



# Special Council Meeting regarding Ongoing File Updates and 2023-2026 Strategic Plan Progress Agenda

Monday, June 29, 2026 9:00 AM  
Fire Station 2 (85 Patricia Drive)

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## 1. OPENING OF THE MEETING

- 1.1. Roll Call

## 2. ADOPTION OF AGENDA

- 2.1. Special Council Meeting regarding Ongoing File Updates and 2023-2026 Strategic Plan Progress Agenda Dated June 29, 2026

**Recommendation:** THAT the Special Council Meeting regarding Ongoing File Updates and 2023-2026 Strategic Plan Progress agenda dated June 29, 2026, be adopted as presented.

## 3. PURPOSE OF MEETING

The purpose of this meeting is for Council to receive briefing notes on ongoing file updates from the Senior Leadership Team and to receive a progress update on initiatives undertaken as part of the 2023-2026 Strategic Plan.

## 4. DISCLOSURE OF INTEREST

## 5. FOR DISCUSSION

- 5.1. Township of Ramara 2023–2026 Strategic Plan Progress Update 4 - 7  
[Township of Ramara 2023-2026 Strategic Plan Progress Update - June 2026](#)  
**Recommendation:** THAT the Township of Ramara 2023–2026 Strategic Plan Progress Update be received as information.
- 5.2. Briefing Note 2026.01 - File Updates from the General Manager of Development and Infrastructure 8 - 9  
[260629 Briefing Note 2026.01 - General Manager of Development and Infrastructure](#)  
**Recommendation:** THAT Briefing Note 2026.01 re File Updates from the General Manager of Development and Infrastructure be received as information.
- 5.3. Briefing Note 2026.02 - File Updates from the General Manager of Emergency and Protective Services/Fire Chief 10  
[260629 Briefing Note 2026.02 - General Manager of Emergency and Protective Services/Fire Chief](#)  
**Recommendation:** THAT Briefing Note 2026.02 re File Updates from the General Manager of Emergency and Protective Services/Fire Chief be received as information.
- 5.4. Briefing Note 2026.03 - File Updates from the Clerk 11  
[260629 Briefing Note 2026.03 - Clerk](#)

**Recommendation:** THAT Briefing Note 2026.03 re File Updates from the Clerk be received as information.

- 5.5. Briefing Note 2026.04 - File Updates from the Director of Financial Services/Treasurer 12

[260629 Briefing Note 2026.04 - Director of Financial Services/Treasurer](#)

**Recommendation:** THAT Briefing Note 2026.04 re File Updates from the Director of Financial Services/Treasurer be received as information.

- 5.6. Briefing Note 2026.05 - File Updates from the Director of Human Resources/Health & Safety/Recreation 13 - 14

[260629 Briefing Note 2026.05 - Director of Human Resources/Health and Safety/Recreation](#)

**Recommendation:** THAT Briefing Note 2026.05 re File Updates from the Director of Human Resources/Health & Safety/Recreation be received as information.

- 5.7. Briefing Note 2026.06 - File Updates from the Manager of Communications and Community Experience 15 - 16

[260629 Briefing Note 2026.06 - Manager of Communications and Community Experience](#)

**Recommendation:** THAT Briefing Note 2026.06 re File Updates from the Manager of Communications and Community Experience be received as information.

## 6. CLOSED SESSION

### 6.1. Motion to Move Into Closed Session

- 6.1.1. **Recommendation:** THAT, pursuant to Section 239(4) of the *Municipal Act, 2001*, S.O. 2001, c.25, notice is hereby given that Council intends to hold a closed session meeting in the Fire Station 2 Boardroom at (time) to deal with Item 6.2.1, regarding Briefing Note 2026.07 - Confidential Legal File Updates from the Director of Corporate Services/Legal, being a matter pursuant to Sections 239(2)(e) Litigation or potential litigation and ((f) Advice subject to solicitor-client privilege) of the said Act.

### 6.2. Closed Session Items

- 6.2.1. Briefing Note 2026.07 - Confidential Legal File Updates from the Director of Corporate Services/Legal - Sections 239(2)(e) Litigation or potential litigation and ((f) Advice subject to solicitor-client privilege)

### 6.3. Motion to Move to Open Session

- 6.3.1. **Recommendation:** THAT Council rise from closed session at (time) and reconvene in open session and report.

### 6.4. Motions Arising from Closed Session Discussions

## 7. CONFIRMATION BYLAW

**Recommendation:** THAT Bylaw 2026.52, a bylaw to confirm the proceedings of the Special Council Meeting regarding Ongoing File Updates and 2023-2026 Strategic Plan Progress held on June 29, 2026, be considered read a first, second, and third time and finally passed.

## **8. ADJOURNMENT**

**Recommendation:** THAT the Special Council Meeting of the Township of Ramara regarding Ongoing File Updates and 2023-2026 Strategic Plan Progress held on June 29, 2026, be adjourned at (time).

# Township of Ramara 2023–2026 Strategic Plan Progress Update

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Outlined below is a high-level overview of Council's work.

## **Infrastructure Investment & Asset Management**

- Completed Bridge 201 on schedule and under budget
- Completed Maple Trail, Lone Birch Trail, Ridge Avenue, and Simcoe Road Servicing Project on schedule and under budget
- Broke ground on Wastewater Treatment Facility 202 Project
- Completed a Road Needs Study
- Secured \$30 million in funding for water and wastewater systems
- Replaced Marine 2 with a 24' Stanley, providing greater response capacity for search and rescue as well as boat and island fires
- New Fire Pumper Truck 1 in Brechin
- New drone program
- New UTV 2 for remote rescue, Island fire support and wildland firefighting capabilities
- Ongoing management of Community Sport Recreation Infrastructure Fund grant funding to support the installation of a new accessible playground at the Ramara Centre and the rehabilitation of the baseball diamond scheduled for this fall. Management of Enabling Accessibility Fund grant to facilitate the installation of a pavilion at the Ramara Centre this fall

## **Financial Stewardship & Sustainability**

- Projects delivered on schedule and under budget
- Secured \$30 million in provincial funding
- Obtained \$1.5 million in MISA funding for ice storm recovery
- Implemented measures to improve budget transparency, including detailed capital budget sheets outlining project scope, timing, and funding
- Implemented the Strong Mayor budget framework in accordance with provincial legislation, aligning processes with new governance requirements

- Updated the Procurement Bylaw to reflect best practices, modernized thresholds, and strengthen transparency and accountability
- Applied for and executed a loan agreement with Infrastructure Ontario to finance sewer servicing project and support long-term infrastructure planning
- Implemented Laserfiche for accounts payable workflows, enabling digital approvals and improving processing efficiency while reducing paper reliance
- Developing an Excel-based tool to support compliance with the *Buy Ontario Act* and Domestic Supply Chain Plan through improved procurement evaluation
- Implemented budgeting software to provide more detailed information for management and staff for each budget line and increase reporting abilities.

#### **Effective Service Delivery & Organizational Excellence**

- Organization Review – July 2025 – streamlined administration with the addition of in-house legal
- Migrated Building and Planning divisions to Citywide
- Piloted two winter patrollers
- Managed ice storm recovery efforts
- Hired 21 firefighter recruits
- OMERS made available to volunteer firefighters
- New Before Occupational Stress (BOS) training for the firefighters in our continued pursuit of mental wellness for our firefighters
- New Fire Prevention Officer (FPO) enhancing fire protection and prevention to the community
- Quality Care Program (QCP) through Simcoe County Paramedics
- Completed the municipal Community Risk Assessment (CRA)
- Continued to advance the Fire Master Plan with the new Fire Prevention Officer and road renaming
- Tanker Shuttle Accreditation renewal
- Hired a new Manager of Bylaw
- Brought in AMPs for efficiencies
- Navigated ASE employment and de-escalation
- Standardized investigative procedures
- New canine bylaw
- Developed and launched an in-house training program for staff on Microsoft 365
- Reviewing processes across the organization and seeking opportunities for continuous improvement

- Development of a Hoshin-Kanri plan for the Township of Ramara using Lean methodology
- Supporting open and transparent local government through promotion, organization, and administration of the 2026 Municipal and School Board Elections, including hiring of a dedicated Election Coordinator
- Created the position of IT & Process Coordinator, as approved by Council, to streamline and support the Township's internal use of technology and process improvement
- Developing a comprehensive Council Orientation program for the 2026-2030 term
- Evaluating and updating corporate policies and procedures, with the end goal of formalizing a corporate policy/procedure manual
- Created and implemented a process to consolidate amended bylaws for usability and convenience
- Completing a review and audit of the Council meeting portal (CivicWeb Portal), including reviewing opportunities for an enhanced user experience
- Completing a review and audit of the Township's records management system
- Completed Phase 1 of a Governance Review, updating the Procedure Bylaw and introducing a weekly Council Information Package (CIP)
- Seeking and implementing other improvements for the Council meeting process, including displaying motions on screen during meetings and reviewing online forms
- Undertaking Phase 2 of the Governance Review, a complete committee and board review, including updating procedures and processes
- Undertaking an update of the five-year Multi-Year Accessibility Plan (MYAP) for 2027
- Updated Social Media Policy
- Website refresh
- Physician recruitment
- Updated Flag Policy
- Transitioned to the Simcoe Municipalities Insurance Pool, a County-led, municipally governed model that replaces individual insurance policies with a shared program to improve cost stability and risk management. The pooled approach was projected to generate immediate cost savings (approximately 10%) with additional long-term savings as the program matures
- Continued progress on the Health & Safety Excellence Program, with the Township on track to receive a \$16,500 rebate in 2026

- Completed an organization-wide Job Hazard Analysis to enhance workplace safety practices
- Implemented SDS Risk Assist to improve access to safety data and compliance measures
- Expanded summer programming with the addition of two offsite camp weeks; both sessions are nearly at full capacity (one participant spot remaining per week)

#### **Growth Management, Planning & Development**

- Completed and secured approval of updated Official Plan
- Advanced the Zoning Bylaw update
- Progressing on the Engineer Design Guidelines
- Updated Shorewall Management Plan

#### **Environmental Responsibility & Climate Resilience**

- Advanced Wastewater Treatment Facility project
- Collaborated on spring flooding response
- Managed ice storm recovery
- As directed by Council, formed the Climate Action Committee and providing staff support

#### **Community & Regional Collaboration**

- Worked with Orillia Physician Recruitment to secure in-person medical care for Ramara residents
- Ice storm work with the community, neighbouring communities, and a variety of agencies
- Ongoing partnerships with the Chippewas of Rama First Nation for Building Code inspections and animal control
- Successfully partnered with SportsKlub to deliver a youth flag football league, engaging 98 participants

## Briefing Note



**Meeting:** Special Meeting of Council – June 29, 2026  
**Staff Contact:** Laura Pye, General Manager of Development and Infrastructure  
**Briefing Note Number:** 2026.01 - File Updates from the General Manager of Development and Infrastructure

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### Suggested Motion:

THAT Briefing Note 2026.01 re File Updates from the General Manager of Development and Infrastructure be received as information.

### Brief:

#### Upcoming Projects in 2026

- Road rehabilitation
- Bridges 18 and 19
- Dock Road dock
- Water and wastewater rate review, including water financial plan
- Assessment for dead ends and flood prone roads
- 10-year capital project list

#### Health and Safety Water System Funding Projects

- Wastewater Treatment Facility 202 (Bayshore) - Tile Bed Project
  - Project is well underway having completed site preparation and road building
  - Pumphouse construction has begun
- Wastewater Treatment Facility 201 (Lagoon City/Brechin) - Process Optimization
  - Improved headworks design and outfall to match facility capacity
  - Installation of an equalization tank to manage flows
  - Ability to add 600 – 900 units
- Water Treatment Facility 101 (Lagoon City/Brechin) - Process Optimization
  - Considering changes to filtration and backwash processes
  - Ability to operate at rated capacity to support additional growth
- Water Distribution Network 104 (South Ramara) – Expansion
  - Working on the communications and direction for the expansion
    - Initial survey will be done in the summer season to capture any seasonal residents
    - Communications will include metrics for moving the project forward or having it rescope
    - Capital project that will require residents to pay for the installation of the infrastructure

#### Building and Planning Update

- Building permits are steady and similar to previous years
- Planning applications are slow, however a couple of large files are in process

**Quarry Guidelines for Applications**

- Working to prepare guidelines for Council's considerations and will include things like:
  - Community Liaison Committee establishment
  - Noise audits
  - Hours of operation
  - Gate location to allow for queuing trucks
  - Trucker protocol
  - Blasting conditions
  - Dust suppression
  - Haul routes

**Report a Concern Update**

- Existing system has been in place for several (5+) years
- Reviewing the internal workflow
- Provides for automatic notifications, including to the public

## Briefing Note



**Meeting:** Special Meeting of Council – June 29, 2026  
**Staff Contact:** Tony Stong, General Manager of Emergency & Protective Services/Fire Chief  
**Briefing Note Number:** 2026.02 - File Updates from the General Manager of Emergency & Protective Services/Fire Chief

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### **Suggested Motion:**

THAT Briefing Note 2026.02 re File Updates from the General Manager of Emergency and Protective Services/Fire Chief be received as information.

### **Bylaw Division Brief:**

- Administrative Monetary Penalty System (AMPS) rollout update
- Rebranding and realignment of the Bylaw Officer to Municipal Law Enforcement Officers (MLEO)
- Staffing considerations and ongoing study of needs
- Efficiencies identified through software solutions and some hardware implementations

### **Fire Service Brief:**

- Volunteer Firefighter Recruitment for 2027
- Update on grants
- Drone program update
- Tanker Truck procurement update
- Automatic Aid agreements update



## Briefing Note

**Meeting:** Special Meeting of Council – June 29, 2026  
**Staff Contact:** R. Zanussi, Clerk  
**Briefing Note Number:** 2026.03 - File Updates from the Clerk

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### Suggested Motion:

THAT Briefing Note 2026.03 re File Updates from the Clerk be received as information.

### Brief:

#### Council and Committees

- Phase 2 of the Governance Review – Boards and Committees
- Call for applications for the Lagoon City Parks and Waterways Commission open until June 30, 2026, at noon
- Audit and review of the Township’s CivicWeb Portal, with emphasis on usability and currency
- Consolidation of amended bylaws
- New Provincial legislation regarding standard Code of Conduct
- New Provincial legislation regarding MFIPPA, including Privacy Impact Assessments

#### 2026 Municipal and School Board Election

- The 2026 Municipal and School Board Election taking place this fall.
- Township using three forms of voting: internet voting, telephone voting, and in-person paper voting (on Advance Vote days only).
  - Voting period for internet and telephone voting: Oct. 8 to Oct.26, 2026, at 8 p.m.
  - Advance vote days scheduled for Oct. 10, Oct.15, and Oct.17, 2026
  - The Township Administration Centre will be used as a Voting Assistance Centre
  - Nomination period for candidates open until August 21, 2026, at 2 p.m. Please contact the Township office to make an appointment if planning to register
  - For more information, visit [ramara.ca/election](http://ramara.ca/election)
- Planning for the inaugural meeting and orientation for the new term of Council

#### Information Technology and Process Improvements

- IT & Process Coordination position filled
- Inventories of hardware and software
- Implementation of new policies and procedures
- Streamlining of onboarding and offboarding process
- Consideration of 2027 Budget requests for capital IT infrastructure
- Assessment of new technology and focus on process

#### Other Ongoing Initiatives

- Multi-Year Accessibility Plan update
- Review of records management system and integrations
- Continuous improvement – policy and procedure updates

## Briefing Note



**Meeting:** Special Meeting of Council – June 29, 2026  
**Staff Contact:** Manon Higgins, Director of Financial Services/Treasurer  
**Briefing Note Number:** 2026.04 - File Updates from the Director of Financial Services/Treasurer

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### Suggested Motion:

THAT Briefing Note 2026.04 re File Updates from the Director of Financial Services/Treasurer be received as information.

### Brief:

#### 2027 Budget Development and Financial Planning

- The 2027 budget will include enhanced structure and transparency, with separate operating and capital budgets.
- Currently reviewing the presentation of the budget. Learning from 2025 comments to implement modifications to the budget book.
- Updated templates, including a new category for one-time initiatives and service level changes building from 2025 where we added staffing request and capital project sheets.
- The implementation of the budgeting software is completed. The 2027 budget will be the second year using the software; this year there will be less manual work as all functions are integrated.

#### Governance and Budget Framework Alignment

- The budget process reflects implementation of the Strong Mayor framework, aligning development and approval processes with provincial requirements.

#### Procurement Bylaw

- The updated Procurement Bylaw modernizes thresholds and strengthens transparency and accountability in purchasing practices.
- Finance is developing an Excel-based assessment tool to support compliance with the *Buy Ontario Act* and Domestic Supply Chain Plan.

#### Infrastructure Ontario Financing for Sewer Servicing

- A loan agreement with Infrastructure Ontario supports financing for sewer servicing, with loan proceeds received on June 15, 2026.

#### Financial Sustainability and Reserves

- Ongoing management of reserves and reserve funds to support long-term financial sustainability and alignment with capital and asset management priorities. In 2026, we are planning on reviewing our reserve levels and comparing with a 10-year capital plan.

## Briefing Note



**Meeting:** Special Meeting of Council – June 29, 2026  
**Staff Contact:** Brittany Wilson, Director of Human Resources/Health & Safety/Recreation  
**Briefing Note Number:** 2026.05 - File Updates from the Director of Human Resources/Health & Safety/Recreation

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### Suggested Motion:

THAT Briefing Note 2026.05 re File Updates from the Director of Human Resources/Health & Safety/Recreation be received as information.

### Human Resources

- Ongoing recruitment for key positions to support organizational priorities and maintain service delivery standards across the Township.
- Continued enhancement of employee onboarding practices to support successful integration, engagement, and early productivity of new hires.
- Implementation of a formalized employee offboarding process.
- Ongoing review and modernization of HR policies and procedures to ensure compliance with current legislation and alignment with best practices in municipal operations.
- Ongoing review of compensation and benefits frameworks to remain competitive and attract qualified candidates.

### Health & Safety Program

- Continued advancement in the Health & Safety Excellence Program, with the Township on track to receive an estimated \$16,500 rebate in 2026.
- Completion of an organization-wide Job Hazard Analysis, strengthening proactive risk identification and workplace safety practices.
- Implementation of SDS Risk Assist, improving accessibility to safety data and supporting regulatory compliance.

### Flag Football Program (in partnership with Sportsklub)

- Successful launch of a youth flag football league in partnership with Sportsklub, with 98 participants enrolled.
- Participant demographics included 52 Ramara residents and 46 participants from neighbouring municipalities, including Orillia, Severn, Washago, Oro-Medonte, Beaverton, Barrie, and Gravenhurst.
- The program provided accessible, high-quality recreation opportunities locally, while also attracting regional participation and increasing community engagement.

**Recreation Grants**

- Continued proactive review and pursuit of grant opportunities to enhance recreation infrastructure and programming within Ramara.
- Ongoing administration of the Community Sport and Recreation Infrastructure Fund (CSRIF), supporting:
  - Installation of a new accessible playground at the Ramara Centre, and
  - Rehabilitation of the baseball diamond, scheduled for Fall 2026.
- Management of the Enabling Accessibility Fund, supporting the installation of a new pavilion at the Ramara Centre, also planned for Fall 2026.

**Recreation Program Review**

- Ongoing evaluation and enhancement of recreation programming in response to participant feedback and usage trends.
- Enhancements to the summer camp program include:
  - Expansion of programming to include two off-site camp weeks, both of which are nearing full capacity (one remaining space per week).
  - Introduction of special guest experiences at the Ramara Centre to enrich programming and improve participant engagement.
- These improvements aim to enhance participant experience and retention, particularly among returning campers.

## Briefing Note



**Meeting:** Special Meeting of Council – June 29, 2026  
**Staff Contact:** Melissa Gowanlock, Manager of Communications & Community Experience  
**Briefing Note Number:** 2026.06 - File Updates from the Manager of Communications & Community Experience

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### **Suggested Motion:**

THAT Briefing Note 2026.06 re File Updates from the Manager of Communications and Community Experience be received as information.

### **Economic Development Brief:**

#### **Community Improvement Plan**

- Contract awarded to Vitality Planning to develop a Community Improvement Plan (CIP) Strategy.
- Project kickoff.
- The project will build on the economic development and CIP groundwork completed by Georgian College in 2025.
- The completed strategy and recommended incentive programs will be presented to the next term of Council for consideration.

#### **Municipal Buildings**

- Staff are finalizing a framework for a Request for Information (RFI) and/or Request for Proposal (RFP) process for the Brechin municipal buildings.
- Demolition quotations are being obtained and reviewed.
- A report outlining options and next steps is anticipated to be brought forward to Council in July 2026.

#### **Signage Strategy**

- Initial project discussions and site tour have been completed with the consultant.
- Initial consultation has taken place with Council, Township boards and committees, and community organizations, including the Chamber of Commerce and Royal Canadian Legion.
- Additional public engagement opportunities are planned for later this summer.
- Draft wayfinding and signage concepts are anticipated to be presented this fall.

#### **Economic Development Strategy & Work Plan**

- The Economic Development Committee continues work on the development of an updated Economic Development Strategy and associated work plan to bring back to Council for consideration.
- Three sub-committees have been established to support this work:
  - a) Business Retention and Expansion
  - b) Tourism and Agritourism
  - c) Marketing and Business Tools

- Recommendations will be brought forward to Council upon completion.

**Communications Brief:**

**Mobile Signage**

- The Township has purchased three mobile message signs to support municipal communications.
- The signs are currently being used to support communications related to the Wastewater Facility 202 Project (Bayshore Village) and physician recruitment initiatives.
- The signs will also support emergency communications, public notices, community events, and other municipal messaging moving forward.

**Opportunities for Non-Digital Information Sharing**

- As identified through the [Community Engagement report](#) presented at the April 27, 2026, Council meeting, staff are exploring additional methods to share municipal information with residents who may have limited access to digital communication channels.
- Opportunities being explored include Township information boards and other non-digital communication tools at municipal facilities and community gathering spaces.

**Paid Campaigns**

- Staff are utilizing paid, targeted digital advertising campaigns through social media to help support priority municipal initiatives.
- Current campaigns include physician recruitment and patient registration, Zoning By-law survey, and other key municipal projects and notices.