **Attachments**

Depot Operational Review



## STAFF REPORT

### DEPOT OPERATIONAL REVIEW





## STAFF REPORT

### MIXED CONTAINER OPERATION



**Site space**  
**Equipment**  
**Labour**  
**Utilities**  
**Maintenance & repair**  
**Site Maintenance (snow & debris)**



### **Hauling cost**

2020 = \$7,891  
2021 = \$9,656  
2022 = \$5,639 to July 31st      PYE = \$10,278



### **Processing Cost**

2020 = \$27,768  
2021 = \$32,739  
2022 = \$15,733 to July 31st      PYE = \$31,466

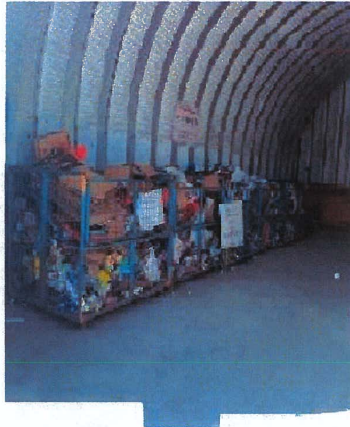
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**2023 Hauling = \$14,565 --- 2023 Processing = \$31,556**



## STAFF REPORT

### CARDBOARD/BOXBOARD & MIXED PAPER OPERATION



**Cages to drop material in**  
**Floor Space**  
**Labour 1hr changeover**  
**Forklift to move to processing**  
**Site Maintenance (snow & debris)**

**Floor Space (working & storage)**  
**Utilities**  
**Labour & remittances**  
**Baling equipment & supplies**  
**Maintenance & repair**  
**Insurance**

**Transport to market**  
**deducted from revenue**





## **ALMAGUIN COMMUNITY ECONOMIC DEVELOPMENT (ACED)**

### **MINUTES December 19, 2023**

A regular meeting of the ACED Board was held at the Township of Strong Office and virtually on December 19, 2023 at 12:30 pm.

- Present:** Wendy Whitwell, Township of Armour, Chair  
Margaret Ann MacPhail, Township of Perry  
Joe Lumley, Township of Perry  
Jennifer Farquhar, AHCC Representative  
Dan Robertson, Township of Ryerson  
Justine Leveque, Village of Sundridge  
Tim Bryson, Township of Strong  
Chris Nicholson, Township of Joly  
Brenda Scott, Village of South River
- Regrets:** Trista Porter, MND  
Luke Preston, RTO12  
Chris Hope, Village of Burk's Falls  
Ron Begin, FedNor
- Staff:** Dave Gray, Director of Economic Development  
Courtney Metcalf, Economic Development Officer  
Sarah Cooke, Communications Officer  
John Theriault, Township of Armour
- Guests:** Rod Ward, Township of Armour  
Sheri Norman, AHCC  
Vicky Roeder-Martin, Township of McMurrich/Monteith

#### **Call to Order**

The meeting was called to order at 12:30 pm.

#### **Minutes**

The minutes of the meeting of Thursday, November 23, 2023 meeting were adopted as presented.

## **Director's Report**

The Director covered the following items from the report:

1. An update on core activity tracking, which lists what the department has done over the past month. These included business assistance, marketing, ACED website updates, social media activities, and communications.
2. Some of the updates in the report included:
  - a) Municipal Support – Some partners have submitted projections for road/transportation infrastructure projects. Partners have until December 21<sup>st</sup>, 2023 to submit this information.
  - b) Long Term Housing – Housing Task Force – Third meeting was held on November 30, 2023. Completed review of SWOT analysis and determined three highest ranking. Working to gather more housing information.
  - c) Transportation – Community bus survey has been launched. To date have received over 300 responses. A report of the findings will be presented when all surveys are collected.
  - d) Brand Strategy Implementation – CO has added four more posts to the website. Business directory is being maintained. CO wrote a winter weekend adventure itinerary. ACED Facebook presence will be overhauled in 2024. Photography and videography are being completed. Private Facebook group will be launched in 2024 for the Brand Ambassadors. AMP program has now a total of 11 approved projects.
  - e) Shop in Almaguin Campaign – Campaign has been launched. Businesses are encouraged to promote this project to encourage more foot traffic through local businesses doors.
  - f) RED Gala – The Board reviewed the final budget report for the Red Gala. Surplus has been distributed to local food banks.
  - g) Explorers Edge Marketing Partnership – Staff waiting for final report from Explorers Edge.
  - h) 2024 ACED Draft Budget – A revised draft 2024 budget was presented to the Board. After some discussion, the Board requested be added passed a resolution approving the budget and recommending approval from all of the partners.
  - i) ACED sustainability – Staff presented a plan two-tier plan to raise funds for ACED with different rates for members and non-members. The Board requested that a list on members and non-members be added to the presentation of the two-tier plan. The Board passed a resolution to approve the proposal.

The Board discussed meeting dates when a Board member delegation could attend council meetings at non-member municipalities. Staff will support the delegations with any information they might require about ACED. The Director will send out a request for Board members to register to attend meetings.

### **Roundtable Comments**

The Board was advised that ACED staff is looking a possibly applying for grants to fund some signage for our region.

### **Resolutions**

1. 2023-35 – Moved by Justine Leveque; Seconded by Chris Nicholson;  
Be it resolved that the Almaguin Community Economic Development Board approve the minutes of November 23, 2023, as circulated. Carried
2. 2023-36 – Moved by Joe Lumley; Seconded by Jennifer Farquhar;  
Be it resolved that the Almaguin Community Economic Development Board have received and discussed the revised 2024 ACED Department draft budget. Furthermore, the Board recommends that members add the budget to their upcoming council/board meetings for approval. Carried
3. 2023-37 – Moved by Jennifer Farquhar; Seconded by Chris Nicholson;  
Be it resolved that the Almaguin Community Economic Development Board have received and discussed the draft ACED services overview as well as the draft fees and charges schedule. Furthermore, the Board instructs staff to implement these changes starting January 1<sup>st</sup>, 2024 and requests that the Township of Armour adopt the fees and charges schedule under their current Fees and Charges By-law. Carried

### **Adjournment**

4. 2023-38 – Moved by Justine Leveque; Seconded by Chris Nicholson;  
Be it resolved that the Almaguin Community Economic Development Board adjourn the December 19, 2023, ACED meeting at 1:40 p.m. Carried

The next meeting will be Thursday, January 25, 2024, at 6:00 p.m. If this change, members will be advised.



## 2024 ACED DEPARTMENT WORK PLAN





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## INTRODUCTION

The 2024 ACED Workplan (the plan) provides an overview of the projected efforts and initiatives to be undertaken throughout the year. In 2023, ACED achieved a three-year renewal of their Community Investment Initiative for Northern Ontario (CIINO) funding agreement with FedNor based on the success that was realized throughout the initial 3.5-year period. It is expected that this new agreement will be the last opportunity for ACED to benefit from this program; as such, the focus for ACED will be to create a financially sustainable department. Increased financial sustainability will be pursued through a combination of growing ACED's membership and developing initiatives and activities that will produce revenues.

Another focus for ACED in 2024 will be to build upon the foundation that has been formed since 2019 by continuing to provide critical core services and address outstanding action areas in its guiding documents while exploring new opportunities and directions. Recognizing that the majority of the 2018 RED Plan and Almaguin Brand Strategy recommendations have been addressed, ACED will seek to consider and support initiatives that address regional community and economic needs. Throughout this process, constant communication with member municipalities and ACED partners will be critical to ensuring that mutual value is realized. The ACED Board will serve as a conduit between stakeholders' (including municipalities, boards, committees, and agencies) objectives and ACED staff directives. The action areas set out in the plan capture known areas of opportunity; however, as in prior years, the plan will accommodate necessary fluidity as trends and the supportive landscape evolve.

## DEFINITIONS

ACED	Almaguin Community Economic Development
Ag Strategy	2020 Agricultural and Culinary Stakeholder Engagement Strategy
AHCC	Almaguin Highlands Chamber of Commerce
AHTF	Almaguin Housing Task Force
Brand Strategy	2020 Almaguin Highlands Regional Brand Strategy
BR&E	Business Retention & Expansion
DoED	Director of Economic Development
ED	Economic Development
EDO	Economic Development Officer
FedNor	Federal Economic Development Agency for Northern Ontario
OMAFRA	Ontario Ministry of Agriculture, Food and Rural Affairs
RBC	Regional Brand Coordinator
RED Plan	2018 Almaguin Highlands Regional Economic Development Strategic Plan



## THE PLAN

All work plan action items have been categorized into five primary themes that represent the objectives and core functions of the ACED Board and Department. Specific action items for each theme have been derived from evidence-based research as referenced in the following guiding documents:

[The 2018 RED Plan](#)

[The 2020 Ag Strategy](#)

[The 2021 Brand Strategy](#)

[The 2016 BR&E Report](#)

An index of performance targets can be seen in Appendix B.

### 1.0 BUSINESS SUPPORT AND DEVELOPMENT

Business support and development encompasses all activities intended to support businesses in any capacity. This includes but is not limited to start up, expansion, general business support, online presence building, networking, and site selection. These services will be marketed throughout the region; however, services will be provided to non-member municipalities using the fee structure that was presented and adopted at the December 2023 ACED meeting.

#### A. BUSINESS SUPPORT

TIMELINE: CORE/ONGOING

Directly supporting businesses and entrepreneurs as they pursue their goals and navigate challenges has been a core function of ACED and previous economic development initiatives for many years. In 2023, ACED will continue growing its presence by improving the flow of local information (new businesses, opportunities, etc.) through outreach and network development efforts. Specific items include:

- i. Business directory updates (Annual).
- ii. Asset inventory updates (Quarterly).
- iii. Digital Main Street Partnership (The Business Centre, as available).

#### B. BUSINESS SUPPORT EVENTS

COST: \$2,000

TIMELINE: BI-MONTHLY

ACED will have two focus areas for business support and networking events in 2024.

- i. Supporting and promoting AHCC-led networking events (business after hours).
- ii. Developing Almaguin Brand Ambassador training sessions based around social media, content writing, and marketing tactics that enhance co-promotion.

**C. AHCC PARTNERSHIPS****COST: \$2,000****TIMELINE: PROJECT SPECIFIC**

Staff will continue to work with the AHCC Board to implement their core programming and continue to build capacity throughout the region. Specific action items include:

- i. Partner to implement the fourth annual Influential Women of Almaguin initiative.
- ii. Directly partner with the AHCC Community Guide Committee to develop lasting community guide enhancements per the Brand Strategy.

**D. PROMOTING BUSINESS SERVICES****COST: \$3,000****TIMELINE: Q1 & ONGOING**

ACED will focus on developing communications that promote their core business services and encourage new and existing businesses to explore opportunities that are available to them. Traditionally, ACED services have not been 'advertised' in their entirety. Staff will design and deploy a communications plan and establish a rhythm that promotes new in-roads and awareness to businesses.

- i. Create and implement a communications strategy that uses positive experience from current and past clients to illustrate value to potential clients.
- ii. Create marketing campaigns that drive interest and online traffic to connect with ACED Staff.
- iii. Monitor and evaluate these activities and make adjustments as required.
- iv. Explore opportunities to develop or support regionally focused trade shows and/or enhancing major vendor-driven components of established events.

## 2.0 COMMUNITY DEVELOPMENT

Community development is broken into two main segments: working to support community and recreation-based organizations; and supporting community and recreation-based projects undertaken by municipalities and other partners.

**A. COMMUNITY ORGANIZATION SUPPORT****TIMELINE: CORE**

Since the outset of ACED, coordinated multi-organization initiatives have struggled to realize meaningful success. Interactions with community organizations have been completed on a case-by-case basis. Similar work plan item 1D – ACED will focus on creating awareness around the services that are available to community groups.



- i. Develop semi-annual communications for community support organizations and committees.
- ii. Provide and track support opportunities as they arise.

## B. REGIONAL RECREATION & FACILITIES SUPPORT

TIMELINE: CORE

Public sector programs are still available to support community facility enhancement projects including the NOHFC Community & Rural Enhancement Streams. ACED Staff have supported several successful projects through providing grant writing supports. Staff will continue to provide grant-writing and application coordination activities on community-specific projects as requested by municipalities. The newly created fees for service will apply to these activities. Specific supports include:

- i. Providing direct application writing support to municipalities' activities where requested.
- ii. Coordinating application activities such as partnership development, collective supportive documentation, and other steps as required.
- iii. Supporting municipal staff with program development as requested.

## 3.0 ECONOMIC CAPACITY BUILDING

Economic capacity building represents activities that are intended to increase the region's ability to attract investment of any kind. Typically, capacity building initiatives provide less immediately tangible results; however, in many cases they provide a foundation for future activities, increase the investment readiness of the region, or otherwise position the region for growth.

### A. HOUSING TASK FORCE

TIMELINE: Q1 & Q2

In 2023, ACED created the Almaguin Housing Task Force (AHTF) to analyze the housing landscape throughout the region and provide strategic recommendations to municipalities that will encourage increased opportunities for housing development and development attraction. The AHTF set a timeframe objective of 6 months (March 2024). ACED Staff will directly support the Task Force by:

- i. Coordinating and participating in all meetings.
- ii. Collecting & disseminating information as well as liaising with advisors and housing sector stakeholders.
- iii. Compiling recommendations in the final report.
- iv. Supporting the implementation of recommendations where appropriate.



## B. TRANSPORTATION

COST: \$2000

TIMELINE: 2024

ACED will maintain their engagement with regional partners regarding the exploration of bussing options within interested municipalities. Using the survey data collected in the Almaguin Regional Bussing Survey (2023), ACED and the ad-hoc bussing committee will work with regional stakeholders to develop cost-effective solutions for a limited-run community bussing service pilot. Specific ACED supports will include:

- I. Committee meeting coordination and facilitation.
- II. Administrative and partnership development support (in partnership with municipal staff support, as available).
- III. Marketing & promotional support as necessary.
- IV. Identifying opportunities to develop and fund function specific transportation services for initiatives that support ACED Objectives (IE: labour force initiatives, training and development opportunities, etc.).

## C. AHSS STUDENT ENGAGEMENT

COST: \$100

TIMELINE: Q1

Building on the relationship established with the AHSS Staff and Faculty, staff will maintain their presence to support entrepreneurialism, civic engagement and participation in the longitudinal study introduced in 2021. ACED will work with community support organizations to promote and deliver programs available to students and support students in accessing programs.

Specific objectives include:

- i. Promoting and supporting engagement in the Business Centre's Summer Company program.
- ii. Continuing graduating class exit interview process to identify opportunities to retain or reattract youth.
- iii. Pursue opportunities for an established in-school presence by providing presentations regarding entrepreneurialism, volunteerism, and/or topics highlighted by any class curricula.
- iv. Connect students with professionals or entrepreneurs in their chosen field to showcase opportunities available locally.
- v. Provide a 'Life Skills' Workshop Series, including sessions on taxes, mortgages, credit scores, money management, etc.



## 4.0 MARKETING AND PROMOTION

Marketing and promotion will encompass all activities intended to market or promote any aspect of the region. This includes website development, general tourism promotion, business joint marketing initiatives (including shop-local activities), local initiative promotion, story telling and other marketing activities.

### A. BRAND STRATEGY IMPLEMENTATION      COST: \$60 000      TIMELINE: Q1 2024

The funding agreements with FedNor and OMAFRA expire in March of 2024. The final elements of the implementation include the following:

- i. Organize and host Brand Ambassador skills training.
- ii. Attend the Spring Cottage Life Show.
  - a. Finalize trade show booth design.
  - b. Create promotional handouts & literature.
  - c. Design and implement business partnership details.
- iii. Promote spring and summer video content to target audiences.

### B. TOURISM PROMOTION      COST: \$5,000+\*      TIMELINE: 2024

\*BRAND STRATEGY COST CATEGORY: Brand Awareness & Regional Asset Development

A focus for 2024 in tourism promotion and communications will be developing a regular content schedule related to tourism assets, utilizing the Explore Almaguin website and social media channels, growing and building upon the audience established in 2023. ACED Staff will continue to work with tourism stakeholders in Almaguin to develop in-house content and stories. Prioritized sectors will continue to include four-season recreation (hiking, snowmobiling, paddling, snowmobiling, ATVing, entertainment, etc.). Staff will seek partnership opportunities with organizations such as Explorers' Edge, Discovery Routes and Northern Ontario Tourism to promote content, stories, and other marketing assets to bring tourism to the region.

- i. Partner with local businesses to create experience itineraries, articles and reels that promote travel and spending throughout the region.
- ii. Develop communication strategies to engage multiple organizations such as ATV clubs, Snowmobile Clubs and others to ensure accuracy and volume of offerings.
- iii. Promote photography and videography experiences and tourism products.
  - a. Develop a content release schedule to feature videos developed through the Spotlight Almaguin Project



- iv. Utilize marketing dollars to push content to southern markets like past Explorer's Edge partnerships.

#### C. SHOP IN ALMAGUIN CAMPAIGNS SUMMER/WINTER

COST: \$1000 TIMELINE:

Staff will continue to promote shopping and dining locally through creating shop local initiatives and awareness campaigns by partnering with and promoting multiple local businesses.

### 5.0 SPECIAL EVENTS & PROJECTS

Special Events and Projects are geared to draw enhanced attention to regional features and assets. 2023 will be geared both for event hosting as well as promoting safe and accessible events occurring throughout the region.

#### A. RED GALA

COST: \$3,000

TIMELINE: Q3

Staff will continue to host the RED Gala as an economic development showcase event focused on bringing together stakeholders in regional economic development. Specific focus areas include promoting the Almaguin brand, celebrating regional economic and community development success stories, and networking. Staff will pursue the financial, planning and marketing assistance of regional support organizations to host the event.

#### B. PHYSICAL BRAND ROLL-OUT

COST: \$250 000\*

TIMELINE: 2024-25

ACED will apply to the FedNor Northern Ontario Development Program and the Regional Economic Development Program from OMFRA for financial assistance to support the Almaguin Brand being rolled out throughout the region. Below is the projected funding model and draft overview of work to be completed:

FedNor: \$150 000 (60%)

OMAFRA: \$75 000 (30%)

ACED: \$25 000 (10%)

#### 2024 Activities:

- i. Q1-Q2 – complete applications for financial assistance.
- ii. Q3 – preliminary project planning including signage and facilities audit.
- iii. Q4 – Draft a signage and fixture installation and participation structure.





## APPENDIX B – PERFORMANCE TARGETS

Work Plan Item   KPI Description	2024 Target	2023 Result
<b>1.0 - Business Support</b>		
<b>A. Core Business Support</b>		
Businesses Supported (Unique)	50	51
Jobs Created	15	24
Jobs Retained	15	15
<b>C. Digital Main Street Support</b>		
Businesses Supported	TBD	23
<b>D. Business Support Events</b>		
Events Hosted/Supported	5	6
Business Attendees	150	310
<b>E. AHCC Partnerships</b>		
Membership Increase	10%	20%
<b>2.0 Community Development</b>		
<b>A. Community Organization Support</b>		
Organizations Supported	5	1
<b>B. Regional Recreation Support</b>		
Programs / Facilities Supported	4	4
Applications Supported	4	3
<b>3.0 Economic Capacity Building</b>		
<b>A. Long term housing</b>		Task Force Created
Recommendations Created	5	
<b>B. Transportation Development</b>		
Initiatives Supported	2	-
Marketing initiatives	TBD	-
<b>C. AHSS Student Engagement</b>		
Initiatives Created /Launched	4	2
<b>4.0 Marketing &amp; Promotion</b>		
<b>A. Brand Strategy Implementation</b>		



Brand Ambassadors Maintained	41+	41
Brand ambassador training sessions	2	1
<b>Work Plan Item   KPI Description</b>	<b>2024 Target</b>	<b>2023 Result</b>
Marketing Partnership Projects	-	8
Key Brand Assets Created	3	16
Marketing campaign activities	5	31
<b>C. Tourism Promotion</b>		
Partnerships developed/engaged	TBD	5
Projects/content marketed	12	31
<b>D. Shop in Almaguin Campaigns</b>		
Campaigns Launched	2	2
Business Promoted	60	81
<b>5.0 Special Events &amp; Projects</b>		
<b>A. Red Gala</b>		
Total Attendees	120	120

**JOINT BUILDING COMMITTEE  
ANNUAL PERMIT SUMMARY  
2024**

Month	No. of Permits	Permit Fees	Project Values	Size (sq.m)
January	3	\$23,130.00	\$1,522,000.00	308
February	0	\$0.00	\$0.00	0
March	0	\$0.00	\$0.00	0
April	0	\$0.00	\$0.00	0
May	0	\$0.00	\$0.00	0
June	0	\$0.00	\$0.00	0
July	0	\$0.00	\$0.00	0
August	0	\$0.00	\$0.00	0
September	0	\$0.00	\$0.00	0
October	0	\$0.00	\$0.00	0
November	0	\$0.00	\$0.00	0
December	0	\$0.00	\$0.00	0
<b>TOTALS</b>	<b>3</b>	<b>\$23,130.00</b>	<b>\$1,522,000.00</b>	<b>New Construction 308</b>
				<b>Demolitions 0</b>

**JOINT BUILDING COMMITTEE  
ANNUAL PERMIT SUMMARY  
2024**

Month	No. of Permits	Permit Fees	Project Values	SFD'S, Seasonal Dwellings and Multi-Unit Dwellings	
				<u>2023</u>	<u>2024</u>
Burks Falls	0	\$0.00	\$0.00	0	0
Joly	1	\$370.00	\$18,000.00	0	0
South River	0	\$0.00	\$0.00	0	0
Machar	0	\$0.00	\$0.00	0	0
Strong	0	\$0.00	\$0.00	0	0
Ryerson	0	\$0.00	\$0.00	0	0
Sundridge	2	\$22,760.00	\$1,504,000.00	0	1
<b>TOTALS</b>	<b>3</b>	<b>\$23,130.00</b>	<b>\$1,522,000.00</b>		<b>1</b>
<b>Permit activity at end of January 31, 2023</b>					
<b>TOTALS</b>	<b>5</b>	<b>\$6,770.00</b>	<b>\$418,000.00</b>	<b>0</b>	
<b>Permit activity at end of January 31, 2023</b>					
<b>TOTALS</b>	<b>-2</b>	<b>\$16,360.00</b>	<b>\$1,104,000.00</b>		<b>1</b>
<b>Difference from previous year</b>					



# **Chief Administrative Officer's Report**

*January 2024*

## **Mission Statement**

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

## Canada Mortgage and Housing Corporation (CMHC) Funding

The District of Parry Sound Social Services Administration Board and Canada Mortgage and Housing Corporation ("CMHC") share a common goal of preserving existing affordable housing stock and housing Canada's most vulnerable. CMHC recognizes the District of Parry Sound Social Services Administration Board as a critical partner.

We are pleased to share that we have accepted an offer of funding from CMHC which will allow us to complete necessary repairs to extend the life of our housing stock while improving the long-term sustainability of our units, through the National Housing Co-Investment Fund ("NHCF").

CMHC has committed \$1,846,045 to support the repair and renewal of our social housing stock over the next three years. We would like to thank CMHC for their support and look forward to this renewed relationship.

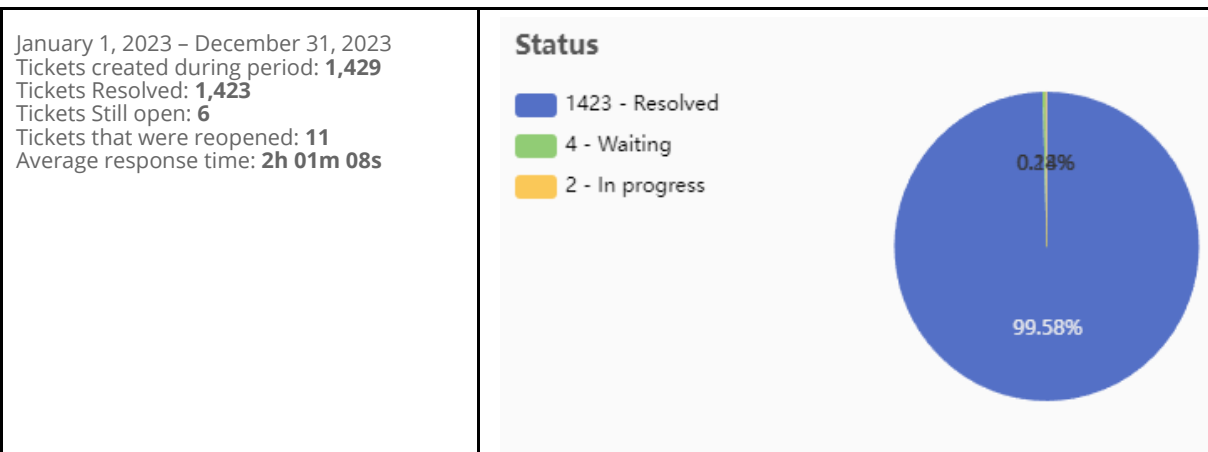
## Information Technology Update

During the last quarter of 2023 the I.T. Department focused on planning and deploying a new security solution for Esprit place. This solution focuses on the safety and security of our clients as well as the staff in both the Shelter and our main office at 1 Beechwood. Updated access controls have also been planned and will be implemented in the first quarter of 2024.

There was also a large focus on the migration to our newly implemented domain allowing us to move forward with further centralized controls of our network and application access. As security requirements continue to become more complicated, our goal is to make things as simple as possible for the staff to avoid user frustration, ticket volume increase and general technology fatigue.

As always, our support channels were busy. Over 2023, we saw the largest ticket volume on record. With 1,429 official support requests from January 1<sup>st</sup> to December 31<sup>st</sup> of 2023. Our ticket numbers reflect most requests though we still have several informal requests which we are working on capturing moving forward.

## 2023 Ticket Statistics (as of December 31, 2023)



## Human Resources Update

The last quarter of 2023 began to show some improvement in the recruitment landscape, as we were able to fill some key positions. We are hopeful that this will continue into 2024. Registered Early Childhood Educators and Counsellors for Esprit Place remain our biggest challenge.

We have filed our AODA compliance report, which is a legal obligation under the *Accessibility for Ontarians with Disabilities Act* and are happy to report that the DSSAB has met full compliance under the Act. We continue to look for opportunities to support applicants and employees with accessibility.

As we begin to prepare T4 information for the 2023 year, we are mindful of the new Canada Dental Care Plan T4/T4A boxes.

To support the administration of the new [Canadian Dental Care Plan](#), the following new boxes have been added to the tax slips beginning with the 2023 tax year.

- Box 45 on the [T4: Statement of Remuneration Paid](#)
- Box 15 on the [T4A: Statement of Pension, Retirement, Annuity and Other Income](#)

A corresponding reporting code (*not deduction*) will represent the dental coverage you **had access to** under our dental plan as of December 31<sup>st</sup> of the tax year. “Access” refers to the plan coverage available to you and not to your individual family status or the coverage you may have elected. For example, your T4 may be coded with a “3” even if you have no spouse or dependents.

Code	Access
1	Not eligible to access any dental care insurance or coverage of dental services of any kind
2	Payee only
3	Payee, spouse, and dependent children
4	Payee and their spouse
5	Payee and their dependent children

## Facebook Pages

A friendly reminder to follow our Facebook pages!



- ♦ [District of Parry Sound Social Services Administration Board](#)
- ♦ [Esprit Place Family Resource Centre](#)
- ♦ [EarlyON Child and Family Centres in the District of Parry Sound](#)
- ♦ [The Meadow View](#)

## Social Media

### Facebook Stats

<b>District of Parry Sound Social Services Administration Board</b>	<b>MAY 2023</b>	<b>JUNE 2023</b>	<b>AUG 2023</b>	<b>SEPT 2023</b>	<b>OCT 2023</b>	<b>NOV 2023</b>
Total Page Followers	474	478	490	500	513	521
Post Reach this Period (# of people who saw post)	3,789	4,010	2,249	4,112	2,667	4,324
Post Engagement this Period (# of reactions, comments, shares)	241	692	234	428	287	305

<b>Esprit Place Family Resource Centre</b>	<b>MAY 2023</b>	<b>JUNE 2023</b>	<b>AUG 2023</b>	<b>SEPT 2023</b>	<b>OCT 2023</b>	<b>NOV 2023</b>
Total Page Followers	131	131	132	133	133	151
Post Reach this Period (# of people who saw post)	29	203	62	55	92	5,743
Post Engagement this Period (# of reactions, comments, shares)	1	2	1	2	16	624

<b>DSSAB Twitter Stats</b> <a href="https://twitter.com/psdssab">https://twitter.com/psdssab</a>	<b>MAY 2023</b>	<b>JUNE 2023</b>	<b>AUG 2023</b>	<b>SEPT 2023</b>	<b>OCT 2023</b>	<b>NOV 2023</b>
Total Tweets	8	10	N/A	19	11	8
Total Impressions	291	301	56	229	206	167
Total Profile Visits	137	128	N/A	135	N/A	N/A
Total Followers	27	30	31	32	34	40

<b>DSSAB LinkedIn Stats</b> <a href="https://bit.ly/2YyFHIE">https://bit.ly/2YyFHIE</a>	<b>MAY 2023</b>	<b>JUNE 2023</b>	<b>AUG 2023</b>	<b>SEPT 2023</b>	<b>OCT 2023</b>	<b>NOV 2023</b>
Total Followers	416	434	437	441	444	444
Search Appearances (in last 7 days)	228	281	185	115	49	52
Total Page Views	41	56	33	22	49	48
Post Impressions	546	786	182	558	1,036	570
Total Unique Visitors	19	25	19	14	22	18

### NEW! Instagram - Esprit Place Family Resource Centre

<https://www.instagram.com/espritplace/>

**NOV  
2023**

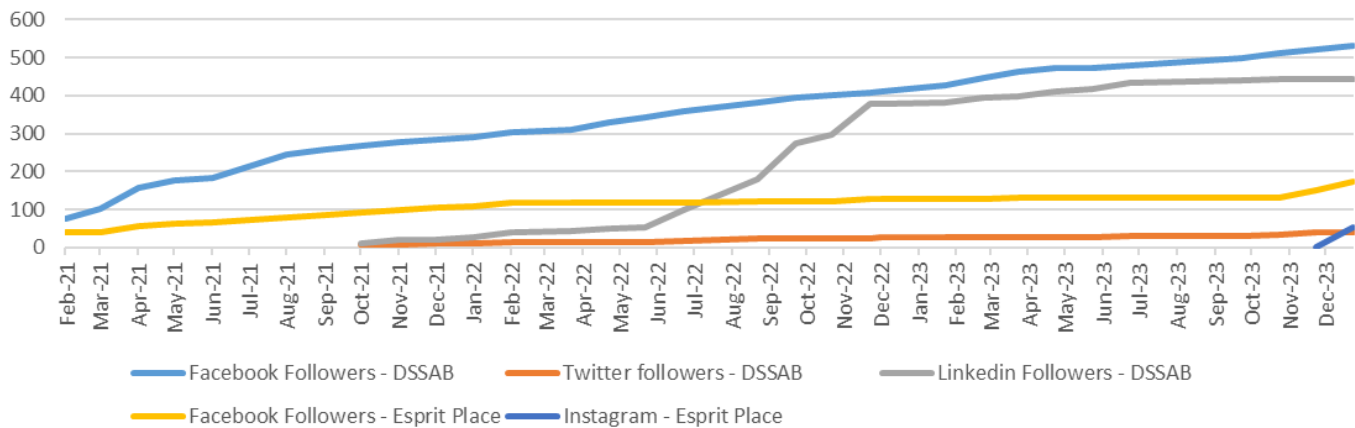
Total Followers

0

# of posts

0

### Social Media Follower - Trends



### Municipal Presentations

Over the last couple of months, our Communications Officer and I have continued our visits to Municipalities as follows:

- November 6<sup>th</sup> – Seguin Township
- November 14<sup>th</sup> – Township of Carling
- November 14<sup>th</sup> – Municipality of Callander

At each meeting, we outlined the DSSAB's programs and services and explaining to members of each Council how we can help members of their community. All Councils expressed their appreciation for the work done by DSSAB staff. These presentations were part of a series of Municipal presentations taking place over the next year.





## Sponsor-A-Family Program

This holiday season, we launched a 'Sponsor-A-Family' program. By donating gift cards, sponsors empowered the women we serve through Esprit Place to engage in the spirit of the season and purchasing for the needs of her family.

We would like to take a moment to thank each of the families, individuals, and even youth sports teams who rallied together to represent the true spirit of the season by becoming sponsors in our first holiday Sponsor-A-Family program. In less than two weeks we were able to find sponsors for all 12 families, and even received sponsorship for two additional families who required our services over the holiday season. We are so grateful for the continued generosity of this community.

**Esprit Place**

### SPONSOR - A FAMILY

*This holiday season*

- MOM BOY 8
- MOM GIRL 1 GIRL 11
- MOM BOY 1 GIRL 6
- SENIOR WOMAN
- SENIOR WOMAN
- MOM GIRL 18 BOY 16 BOY 11
- TEENAGE GIRL 17
- MOM GIRL 14
- MOM GIRL 9 BOY 10 GIRL 19
- MOM GIRL 6 GIRL 11
- MOM GIRL 14
- MOM GIRL 16 BOY 15 GIRL 14

To sponsor a family please call 705-746-7777 Ext 5264

Please purchase local gift cards for family use.  
Gift Card donations must be dropped off by December 15th.  
Call to arrange drop off location. Charitable tax receipt will be provided.

**NORTH POLE**

## Shelter Wish List

Please call ahead to arrange drop off times and location 705-746-4800

- New clothes (socks, underwear, women's leggings, hoodies, and t-shirts in all sizes)
- Hygiene items (hair products, soaps, lotions, face care, feminine hygiene products, make-up, nail polish, dental care products, razors, sunscreen)
- Baby & children's products (diapers, lotions, bath/hair wash, baby wipes)
- NEW linens (dishcloths, tea towels, facecloths, bath towels, single and double sized bed sheets and comforters, pillows)
- Household management supplies (toilet paper, paper towel)
- Financial support or gift cards (gas, groceries, pharmacy, etc). Please call ahead 705-746-7777 Ext. 5125 to make arrangements.

**Esprit Place**

Due to storage and Infection prevention and control measures we are currently unable to accept furniture, large quantities of used clothing, used baby furniture or safety equipment or stuffed animals.

## Licensed Child Care Programs

### Total Children Utilizing Directly Operated Child Care in the District November 2023

Age Group	Fairview ELCC	First Steps ELCC	Highlands ELCC	Waubeeek ELCC	HCCP	Total
Infant (0-18M)	2	3	3	1	18	27
Toddler (18-30M)	10	7	9	21	27	74
Preschool (30M-4Y)	17	17	20	29	44	127
# of Active Children	29	27	32	51	89	228

Enrollment remained steady for the month of November with operating capacity at the child care center's being maxed out given the available staff. There remain some contract positions unfilled in the centre-based programs that is affecting full enrollment, and the Home Visitor west contract position remains unfilled. With the new Directed Growth Strategy from the Ministry of Education, we have been unable to commit to opening more Home Child Care premises until this year as funding for new spaces has been greatly reduced. We will be consulting with the Child Care Service Management team as we navigate the new ministry funding guidelines.

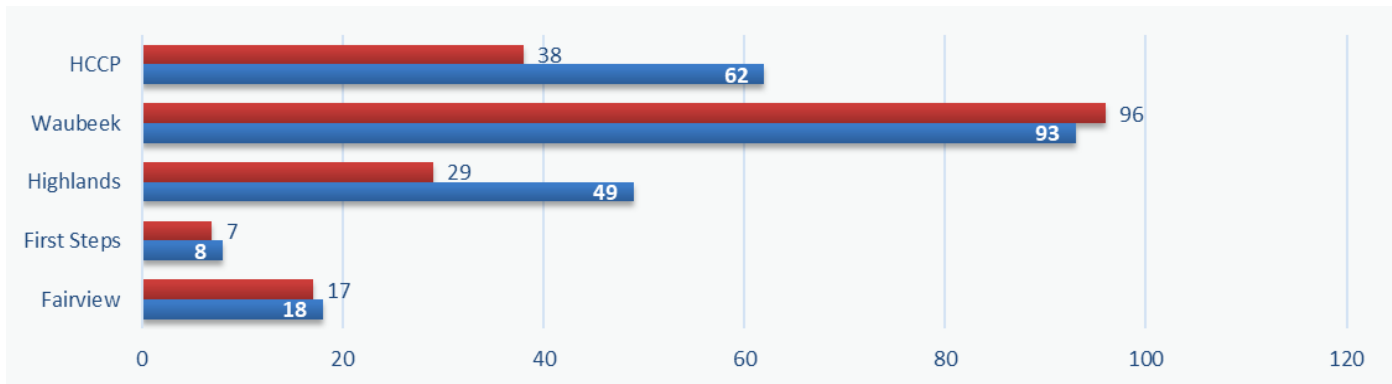
## School Age Programs

### November 2023

Location	Enrollment	Primary	Secondary
Mapleridge After School	26	7	0
Mapleridge Before School	11	0	0
Sundridge Centennial After School	13	0	0
Home Child Care	37	15	2
# of Active Children	87	22	2

These school age programs continue to be viable. The Sundridge Centennial program is currently at capacity. We are working with Mapleridge Public School to utilize an additional space at the school so we can separate the current group into two smaller groupings that can better meet the needs of the children. Mapleridge is also at licensed capacity and has created a waitlist.

### Directly Operated Child Care Waitlist by Program November 2023



The blue bar indicates the current number of children needing care now that cannot be accommodated. There is a notable shift in the ages needing care being equally divided among all three age groups. The red bar shows the number of children that will be needing care in future months. Waubeek has seen a significant increase in families calling to be placed on the waiting list as they are newly pregnant so children will hopefully be in care when parents are ready to return to work. Please note: these numbers may be duplicated as families are placing their children on multiple waiting lists.

### Inclusion Support Services November 2023

Age Group	EarlyON	Licensed ELCC's	Monthly Total	YTD Total	Waitlist	New Referrals	Discharges
Infant (0-18M)	0	0	0	0	0	0	0
Toddler (18-30M)	0	11	11	21	1	0	0
Preschool (30M-4Y)	6	32	38	60	2	4	4
School Age (4Y+)	4	20	24	46	0	0	9
Monthly Total	10	63	73	-	3	4	13
YTD Total	12	80	-	132	40	41	32

The six Resource consultants have participated in and successfully completed certification to be trainers in Reaching In, Reaching Out which allows them to lead in-service workshops that model and teach resilience-building approaches for children under 8 years of age and their families. Specifically, adults are trained to role model thinking and coping strategies while simultaneously enhancing adult-child relationships. Resource Consultants will be available to use this new certification to support the capacity building of educators across the district beginning this year.

## EarlyON Child and Family Programs November 2023

Activity	November	YTD
Number of Children Attending	833	10,155
Number of New Children Attending	43	576
Number of Adults Attending	587	6,370
Number of Virtual Programming Events	10	49
Number of Engagements through Social Media	512	7,035
Number of Views through Social Media	9,845	99,712

On December 2<sup>nd</sup>, a Family Holiday party was held at the Sound Community Hub with 37 adults and 33 children in attendance. The adults and children engaged in Christmas activities along with a nutritious snack and an exciting visit from Santa. The Holiday party was held at the South River location on December 9<sup>th</sup>, with 16 adults and 13 children in attendance. The Virtual Facilitator position has now been filled and plans are underway to add virtual educational and fun activities for both adults and children this year. We were able to increase our virtual events to 10 in November and are hopeful that attendance will increase as families become more aware of the virtual programming.

## Funding Sources for District Wide Childcare Spaces November 2023

Active	# of Children	# of Families	Funding Source - New	# of Children	# of Families
CWELCC*	74	73	CWELCC	6	6
CWELCC Full Fee	199	195	CWELCC Full Fee	3	3
Extended Day Fee Subsidy	1	1	Fee Subsidy	1	1
Fee Subsidy	37	28	Ontario Works	1	1
Full Fee	19	18	Total	11	11
Ontario Works	15	11			
Total	345	326			

\* CWELCC – Canada-Wide Early Learning Child Care; eligible for children 0 - 6

## **Child Care Service Management Update**

The Ministry of Education has recently issued the 2024 Child Care Funding Guidelines, Allocations and Canada-Wide Early Learning Child Care Guidelines (CWELCC). Investments from the Government of Ontario and the Government of Canada in the child care and early years system will total more than \$3.9B for 2024. Funding will support the implementation of previously announced fee reductions, workforce supports and other measures. This investment represents an increase of \$42M over 2023.

Key changes to the funding guidelines include, updates on funding for cost escalation, additional funding for emerging issues, updates under Wage Enhancement Grant (WEG) and Home Child Care Enhancement Grant, updates on allocation holdbacks, adjustment to align to the calendar year, expiry of the one-time transitional grant, expiry of the Canada-Ontario Early Childhood Workforce Agreement, and the value-for-money audits. Please see Appendix A for more detail.

In 2024, the Ontario Child Care Workforce Strategy will be introduced. This strategy will support the recruitment and the retention of qualified professionals, help achieve system growth, and ensure increased access to high quality licensed child care in the province. The Ontario Child Care Workforce Strategy will continue the commitment to support Ontario's child care and early years professionals by implementing better wages and working conditions, supporting career laddering and entry to the profession, and building the profile of the profession by implementing new programs and building on existing initiatives.

## **Quality Assurance Update**

It's been a busy year for child care and the focus for Workforce Strategy and Quality Assurance was on providing ongoing support for educators in the field of early childhood education. Due to the continuing struggle with retention and recruitment of RECE's great effort and funding was put into maintaining and recruiting staff for child care programs around the district through the Become An ECE Campaign. The campaign centered on raising awareness and value of the ECE profession and supporting early childhood educators in the workforce with a focus on building capacity. Along with the campaign focus, effort was put into offering an array of professional learning opportunities and training to all educators to build on early learning skills and knowledge and promote a high-quality early learning environment.

In the spring to support the importance of professional development a full day training was offered to all early years and child care educators for the east and west Districts of Parry Sound. The focus for the training was to support the unique needs of the group with a focus on How Does Learning Happen, along with the importance of mental wellness and self-care.

In addition to training opportunities a resource lending library has been created for all early years and child care programs in the district. These resources will be made readily available for programs to access to assist in supporting the educators and leaders in the program both professionally and personally. The resources will support mental health, the learning environment, leadership & coaching, behaviour management, curriculum development and more.

During the months of September to December, a total of 31 EarlyON and Child Care programs were visited. During those visits a quality assurance assessment was completed. The assessments were used to provide an overall evaluation of observations during the visits as well as feedback to the Supervisors and educators at the centres. The assessment tool helps to measure the overall quality of the staff, learning environment and programming being provided. Following the visits, highlights and recommendations were provided and any necessary follow-up or changes were noted. All visits were successful and recommended changes have been initiated or recognized by the program Supervisors.



To enhance and build on existing Indigenous resources, two early learning kits have been created for the early years and child care programs to borrow. The kits are designed to assist and support educators in delivering the traditional teachings of the Indigenous culture and supporting the importance of an inclusive and diverse early learning environment. In addition, a beginner's smudging kit and prayer book have been purchased for each child care program.



Indigenous Learning



7 Grandfather Teachings



Beginners Smudging Kit



## Income Support & Stability Divisional Update

With the retirement at the end of October of our longtime Supervisor of Income Support in the Parry Sound Office, we have continued our integration of the Housing Stability and Ontario Works programs. Our former Supervisor of Housing Stability is now the Supervisor of Income Support & Stability and now oversees the Ontario Works and Housing Stability programs in West Parry Sound. Our former Supervisor of Income Support in the South River Office is now the Supervisor of Income Support & Stability for East Parry Sound. This change will continue to support the provision of integrated services for the clients we serve.

Income Support & Stability front line users' insightful recommendations have recently been launched in our Fiit Program. Go Live was December 11<sup>th</sup>. Their input led to some streamlined approaches to real time data entry, improved categorization features and functionality. These changes will empower the program to generate robust data that will enable our Leadership Team to effectively advocate with local municipal, provincial and federal levels of government for funding that will positively impact the District of Parry Sound and the people we serve.

The continued effort of building joint protocols between Income Support & Stability and Housing Services, Tenant Services and Esprit is a strategic initiative to minimize duplication, remove silos and foster a seamless client experience when working with any program at the DSSAB. Through this collaboration we have been able to streamline processes and enable an integrated approach to client services. Shared protocols enhance communications and information flow between Supervisors and front-line staff in each department while reducing and eliminating redundancies.

Income Support & Stability West have dedicated time to supporting the Esprit Women's Shelter and their staff throughout the work week. This commitment is an integrated approach to work with the counselors at Esprit and the women grappling with the profound challenges associated with intimate partner violence. This approach allows the teams to combine their diverse expertise to address the multifaceted needs of these women. From counselling to legal assistance to transitional housing solutions, to accessing social assistance funds, this fosters trust and open communication between departments and the women accessing the services.

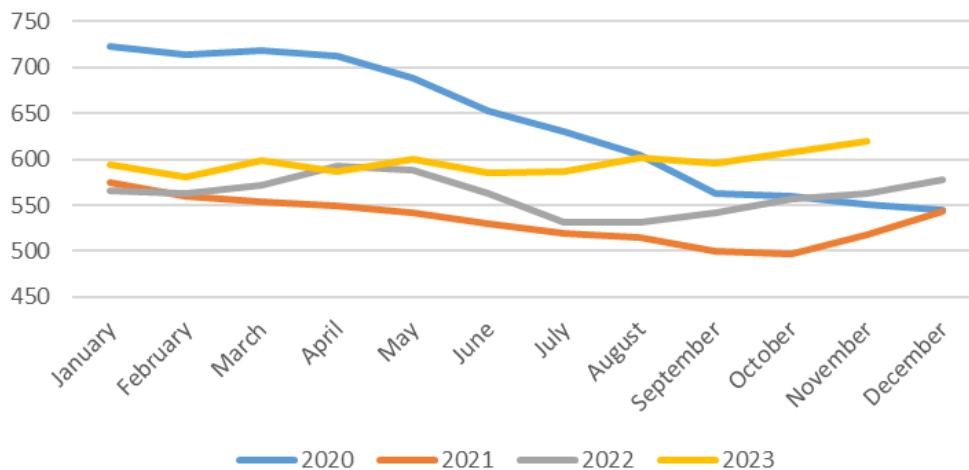
The Director of Income Support & Stability attended the OMSSA Policy Conference in Toronto from November 29<sup>th</sup> to December 1<sup>st</sup>. Some very informative plenaries included a panel discussion with the ADM's from MCCSS, MEDU, MMAH and Health. Other relevant plenaries included an update on Employment Services Transformation and Supportive Housing hosted by Iain DeJonge.

Staff attended 'Creating Amazing Customer Service' training on November 14<sup>th</sup>.

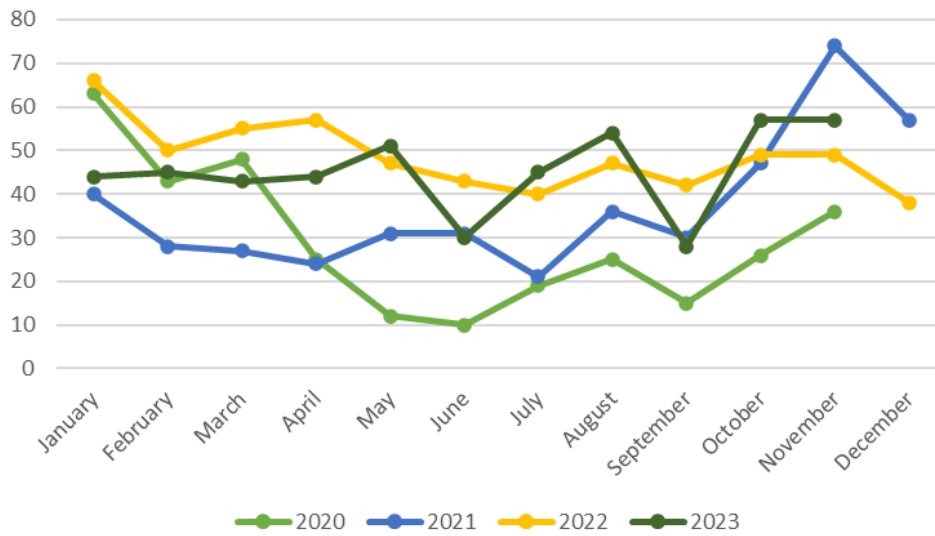
Many clients have benefited from the Orphan Clinics hosted by the Nurse Practitioner-Led Clinics over the past few months. The East Parry Sound team met with the NPLC team to discuss the challenges access to primary care is in this part of the district. We are grateful for the support and partnership of the NPLC's to help address barriers for people working towards self-sustainability.

On November 7<sup>th</sup>, the Director of Income Support & Stability attended the DPSVAWCC meeting held in Parry Sound. As well, he also attended the Health and Social Services meeting on December 6<sup>th</sup> and the West Parry Sound Equity, Diversity and Inclusion meeting on December 12<sup>th</sup>.

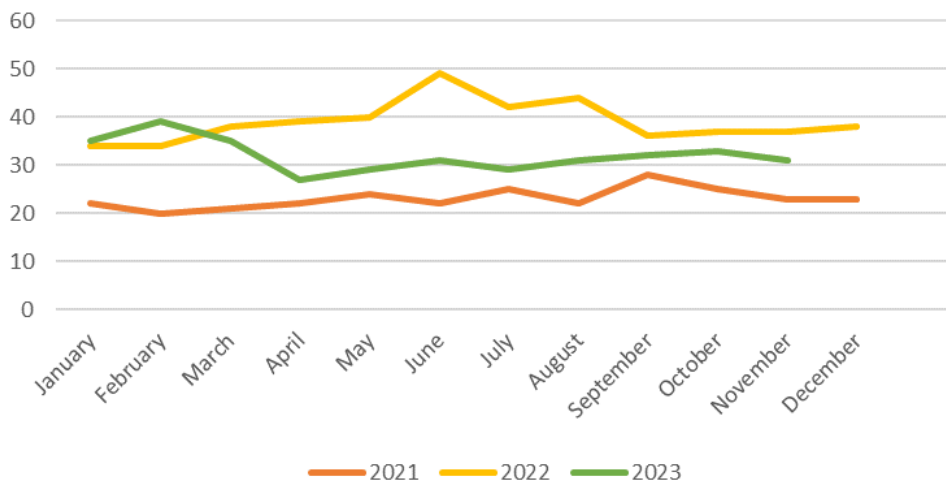
### Ontario Works Caseload



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



## ODSP Participants in Ontario Works Employment Assistance

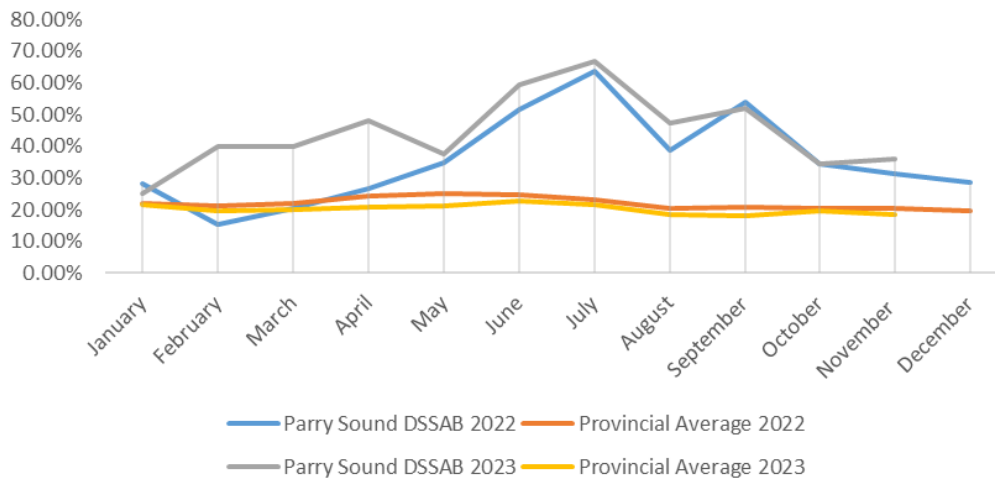




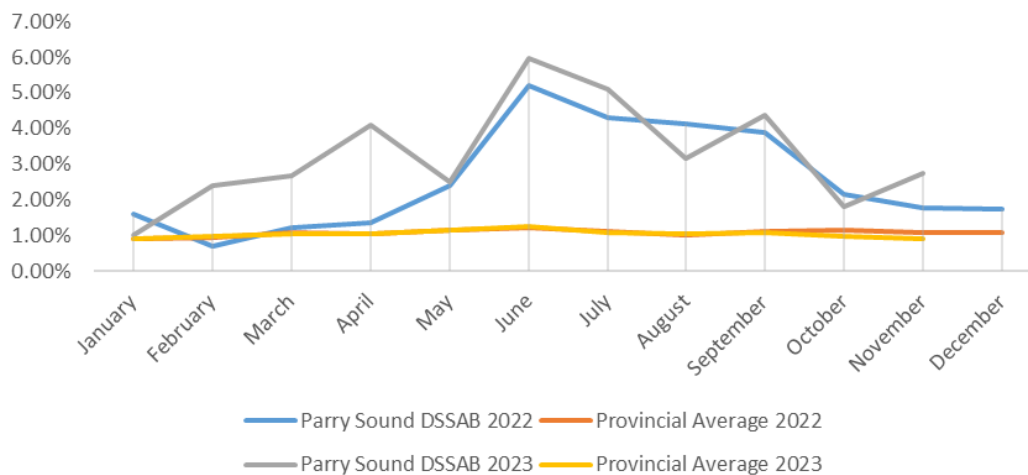
The OW Caseload as of the end of November was **619**. The number continues its slow upward climb we have seen month over month in 2023. We are supporting **31** ODSP participants in our Employment Assistance program. We also have **54** Temporary Care Assistance cases. Intake was steady month over month. We had **57** Ontario Works Applications (41 of those online through SADA).

## Employment Assistance & Performance Outcomes

% of Closures Exiting to Employment

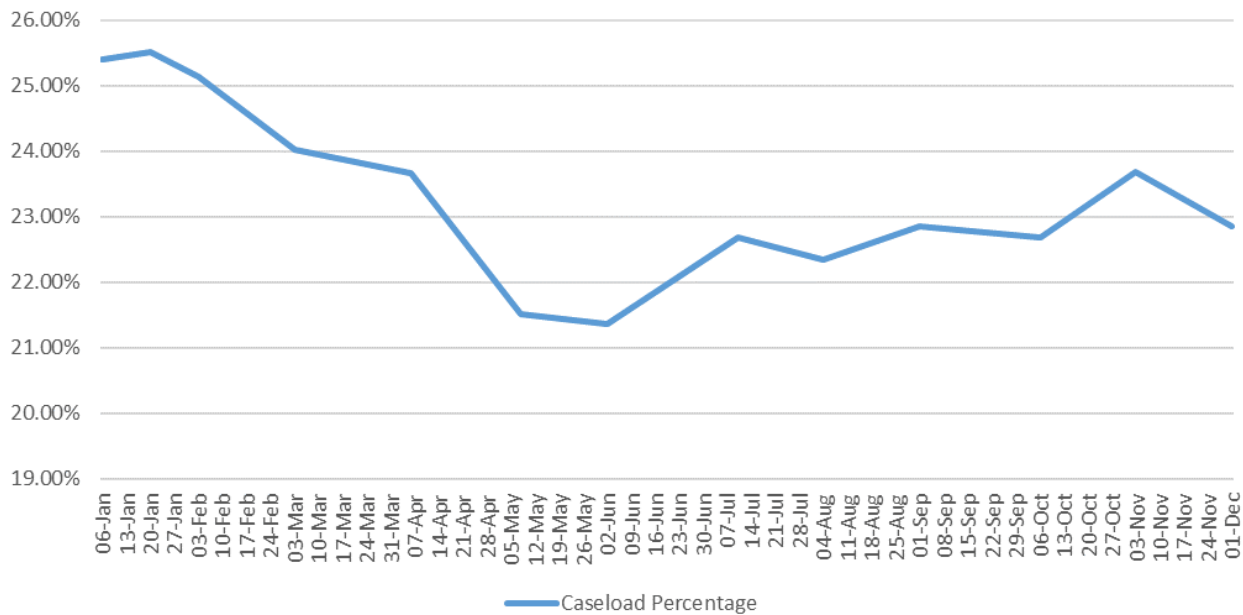


% of Caseload Exiting to Employment



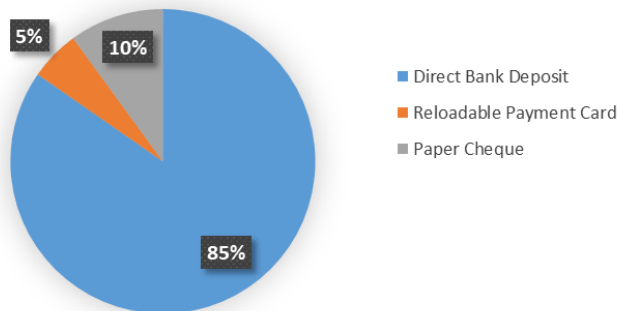
Our Employment Outcomes performance in November exceeded last years performance and continues to be well above the provincial average. These are great results considering the early start to the winter in our area. Additionally, we also exited 7.6% of the caseload for any reason in November.

## MyBenefits Enrollment 2023



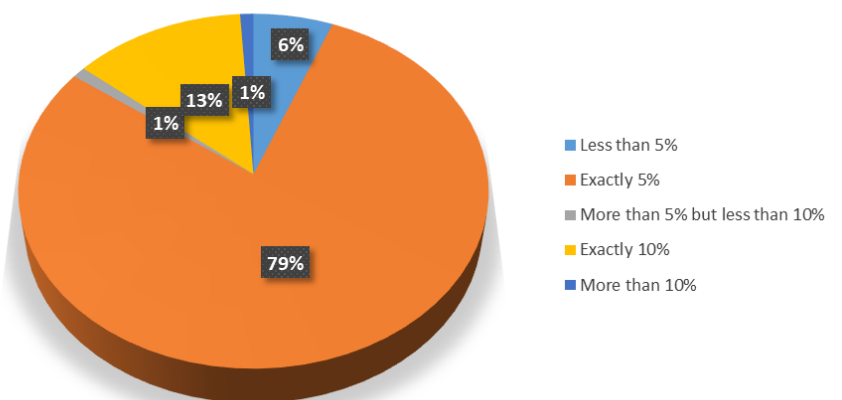
## DBD Enrollment

### Payment Receipt Method November 2023



### Overpayment Recovery Rate

#### November 2023



## Ontario Works Update

Ontario Works implemented the Paperless By Default strategy initiated by the Ministry in November 2023. Ontario Works is already paperless and uses electronic documents management. The final part is aligning with the rest of the province and connecting the paperless strategy to clients already enrolled in my benefits. This means all statements including Direct Deposit will no longer print at the local office, they will be accessible for viewing on the MyBenefits app. This will help achieve accuracy in client records and a more sustainable and technologically friendly approach to delivering social assistance.

The Employment Placement program with Employment North has seamlessly connected job seekers with suitable employers and incentivized retention for employer and employee. Ontario Works has connected 10 people since the program started in 2022. Participants gain employment and the necessary tools to be successful. The partnerships between Ontario Works, Employment North and Employers offer ongoing support to contribute to sustained growth and career opportunities.

In preparation for Employment Services Transformation, we received approval for One-Time Funding to provide Transformational Case Management training to DSSAB staff. Blending Bridges Out of Poverty and Coaching Principles, the training will support staff to shift from a 'transactional' mindset to a 'transformational' mindset.

## Housing Stability Program - Community Relations Workers

### Support

All services performed, provided, or arranged by the Homelessness Stability Program staff to promote, improve, sustain, or restore appropriate housing for individuals active with the Homelessness Stability Program, periodically within the month, not requiring intense case management.

November 2023 Income Source	East	West
Senior	4	14
ODSP	10	28
Ontario Works	4	21
Low Income	22	33

### Intense Case Management

Intense Case Management involves the coordination of appropriate services and the provision of consistent and on-going weekly supports, required by the individual to obtain, and sustain housing stability.

November 2023 Income Source	East	West
Senior	13	19
ODSP	4	14
Ontario Works	7	15
Low Income	9	54

### Contact/Referrals

November 2023	East	West	YTD
Homeless	2	5	78
At Risk	2	4	107
Esprit Outreach Homeless	0	0	6
Esprit Outreach at Risk	0	0	10
Esprit in Shelter	2		22
Program Total	185		

### Short Term Housing Allowance

	Active	YTD
November 2023	2	42

### Housing Stability: Household Income Sources and Issuance from HPP:

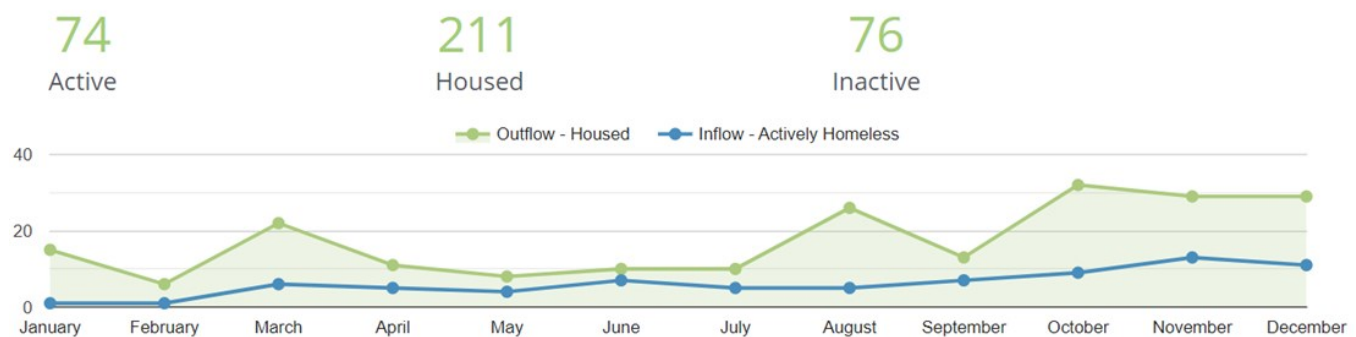
November 2023 Income Source	Total	HPP
Senior	5	\$1,195.40
ODSP	15	\$3,517.42
Ontario Works	1	\$212.00
Low Income	6	\$3,650.01

November 2023 Reason for Issue	Total
Rental Arrears	\$453.51
Utilities/Firewood	\$1,344.04
Transportation	\$562.00
Food/Household/Misc	\$5,202.85
Emergency Housing	\$1,012.42
Total	\$15,261.42

**Ontario Works: Household Income Sources and Issuance from HPP**

November 2023 Income Source	Total	HPP
ODSP	8	\$4,508.44
Ontario Works	26	\$15,685.09
Low Income	1	\$454.26

November 2023 Reason for Issue	Total
Rental Arrears	\$1,897.00
Utilities/Firewood	\$4,015.29
Transportation	\$446.41
Food/Household/Misc.	\$558.85
Emergency Housing	\$13,730.25
Total	\$20,647.79

**By-Name List Data****September 2021– November 2023****Housing Stability Update**

On November 28, 2023, staff attended a Seniors Connect Community Engagement hosted by Community Support Services in Pointe Au Baril.

On December 5<sup>th</sup>, the West Parry Sound Supervisor of Income Support & Stability attended a Community Partners meeting hosted in the Seguin Council Chambers. The goal was to discuss outreach from community services to the community.

Community Relations Workers created and planned very successful Income Support & Stability ID Clinics in East & West Parry Sound. They collaborated with Ontario Works to implement two separate clinics to target both sides of the district. The success of these clinics provided crucial identification to social assistance recipients, seniors and the vulnerable population. These clinics have not only provided essential identification but will also empower clients by opening doors to services and opportunities previously difficult to access without proper identification. This has a tangible impact on the lives of those we serve and moves them towards stability and inclusivity. Through open communication and shared commitment in the IS&S program, the idea evolved into a collaborative effort that surpassed our expectations.

**Housing Programs****Social Housing Centralized Waitlist Report  
November 2023**

	East Parry Sound	West Parry Sound	Total
Seniors	48	125	173
Families	134	445	579
Individuals	513	200	713
Total	695	770	1,465
Total Waitlist Unduplicated			470

**Social Housing Centralized Waitlist (CWL) 2022 - 2023 Comparison  
Applications and Households Housing from the CWL**

Month 2022	New App.	New SPP	Cancelled	Housed	SPP Housing	Month 2023	New App.	New SPP	Cancelled	Housed	SPP Housing
Jan	5			1		Jan	5	1	13		
Feb	9	1	2			Feb	5	1	10		
Mar	12		5	2	1	Mar	6		35		
Apr	12	1	1			Apr	11		17	6	
May	11	1		3		May	13	2	9	2	
June	15		3	2		June	9	1	2	1	
July	13	2	10	1		July	5	1	5	1	
Aug	5		17	2	1	Aug	14	1	3	1	
Sept	16		10	1	1	Sept	12		4		
Oct	14		12	6		Oct	8	1	1	4	2
Nov	12	1	8	3		Nov	12		3		
Dec	1			5		Dec					
Total	125	6	68	26	3	Total	100	8	102	15	2

SPP = Special Priority Applicant

## Housing Programs Update

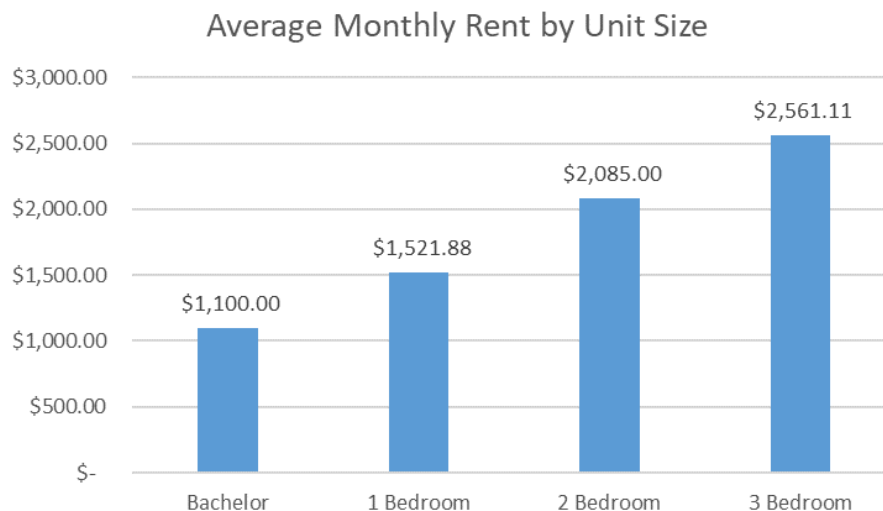
Housing Programs had a busy year. We saw a longtime team member retire, and a new team member join. Our team had the opportunity to participate in various trainings over 2023, one being an in-person training in Toronto which was a great networking experience. We're looking forward to new opportunities in 2024!

We have had a significant amount of "Ontario Renovates" 10-year loans start to fulfill their terms. These loans were allocated to eligible homeowners for home repairs such as work to foundations, wells, roofs, etc. There will be another 11 loans ending in 2024. In total, there were 15 loans discharged from the Ontario Renovates Home Repair program in 2023. Of those, 11 were considered "defaults", as they sold their home before the term of the loan ended. During a "default", the homeowner will pay back a portion of the loan to the DSSAB.

In 2023, Housing Programs saw an overall decrease of new social housing applications. Fortunately, we were able to process a significant number of applications for COHB (Canada Ontario Housing Benefit), which allowed those seeking affordable housing access to funding – applicants must obtain a rental agreement within the district before they can apply for COHB and must meet financial eligibility. Although we have reached our maximum COHB allocation and are suspended from submitting new applications until spring 2024, we continue to promote the program with community partners and take information from applicants.

In 2023, Housing Programs was able to process three separate "offers of accommodation" from the chronological waitlist for 66 Church. It has been several years since someone was housed based on their chronological application date. This is due to special priority placements on list, as well as internal transfers – two of those offered moved in during 2023, and one is scheduled to move in early 2024.

Housing Programs created and distributed a survey in the fall to local landlords and known developers via social media to gather information about local rental rates/trends and to determine what the average cost of rent would be for various sized units. The table below summarizes the average monthly rent of units posted online in the District of Parry Sound. It reflects the increase we're seeing in private market rents in our area, which directly correlates to the number of clients we've seen inquiring about COHB funding.



**Parry Sound District Housing Corporation**  
**November 2023**

Activity for Tenant and Maintenance Services

	Current	YTD
Move outs	2	33
Move in	4	32
L1/L2 forms	0	5
N4 - notice of eviction for non payment of rent	2	11
N5 - notice of eviction disturbing the quiet enjoyment of the other occupants	1	13
N6 - notice of eviction for illegal acts or misrepresenting income for RGI housing	0	0
N7 - notice of eviction for willful damage to unit	0	1
Repayment agreements	2	65
No Trespass Order	0	1
Tenant Home Visits	23	205
Mediation/Negotiation/Referrals	17	185
Tenant Engagements/Education	6	95



## Tenant Services Update

Tenant Services spent the fall getting all remaining new leases out to tenants who weren't able to make it to the workshops we provided in the common rooms. As well as making efforts to connect with each family unit to understand the history, family dynamic, and needs of them, as the family units tend to be more difficult to connect with (children, jobs, busy people). We now understand there is some work to be done in re-building what seems like a bit of a lost relationship there (this is in our goals for the very near future to develop a strategy to address this).

We also pursued a "holiday cheer" campaign around the buildings, bringing crafting supplies, Christmas trees, ornaments, and treats to share space with our tenants. It was very well received, we had lots of participation and those who attended seemed to really enjoy their crafts they made and loved the cheerful atmosphere (complete with holiday favourite music of course!).

For the family units we delivered holiday goodie bags to each door to celebrate the season.



(photo consent provided)

At the end of 2023, we put our heads together to create goals, wishes, and hopes for 2024. Some of the brainstorming ideas that came forward are a formal tenant engagement strategy prioritizing working WITH and FOR our tenants toward successful outcomes in our buildings, as well as working collaboratively with partnering departments so that the customer experience is smooth and efficient. Calling in additional supports through the Ontario Works and Housing Stability programs, to assisting with reaching out for a recalculation of rent when a tenant's household composition or income changes, to transitioning through the housing stock when appropriate if a family unit is no longer needed after children grow and move out. More to come on that engagement strategy in months to come.

This past year we sadly experienced 9 deaths within our housing portfolio. The Tenant Services Team were available to support and provide referrals for the tenants as they mourned their neighbours.

## Property Maintenance November 2023

Pest Control		3 buildings are currently being inspected monthly for bedbugs; 7 units have been treated
Vacant Units	13	one-bedroom (8); multiple bedroom (5) (not inclusive of The Meadow View)
Vacant Units - The Meadow View	8	one-bedroom market units available
After Hours Calls	8	Smoke detector defect, water leaking from upstairs, fire panel “trouble” alarm, bed bugs, power outage, furnace trouble, Bell Canada requiring access to mechanical room 4 staff participate in the on-call phone tree system
Work Orders	193	Created for maintenance work, and related materials for the month of November
Fire Inspections		Will provide in next month’s report

## Capital Projects November 2023

- Architectural and structural inspections are currently underway for the planning phase of the Esprit Renovation project
- Roof replacement completed for a child care centre in Parry Sound
- Scheduled painters, and flooring replacement for our Parry Sound Office
- Software upgrade for Housing Operations continues

### Duplex Project Update

South River: Drywall installation complete, main floor being prepared for flooring installation. Walls and ceilings have been primed with one coat of paint. Trim work has commenced. Bi-fold closet doors installed. Mudding and priming on-going at time of review. Occupancy timeline is on track for February 1<sup>st</sup>, 2024.

Burks Falls: Unit paver sidewalk and exterior siding complete. New front doors installed and capped. Insulation & strapping on basement perimeter walls installed. Two new steel columns with concrete slabs complete. Occupancy timeline is on track for March 2024.

## Esprit Place Family Resource Centre

### November 2023

Emergency Shelter Services	November 2023	YTD
Number of women who stayed in shelter this month	11	111
Number of children who stayed in the shelter this month	6	49
Number of hours of direct service to women (shelter and counselling)	140	1,812
Number of days at capacity	5	85
Number of days over capacity	21	92
Overall capacity %	110%	85%
Resident bed nights (women & children)	331	2,624
Phone interactions (crisis/support)	32	309

Transitional Support	November 2023	YTD
Number of women served this month	12	137
Number of NEW women registered in the program	6	31
Number of public ed/groups offered	0	3

Child Witness Program	November 2023	YTD
Number of children/women served this month	28	188
Number of NEW clients (mothers and children) registered in the program	2	45
Number of public ed/groups offered	0	7

## **Esprit Place Family Resource Centre Update**

Esprit Place continues to be very busy supporting women and children fleeing violence, as well as women experiencing homelessness from across the District of Parry Sound. Our residential program remained at or over capacity for the duration of the fall and continued to be near capacity during the holiday season. Operationally we have begun to undertake a complete review and update of Esprit Place policies and procedures with a completion goal of mid-2024. We have also undergone a comprehensive review and upgrade of our security camera system, led by our IT Director. Cameras have been installed and activated and the next phase of the project will include enhanced access controls and a reviewing of current monitoring practices. This is a significant enhancement to our building that will ensure the ongoing safety and security of Esprit Place residents and staff.

As previously reported, CMHA has supported an Addiction's Counsellor to be present at the shelter a half day a week. This partnership has increased access to timely addiction and mental health support for our clients and has strengthened the relationship with this important community partner. As a direct result of the success of this arrangement, CMHA has also committed an additional Crisis Counsellor to work in the shelter for one half day bi-weekly. This individual will meet with all new residents to ensure that appropriate referrals are made to CMHA programs and partner programs across the district.

We are also prioritizing partnerships with other local community organizations to ensure Esprit clients have easy and timely access to support and resources. Esprit staff have been engaging with St. Mary's Church to arrange for Esprit clients and outreach clients to have comfortable and easy access to their boutique and free community meal programs, and Hope Pregnancy Centre will start delivering a Finance and Budgeting Program at Esprit Place for clients.

Although COVID-19 is no longer considered an emergency within the community, it, as well as other seasonal respiratory viruses continue to have an impact on shelter operations. Staff illness has created challenges with scheduling and has increased the demand for relief staff and management to secure appropriate operations. We are closely monitoring updates from our local Public Health Unit and have prioritized infection prevention and control measures within Esprit Place to try and mitigate the risk of outbreak.

The holiday season was very busy at Esprit Place. As usual, our community was very generous during the Christmas period. Last year was the inaugural year for our Sponsor-a-Family Campaign spearheaded by our incredible Communications Officer. We surpassed our goal of sponsorship for 12 families and were able to provide gift cards and small gifts to 14 families and individuals. We received support from throughout the community including, but limited to, local individuals, businesses, and hockey teams. In addition, Parry Sound EMS selected Esprit Place as a recipient of its toy drive, many local citizens donated cash, toys, gift cards, food, stuffed shoeboxes, and Zak's Clothing made a significant in-kind contribution of new women's clothing. These donations were used to ensure the women and children staying at Esprit Place, as well as many other families across the district had the Christmas season they deserved.

## Appendix A

**Ministry of Education**  
Early Years and Child Care  
Division

315 Front Street West, 11<sup>th</sup> Floor  
Toronto, ON M7A 0B8

**Ministère de l'Éducation**  
Division de la petite enfance et de la  
garde d'enfants

315, rue Front Ouest, 11<sup>e</sup> étage Toronto,  
ON M7A 0B8



**TO:** Consolidated Municipal Service Managers (CMSMs)  
District Social Services Administration Boards (DSSABs)

**FROM:** Holly Moran, Assistant Deputy Minister  
Early Years and Child Care Division

**DATE:** November 30, 2023

**SUBJECT:** 2024 Child Care, EarlyON Child and Family Centres, and Canada-wide  
Early Learning and Child Care Funding

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We continue to invest and make strides in our work together to deliver affordable, accessible and high-quality child care to Ontario's families. With that, and as promised in September, I am pleased to share the following to support municipal planning for 2024:

- 2024 Child Care Funding Allocations
- 2024 Child Care and EarlyON Child and Family Centres Service Management and Funding Guidelines (EYCC guidelines)
- 2024 Canada-wide Early Learning and Child Care System Guidelines (CWELCC guidelines)
- 2024 transfer payment agreement (to be shared under separate cover).

### **Investments**

Investments from the Government of Ontario and the Government of Canada in the child care and early years system will total more than \$3.9B for 2024. Funding will support the implementation of previously announced fee reductions, workforce supports and other measures. This investment represents an increase of \$42M over 2023.

\$1.6B is being invested in **pre-CWELCC child care programs**, including:

\$1.2B in general allocation and Child Care Expansion Plan  
\$26M in base funding for Licensed Home Child Care  
\$146M in Canada-Ontario Early Learning and Child Care funding  
\$203M in Wage Enhancement/Home Child Care Enhancement Grant funding

\$162M is being invested in **EarlyON Child and Family Centres**, including:

\$101M in provincial allocation  
\$61M in Canada-Ontario Early Learning and Child Care funding

\$2.1B is being invested in **CWELCC**, including:

- \$1.9B for fee reductions and workforce compensation
- \$28M for CMSM/DSSAB CWELCC administration
- \$66M for space creation
- \$75M for emerging issues
- \$85M for start-up grants

\$34.5M in **other investments**, including:

- \$25.5M for off-reserve Indigenous-led Child Care, and Child and Family Programming; and
- \$9M for mental health programs over three years, from 2022-23 to 2024-25.

### **Key changes**

#### **A. Updates on funding for cost escalation**

The ministry recognizes that licensees may be subject to cost escalation beyond their control (e.g., rent increases, inflation). The ministry has included cost escalation funding of approximately **\$235M** to support licensees. CMSMs/DSSABs should provide cost escalation funding to licensees using updated cost escalation factors. Refer to Section 7 of the 2024 CWELCC guidelines for more information.

#### **B. Additional funding for emerging issues**

In addition to the cost escalation funding, the ministry is also allocating an additional **\$75M** to support emerging issues for CWELCC-enrolled licensees. CMSMs/DSSABs are required to implement a fair and transparent process (such as through an application) to allocate this funding to licensees who demonstrate that their revenue for eligible spaces (including routine funding, fee reduction, wage enhancement, workforce compensation, cost escalation and parent fees) is insufficient to support the licensees' non-discretionary costs. This funding is a new and separate allocation under the 2024 transfer payment agreements.

The ministry will be seeking to gain an early understanding of uptake of this component of the program. CMSMs/DSSABs must report funding commitments by **Monday, February 5, 2024**. See attached template. Refer to Section 8 of the 2024 CWELCC guidelines for more information.

#### **C. Updates under Wage Enhancement Grant (WEG) and Home Child Care Enhancement Grant (HCCEG)**

The ministry has increased the hourly wage maximum for WEG and HCCEG to help close the gap between RECEs in the education sector and eligible RECEs in licensed child care settings. The new hourly wage maximum for WEG is \$30.59 per hour, for full HCCEG is \$305.90 per day and for partial HCCEG is \$183.54 per day.

#### **D. Updates on allocation holdbacks**

For 2024, the ministry has removed the 5 per cent holdback policy on all allocations. In its place, the ministry will withhold a portion of CWELCC funding equal to the difference between a CMSM's/DSSAB's fee reduction allocation calculated at full licensed capacity versus calculated at assumed targeted operating capacity.

CMSMs/DSSABs will still have flexibility within their CWELCC allocation to provide funding up to the licensees' targeted operating capacity. To access additional funding to support operating capacity beyond the assumed targeted operating capacity (and up to full licensed capacity), CMSMs/DSSABs will be required to demonstrate that space occupancy exceeds the assumed targeted operating capacity.

#### **E. Adjustment to align to the calendar year**

For 2024, an adjustment is being made to realign the allocation with the cash payment stream. As the January 2024 fee reduction and workforce compensation amounts totaling **\$161M** are included in the December 2023 payments, these amounts are not part of the 2024 allocations as they will have already been provided. The adjustment will be applied to monthly payments (from January to December).

#### **F. Expiry of the one-time transitional grant**

In 2021 and 2022, the ministry introduced changes to provincial administrative funding, specifically the requirement to cost share all provincial child care administration funding at a rate of 50/50 and reducing the allowable administrative funding threshold from 10% to 5%.

Considering the impacts of the COVID-19 pandemic and the significant changes to the system introduced by CWELCC in 2022, the ministry provided a transitional grant to CMSMs/DSSABs for 2023 to support CMSMs/DSSABs while they found efficiencies and adjusted their administrative cost structures. After three years of funding, over which the ministry has invested a total of \$220M to help stabilize the system during exceptional circumstances, the one-time transitional grant will be discontinued for 2024.

#### **G. Expiry of the Canada-Ontario Early Childhood Workforce Agreement**

In August 2021, the governments of Ontario and Canada signed the Early Childhood Workforce Agreement (WFA), which provided Ontario with about \$150M in one-time federal funding to support the recruitment and retention of the early childhood workforce. The Agreement was amended in September 2022 to permit completion of the initiatives by March 2023. In recognition of the workforce supports in the CWELCC Agreement the early years and child care workforce support provided through the WFA will not continue in 2024.

#### **H. Value-for-money audits**

CMSMs/DSSABs who directly operate child care centres are required to retain independent advice (e.g., third-party services) and conduct a value-for-money audit on their direct delivery of child care services.

The purpose of the value-for-money audit is to determine whether provincial funding is being used efficiently and effectively by directly operated centres, and whether the child care services could be offered by a third-party provider instead. The audit report, recommendations and management responses should be posted publicly.

## **Other important information**

### **Recently announced Ontario Child Care Workforce Strategy**

The Ontario Child Care Workforce Strategy was announced on November 16, 2023. The Workforce Strategy will support the recruitment and the retention of qualified professionals, help achieve system growth, and ensure increased access to high-quality licensed child care in the province. The ministry is working on the implementation of the Workforce Strategy and will be communicating further details in the coming months.

### **EarlyON Child and Family Centres**

To support EarlyON Child and Family Centres in delivering mandatory core services that are responsive to local needs, the ministry has provided clarification in the guidelines around eligible expenses for light meals or snacks for EarlyON program participants.

The ministry has also made updates to emphasize the critical role that EarlyON staff play in the early identification of child development concerns and in connecting families to specialized services.

### **Clarification on CWELCC recoveries**

On September 8, the ministry distributed an additional Q&A document to provide greater clarity on the 2023 CWELCC System Update materials shared in late May and early June 2023. CMSMs/DSSABs are encouraged to review the ministry's expectations related to recoveries upon year-end reconciliation.

Specifically, as part of the year-end financial review and reconciliation process with licensees, CMSMs/DSSABs must ensure CWELCC funding is used to support the actual eligible costs incurred by licensees and, when vacancies on eligible spaces lead to cost avoidance, CMSMs/DSSABs should work with licensees to identify savings related to those avoidable costs and recover up to 52.75% of such savings (which is the government contribution towards the base fee).

### **Upcoming CWELCC funding approach**

The ministry continues to work on finalizing a new child care funding approach that aims to integrate current child care funds into the new CWELCC funding formula. Information about a new funding approach will follow later providing sufficient time to support a smooth implementation.

Thank you for your ongoing support and valuable feedback. We look forward to working together to support the sector, children and families. If you have any questions, please contact your Early Years Advisor or Financial Analyst (contact list can be found on the [ministry website](#)).

Sincerely,

*Original signed by*

Holly Moran



Assistant Deputy Minister  
Early Years and Child Care Division  
Ministry of Education

c: Early Years Advisors, Programs and Service Integration Branch  
Financial Analysts, Financial Accountability and Data Analysis Branch

Attachments:

- 2024 Child Care and EarlyON Child and Family Centres Service Management and Funding Guidelines
- 2024 Canada-wide Early Learning and Child Care System Guidelines
- Appendix A - 2024 Child Care Funding Allocations
- Appendix B - 2024 EarlyON Funding Allocations
- Appendix C - 2024 CWELCC Funding Allocations
- Update on Emerging Issues Funding Application and Commitment Status

**Appendix A - 2024 Child Care Allocations - November 2023**

<b>CMSM/DSSAB</b>	<b>General &amp; Expansion Plan</b>	<b>Base Funding for LHCC</b>	<b>ELCC</b>	<b>Wage Enhancement/ HCCEG Allocation</b>	<b>Wage Enhancement/ HCCEG Administration</b>	<b>Total 2024 Allocation</b>
Corporation of the City of Brantford	9,126,763	276,000	1,185,133	1,693,976	37,715	12,319,587
City of Cornwall	8,708,005	82,800	1,126,970	923,745	28,688	10,870,208
City of Greater Sudbury	17,273,496	82,800	1,852,751	2,453,982	74,227	21,737,256
The City of Hamilton	52,846,466	1,062,600	6,596,529	8,043,346	173,244	68,722,185
Corporation of the City of Kawartha Lakes	5,592,631	-	739,627	782,322	12,787	7,127,367
Corporation of the City of Kingston	9,796,154	124,200	1,254,808	2,051,745	48,969	13,275,876
Corporation of the City of London	36,333,311	503,700	4,432,442	7,433,193	138,538	48,841,184
City of Ottawa	89,056,946	5,637,300	10,157,636	17,315,818	427,663	122,595,363
Corporation of the City of Peterborough	9,413,247	420,900	1,154,180	1,617,246	35,467	12,641,040
Corporation of the City of St. Thomas	6,813,722	124,200	891,469	1,039,792	23,484	8,892,667
Corporation of the City of Stratford	4,801,979	55,200	587,148	574,255	16,300	6,034,882
City of Toronto	352,916,564	5,927,100	41,731,704	42,629,943	1,026,399	444,231,710
Corporation of the City of Windsor	33,057,378	255,300	4,218,571	5,132,145	120,513	42,783,907
Corporation of the County of Bruce	4,521,375	165,600	535,280	813,338	19,882	6,055,475
Corporation of the County of Dufferin	3,759,359	69,000	455,304	793,783	15,082	5,092,528
Corporation of the County of Grey	6,137,923	262,200	762,884	1,241,082	26,853	8,430,942
Corporation of the County of Hastings	9,448,337	289,800	1,237,322	1,457,072	30,635	12,463,166
Corporation of the County of Huron	3,935,532	103,500	482,763	639,342	14,097	5,175,234
Corporation of the County of Lambton	13,158,792	262,200	1,143,226	1,596,663	39,848	16,200,729
County of Lanark	4,644,761	269,100	605,366	825,900	19,385	6,364,512
County of Lennox & Addington	4,100,333	138,000	518,888	481,237	12,413	5,250,871
County of Northumberland	4,965,276	62,100	601,605	821,020	16,098	6,466,099
County of Oxford	6,513,824	110,400	849,012	683,980	25,458	8,182,674
County of Renfrew	6,511,697	110,400	806,028	946,049	20,157	8,394,331
County of Simcoe	29,210,741	434,700	3,663,080	5,737,618	129,548	39,175,687
County of Wellington	15,095,994	262,200	1,665,414	2,269,753	47,707	19,341,068
District Municipality of Muskoka	4,032,912	103,500	530,005	487,107	12,932	5,166,456
Corporation of the Municipality of Chatham-Kent	12,633,111	-	1,096,970	1,272,777	27,809	15,030,667

## Appendix A - 2024 Child Care Allocations - November 2023

CMSM/DSSAB	General & Expansion Plan	Base Funding for LHCC	ELCC	Wage Enhancement/ HCCEG Allocation	Wage Enhancement/ HCCEG Administration	Total 2024 Allocation
The Corporation of Norfolk County	6,582,196	103,500	867,364	813,007	14,523	8,380,590
Regional Municipality of Durham	45,688,270	565,800	5,177,387	11,384,624	206,003	63,022,084
Regional Municipality of Halton	34,588,450	552,000	3,924,710	11,771,714	264,648	51,101,522
Regional Municipality of Niagara	31,963,872	476,100	3,677,031	4,648,461	125,170	40,890,634
Regional Municipality of Peel	127,844,409	2,277,000	15,743,085	18,953,608	358,473	165,176,575
Regional Municipality of Waterloo	38,613,750	2,566,800	4,452,080	6,625,142	168,830	52,426,602
Regional Municipality of York	95,807,207	662,400	11,304,394	23,694,245	477,074	131,945,320
United Counties of Leeds & Grenville	5,842,227	75,900	758,861	1,241,599	27,590	7,946,177
United Counties of Prescott & Russell	6,726,103	186,300	863,639	1,439,107	33,790	9,248,939
Algoma District Services Administration Board	4,515,682	-	515,203	383,196	14,300	5,428,381
District of Cochrane Social Service Administration Board	8,972,668	117,300	1,086,659	905,394	24,432	11,106,453
District of Nipissing Social Services Administration Board	8,668,803	248,400	1,058,703	1,444,375	31,692	11,451,973
District of Parry Sound Social Services Administration Board	4,854,482	165,600	593,629	220,112	10,358	5,844,181
District of Sault Ste Marie Social Services Administration Board	6,436,864	165,600	768,168	869,126	20,671	8,260,429
District of Timiskaming Social Services Administration Board	6,229,165	131,100	642,820	604,506	12,679	7,620,270
Kenora District Services Board	6,697,964	-	720,451	192,051	14,935	7,625,401
Manitoulin-Sudbury District Social Services Administration Board	6,378,476	27,600	612,576	341,882	6,767	7,367,301
Rainy River District Social Services Administration Board	3,497,313	-	382,780	182,358	3,058	4,065,509
District of Thunder Bay Social Services Administration Board	12,699,898	82,800	1,521,867	1,218,236	34,705	15,557,506
<b>PROVINCIAL TOTAL</b>	<b>1,227,014,428</b>	<b>25,599,000</b>	<b>145,553,522</b>	<b>198,690,972</b>	<b>4,471,596</b>	<b>1,601,329,518</b>

**Appendix B - 2024 EarlyON Allocations - November 2023**

<b>CMSM/DSSAB</b>	<b>EarlyON (Provincial)</b>	<b>ELCC</b>	<b>2024 Mental Health Allocation</b>	<b>Total 2024 Allocation</b>
Corporation of the City of Brantford	1,432,827	859,143	39,345	2,331,315
City of Cornwall	1,163,873	697,874	31,960	1,893,707
City of Greater Sudbury	2,334,900	1,400,037	64,116	3,799,053
The City of Hamilton	4,164,475	2,497,074	114,356	6,775,905
Corporation of the City of Kawartha Lakes	779,879	467,625	21,415	1,268,919
Corporation of the City of Kingston	2,002,192	1,200,541	54,980	3,257,713
Corporation of the City of London	2,736,837	1,641,043	75,154	4,453,034
City of Ottawa	6,984,799	4,188,178	191,803	11,364,780
Corporation of the City of Peterborough	903,198	541,569	24,802	1,469,569
Corporation of the City of St. Thomas	792,933	475,453	21,774	1,290,160
Corporation of the City of Stratford	645,691	387,164	17,731	1,050,586
City of Toronto	19,211,462	11,519,445	527,547	31,258,454
Corporation of the City of Windsor	2,520,651	1,511,414	69,217	4,101,282
Corporation of the County of Bruce	658,488	394,838	18,082	1,071,408
Corporation of the County of Dufferin	556,069	333,427	15,270	904,766
Corporation of the County of Grey	748,878	449,037	20,564	1,218,479
Corporation of the County of Hastings	1,023,529	613,721	28,106	1,665,356
Corporation of the County of Huron	594,068	356,210	16,313	966,591
Corporation of the County of Lambton	1,610,950	965,947	44,237	2,621,134
County of Lanark	657,601	394,307	18,058	1,069,966
County of Lennox & Addington	596,599	357,729	16,383	970,711
County of Northumberland	606,732	363,804	16,661	987,197
County of Oxford	765,754	459,157	21,028	1,245,939
County of Renfrew	957,858	574,345	26,303	1,558,506
County of Simcoe	2,727,528	1,635,462	74,898	4,437,888
County of Wellington	1,429,141	856,931	39,244	2,325,316
District Municipality of Muskoka	593,558	355,905	16,299	965,762
Corporation of the Municipality of Chatham-Kent	931,366	558,460	25,575	1,515,401
The Corporation of Norfolk County	759,467	455,386	20,855	1,235,708
Regional Municipality of Durham	3,215,086	1,927,808	88,286	5,231,180

Appendix B - 2024 EarlyON Allocations - November 2023

CMSM/DSSAB	EarlyON (Provincial)	ELCC	2024 Mental Health Allocation	Total 2024 Allocation
Regional Municipality of Halton	2,986,367	1,790,664	82,006	4,859,037
Regional Municipality of Niagara	2,872,468	1,722,370	78,878	4,673,716
Regional Municipality of Peel	8,541,154	5,121,389	234,540	13,897,083
Regional Municipality of Waterloo	2,968,255	1,779,804	81,508	4,829,567
Regional Municipality of York	6,661,019	3,994,035	182,912	10,837,966
United Counties of Leeds & Grenville	718,874	431,046	19,740	1,169,660
United Counties of Prescott & Russell	1,314,350	788,103	36,092	2,138,545
Algoma District Services Administration Board	805,037	482,710	22,106	1,309,853
District of Cochrane Social Service Administration Board	1,464,873	878,357	40,225	2,383,455
District of Nipissing Social Services Administration Board	1,480,481	887,715	40,654	2,408,850
District of Parry Sound Social Services Administration Board	799,262	479,247	21,948	1,300,457
District of Sault Ste Marie Social Services Administration Board	1,120,716	671,996	30,775	1,823,487
District of Timiskaming Social Services Administration Board	753,552	451,840	20,693	1,226,085
Kenora District Services Board	1,130,027	677,578	31,031	1,838,636
Manitoulin-Sudbury District Social Services Administration Board	1,058,489	634,683	29,066	1,722,238
Rainy River District Social Services Administration Board	778,552	466,830	21,379	1,266,761
District of Thunder Bay Social Services Administration Board	1,665,104	998,418	45,724	2,709,246
PROVINCIAL TOTAL	101,224,969	60,695,819	2,779,639	164,700,427

Appendix C - 2024 CWELCC Allocations - November 2023

CMSM/DSSAB	Fee Reduction and Workforce Compensation - Base Funding	Fee Reduction and Workforce Compensation - 2024 Directed Growth	Fee Reduction and Workforce Compensation - Additional Operating Capacity Holdback	Emerging Issues Funding	Start-up Grants	Administration	January 2024 Funding included in the 2023 Transfer Payment Agreement	Total Allocation
Corporation of the City of Brantford	13,113,580	496,577	1,392,020	514,729	268,000	302,130	- 1,079,014	15,008,022
City of Cornwall	6,276,379	-	638,470	237,251	-	202,462	- 554,030	6,800,532
City of Greater Sudbury	18,694,312	130,274	2,301,973	961,066	70,000	379,658	- 1,443,454	21,093,829
The City of Hamilton	74,525,572	981,093	6,555,684	2,815,585	1,459,000	1,015,592	- 6,622,692	80,729,834
Corporation of the City of Kawartha Lakes	5,616,706	259,985	319,966	212,609	473,000	168,867	- 473,506	6,577,627
Corporation of the City of Kingston	14,266,158	199,798	1,956,360	563,455	469,000	278,034	- 1,302,986	16,429,819
Corporation of the City of London	60,395,471	2,586,875	4,321,232	2,309,207	4,004,000	827,501	- 5,047,373	69,396,913
City of Ottawa	152,274,371	2,161,826	20,063,960	5,987,155	3,745,000	2,205,882	- 14,965,359	171,472,835
Corporation of the City of Peterborough	15,183,959	337,180	910,049	563,760	562,000	297,311	- 1,265,931	16,588,328
Corporation of the City of St. Thomas	8,499,295	294,477	601,334	322,349	403,000	207,072	- 617,291	9,710,236
Corporation of the City of Stratford	7,306,513	372,091	576,697	283,242	359,000	197,364	- 549,489	8,545,418
City of Toronto	449,570,111	24,398,822	33,500,937	18,261,242	25,165,000	4,926,605	- 36,065,227	519,757,490
Corporation of the City of Windsor	38,508,355	908,974	4,577,420	1,509,474	1,512,000	713,934	- 3,286,009	44,444,148
Corporation of the County of Bruce	7,297,843	511,531	617,681	289,135	1,164,000	191,287	- 612,223	9,459,254
Corporation of the County of Dufferin	8,375,150	360,998	468,238	315,806	690,000	192,335	- 684,850	9,717,677
Corporation of the County of Grey	7,844,246	282,872	451,944	294,351	290,000	195,338	- 585,104	8,773,647
Corporation of the County of Hastings	14,266,015	179,235	1,255,200	743,171	382,000	280,199	- 1,049,099	16,056,721
Corporation of the County of Huron	4,442,204	71,803	441,847	170,037	210,000	154,968	- 391,385	5,099,474
Corporation of the County of Lambton	13,128,251	530,729	1,471,049	519,116	237,000	270,281	- 1,133,889	15,022,537
County of Lanark	7,589,769	115,731	796,467	291,705	301,000	193,103	- 735,122	8,552,653
County of Lennox & Addington	4,534,350	365,921	383,332	181,282	658,000	158,460	- 362,035	5,919,310
County of Northumberland	6,062,686	148,423	834,783	241,747	317,000	181,788	- 476,876	7,309,551
County of Oxford	6,456,078	1,267,215	726,759	289,924	2,672,000	223,485	- 554,902	11,080,559
County of Renfrew	7,688,747	307,313	489,597	291,146	434,000	185,700	- 577,420	8,819,083
County of Simcoe	49,453,422	2,245,515	4,846,005	1,940,074	2,768,000	793,975	- 4,171,323	57,875,668
County of Wellington	22,151,852	1,554,076	1,303,728	1,095,750	3,172,000	378,401	- 1,751,699	27,904,108



Appendix C - 2024 CWELCC Allocations - November 2023

CMSM/DSSAB	Fee Reduction and Workforce Compensation - Base Funding	Fee Reduction and Workforce Compensation - 2024 Directed Growth	Fee Reduction and Workforce Compensation - Additional Operating Capacity Holdback	Emerging Issues Funding	Start-up Grants	Administration	January 2024 Funding included in the 2023 Transfer Payment Agreement	Total Allocation
District Municipality of Muskoka	3,594,352	175,515	549,942	148,214	71,000	144,840	- 277,669	4,406,194
Corporation of the Municipality of Chatham-Kent	11,197,345	272,044	1,809,088	455,589	213,000	258,338	- 1,011,125	13,194,279
The Corporation of Norfolk County	6,783,836	225,951	415,738	254,772	379,000	182,277	- 548,612	7,692,962
Regional Municipality of Durham	92,693,910	1,528,250	8,568,033	3,526,763	742,000	1,304,678	- 8,625,908	99,737,726
Regional Municipality of Halton	115,554,366	690,578	13,104,260	4,895,665	-	1,364,395	- 10,567,161	125,042,103
Regional Municipality of Niagara	41,121,289	3,982,730	4,444,632	1,860,436	7,699,000	792,090	- 3,371,103	56,529,074
Regional Municipality of Peel	198,739,505	11,048,177	21,283,669	7,928,131	15,395,000	2,478,695	- 16,282,568	240,590,609
Regional Municipality of Waterloo	88,076,743	2,687,921	9,371,341	3,435,698	3,870,000	1,357,760	- 7,797,343	101,002,120
Regional Municipality of York	210,816,980	1,705,754	28,187,536	8,258,844	2,198,000	2,480,581	- 20,149,578	233,498,117
United Counties of Leeds & Grenville	8,114,082	255,752	441,199	302,309	364,000	199,179	- 671,638	9,004,883
United Counties of Prescott & Russell	10,084,927	29,251	1,327,297	392,561	91,000	259,805	- 852,777	11,332,064
Algoma District Services Administration Board	2,798,670	183,801	477,458	118,711	77,000	133,176	- 241,289	3,547,527
District of Cochrane Social Service Administration Board	7,129,337	173,403	888,741	281,052	147,000	199,808	- 650,392	8,168,949
District of Nipissing Social Services Administration Board	11,190,225	50,169	787,706	608,499	91,000	241,575	- 897,484	12,071,690
District of Parry Sound Social Services Administration Board	3,158,493	169,978	151,924	119,413	30,000	122,211	- 246,905	3,505,114
District of Sault Ste Marie Social Services Administration Board	6,981,974	206,583	276,114	395,926	332,000	183,604	- 607,428	7,768,773
District of Timiskaming Social Services Administration Board	2,853,299	37,943	-	99,200	105,000	121,303	- 246,311	2,970,434
Kenora District Services Board	5,273,091	708,572	212,325	212,518	1,317,000	168,657	- 435,491	7,456,672
Manitoulin-Sudbury District Social Services Administration Board	1,871,386	62,499	122,120	70,542	35,000	122,560	- 154,820	2,129,287
Rainy River District Social Services Administration Board	1,634,501	101,821	266,903	68,732	210,000	108,312	- 151,983	2,238,286
District of Thunder Bay Social Services Administration Board	9,198,851	171,597	1,182,083	362,060	212,000	204,208	- 837,309	10,493,490
PROVINCIAL TOTAL	1,862,388,557	65,537,623	185,670,841	75,000,000	85,362,000	27,549,784	- 160,983,182	2,140,525,626

**Ministry of Natural  
Resources and Forestry**

Office of the Minister

99 Wellesley Street West  
Room 6630, Whitney Block  
Toronto ON M7A 1W3  
Tel: 416-314-2301

**Ministère des Richesses  
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January 19, 2024

To: Northern Ontario Municipalities

Subject: Crown Land Disposition in Northern Municipalities

I am writing to highlight our government's commitment to improving service delivery by helping northern and Indigenous communities meet housing needs and economic development goals. My ministry has established a new Crown Land Disposition Task Team to help northern municipalities and Indigenous communities with the process to purchase Crown lands within an existing municipality.

The Crown Land Disposition Task Team was established to provide direct support to communities that are interested in acquiring Crown land to advance priority projects that are critical for economic development or to support housing needs. The task team is supporting the disposition process by improving clarity, transparency, efficiency, timeliness and by providing additional capacity to help communities navigate the process. This team is available to learn about your priority projects and to help identify available parcels of Crown land that may be most suitable for sale. You can contact the team directly at [cldtt.mnrf@ontario.ca](mailto:cldtt.mnrf@ontario.ca).

Specifically, the new task team will:

- Provide support and advice to northern municipalities and Indigenous communities throughout the sale process.
- Screen available Crown lands within municipal boundaries and identify the most suitable parcels for purchase.
- Support engagement and set out processes for consultation.

My ministry has worked hard to meet your expectations around improved clarity, timeliness and capacity to navigate the process for acquiring Crown lands. We have created a new web page ([English link](#), [French link](#)) that includes:

- a one window contact process through the new task team
- process maps that clarify the process
- an application form to be used when you are ready, and
- a simplified guide that will be a resource to work through the process.



The new guide to Acquisition of Crown land within Municipal Boundaries is consistent with current policy direction and sets out two categories of dispositions:

- A simplified explanation of the process for dispositions to municipalities for municipal infrastructure that explains how environmental assessments can be streamlined.
- A clarified process for dispositions for economic development including, lands for housing or cottage lots that will improve the timeliness of approvals.

Any sale of Crown land will be undertaken with care, consistent with all applicable legislative requirements and in a manner that respects Aboriginal and Treaty rights. Consultation with Indigenous communities and relationship building remain priority obligations and of great interest for Ontario. The ministry continues to encourage municipalities to work with Indigenous communities throughout the process, and early engagement and dialogue will be important. Projects that are submitted in partnership with Indigenous communities will be considered high priority.

If you have any questions about this initiative, you can reach out directly to the Crown Land Disposition Task Team at [cldtt.mnrf@ontario.ca](mailto:cldtt.mnrf@ontario.ca). You are also welcome to contact Holly Fullager, Director of Stakeholder Relations, from my office, at [holly.fullager@ontario.ca](mailto:holly.fullager@ontario.ca) or 437-224-6690.

Sincerely,

A handwritten signature in black ink, appearing to read 'Graydon Smith', written in a cursive style.

The Honourable Graydon Smith  
Minister of Natural Resources and Forestry

c: The Honourable Paul Calandra, Minister of Municipal Affairs and Housing



**705-382-2900**  
**[www.almaguin-health.org](http://www.almaguin-health.org)**

**Minutes:** February 2, 2024, 10:00 am via Zoom in the Township of Armour Municipal Office

Present: Rod Ward (Chair), Delynne Patterson, Margaret Ann MacPhail, Brad Kneller, Chris Hope, Fraser Williamson (Vice Chair), Vicky Roeder-Martin, Tom Bryson, Jim Ronholm, Cheryl Phillip, Camille Barr (Secretary)

Regrets: None

Guest: Susan Keast (HHR MAOHT), Isabel Pereira, Courtney Metcalf (ACED). John Wilson, Rod Blakelock, Cheryl Harrison (CEO and President of MAHC)

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

1. 2024-06 Moved by F. Williamson - Seconded by T. Bryson  
**THEREFORE BE IT RESOLVED THAT** the Almaguin Highlands Health Council adopt the minutes from the regular meeting of January 4, 2024, as circulated. Carried.
2. **DECLARATION OF PECUNIARY OF INTEREST:** None
3. **DELEGATIONS:** Cheryl Harrison- CEO and President of MAHC  
Cheryl provided the group with the "Made in Muskoka Healthcare" presentation, same as used for the current community conversations. She shared the journey MAHC has been on to the model presented today. She reviewed the proposed new model which has focused care services at each location, new services being offered, and aims to expand community partnerships. She was clear care goes beyond the four walls of the two hospitals.  
  
Emergency services will be at both locations. Cheryl explained that user groups have been a part of the planning groups however the timeline to do so was short.  
  
Cheryl reviewed the local share component and that communities are responsible for 10% percent of development costs and 100% of costs associated with equipment, furnishing and land.  
  
There is lots of work between now and 2027 when the projects are expected to go to tender. The projected end completion goal is 2032.  
  
Many from the Council were present for the community chat that occurred in Burk's Falls. Good questions were asked, and it was clear there is interest from the community in the project.  
  
Council had the opportunity to ask questions and thanked Cheryl for her time.

**RESOLUTIONS PASSED:** None

**5. ITEMS FOR DISCUSSION:**

a) **BFFHT funding for branding, follow up discussion**

The BFFHT is looking for other options to fund the remainder of the costs associated with the rebranding project. At this time the \$2000.00 approved by the Health Council to support the initiative will remain in the account until it needs to be released.

b) **Recruiter brochure, follow up discussion**

C. Metcalf met with Dr, McKinnon and R. Paul to receive feedback from the FHT's perspective. Based on the feedback, additional changes were made. QR codes leading back to websites will be included to keep the brochure current. It is currently being used by S. Keast. S. Keast will provide C. Barr will a copy to share with Council.

c) **Annual municipal funding requests and possible request for support, follow up discussion**

Last meeting Council passed a resolution to ask member municipalities for a contribution of \$1000.00 annually that would be placed in a Health Council account for funding request towards Almaguin health care related activities. R. Ward shared an overview of what asks have come forward in the past and possible new asks. The question was posed as to why we are having another ask when we have the 20% local share hold back for Almaguin. It was stated that the funds were for MAHC services in Almaguin such as lab, xray, etc. and there could be resistance to spending it elsewhere or spending the money on one community. Additionally, it was also questioned why the group is funding these requests at all. Would it not be better to support by proving advocacy to the groups that need the money? Council decided this is a large topic to discuss in such a short period of time. This will be tabled until the next AHHC meeting.

d) **Public and media communications**

Based on recent media inquiries R. Ward stated he appreciated the groups support and that ongoing it is important for all to be sending the same messages and communications with the public to avoid confusion for the public.

e) **Progress report**

None for this month

f) **Other business**

In light of the future x-ray replacement in Burk's Falls, R. Ward spoke to the MAHC Foundation to initiate the fundraising effort. Regardless of where it goes, the fundraising needs to start. It was raised as to when a decision will be made and should both Burk's Falls and new building owner or Armour be given a deadline to submit proposals. C. Hope brought forward the concept of a foundation for the Health Centre. Discussion was tabled as it was not an agenda item and will require more time.

R. Ward met with the Paramedicine Team, R. Paul and Dr. S. McKinnon. Paramedicine is now visiting in the home to support patients with virtual doctor appointments so that a patient does not need to leave their home. An example could be a patient with diabetes receiving a virtual visit in their home. In some circumstances the paramedic can administer treatment or medicine. This has also been provided in some palliative care situations.

M. McPhail provided an update from the Care at Home Committee she is a part of. They have begun a pilot project which will follow the care journey of 10 patients with chronic conditions over a period of time. The aim is to capture the experience from the perspective of the patient and to make improvements based on the findings.

2024-07            Moved by C. Hope - Seconded by V. Roeder-Martin  
**THEREFORE, BE IT RESOLVED THAT** the Almaguin Highlands Health Council adjourn at 11:35 am to meet again on March 7, 2024, at 10:00 am at the Almaguin Highlands Health Centre. Carried.

## MAOHT Project Summary

**Project Name:** HHR Task Force

**Date:** February 2024

### Key achievement attained and or deliverable in the reporting period.

Working with the **Communication Specialists** on the "plan" - A smattering of items include:

- Providing medical student and physician pull factors for the region.
- Establishing a communications plan, timeline and preferred communications channels and development of HHR Branding and tagline(s) and key messaging tailored to both medical students and practicing physicians. Initiative Core Tactics Resources Required Timelines and Key messages to be used in website content, marketing materials, and social media posts. Create a “Healthcare Infrastructure Infographic” including various medical assets in the regions (i.e. hospitals, family health teams, diagnostic imaging centres, specialty services, surgical services etc.).
- Create a “Medical Practice Directory” outlining each region, region-specific infrastructure, and links to municipality websites or specific recruitment contacts in each region.
- Social Media: create a social media recruitment campaign providing links to hospitals, come live, work, play with us video, and other resources.

**ROMP 2024** is in the planning stages. (**Rural Ontario Medical Program**). A follow up to ROMP 2023, whereby the community hosted two students from U of T for one week in June 2023.

- Working with colleagues on the planning to host **6** medical students in the community for
- **two** sessions of one week with 3 students in each session, totalling 6.

**PRO (Practise Ready Ontario)** has sent applications to the Four communities who applied for the program (Bracebridge, Port Carling, Huntsville, and Sundridge. Applications are currently being reviewed with a completion date of Feb 5, 2024, and an expected 3-year Return of Service Date in Fall 2024.

Planning for a **Spring visit to NOSM** (Northern School of Medicine) in Sudbury to share with 41 first year students along with Dr. Sarah MacKinnon the virtues of Muskoka and Area

Working with **SOPRA** - (South Ontario Physician Recruitment Alliance) from Southwestern Ontario who has developed a very progressive way of doing recruiting - to be discussed at the next HHR Meeting

# Recruiter Dashboard | February 2024



Vacancies	Connections	Leads
Family Medicine with OB speciality (1) (HV)	Covering a maternity leave and then setting up a practice (2024/2025)	Maternity Leave (2024) and then set up a Practise (2025)
Internal Medicine (2) BB & HV	Husband and Wife (2) Internal Medicine BB/HV Fellowships Spring 2024	Potentially looking for a place to land upon graduation (2025) Husband and Wife
Internal Medicine (1) (BB)	Elective/Fellowship Spring 2024	Potentially looking for a place to land upon Graduation (2025)
Family Medicine/Emergency (1) (HV) and Anesthesiologist (HV)	Husband and Wife visited Summer 2023 - Determine final decision June 2024 (HV)	Final Decision June 2024 Husband and Wife