

ORDRE DU JOUR

Agenda

Séance régulière du conseil qui aura lieu
à 18 h 30, le mercredi 25 mars 2020
*Regular Council meeting scheduled for
Wednesday, March 25, 2020 at 6:30 p.m.*

1. **OUVERTURE**
CALL TO ORDER
2. **PRÉSENCE**
ROLL CALL

	In attendance	Absent	With Notice	Without Notice
Mayor Beverly Nantel				
Councillor Chantal Croft				
Councillor Héléne Perth				
Councillor Léandre Moore				
Councillor Luc Lévesque				
CAO-Clerk				
Treasurer/Tax Collector				
Infrastructure Superintendent				
Misc. Staff				
Misc. Staff				

3. **APPEL ET DÉCLARATION D'INTÉRÊT PÉCUNIAIRE**
DECLARATION OF CONFLICT
4. **ADOPTION DE L'ORDRE DU JOUR**
APPROVAL OF AGENDA
5. **ADOPTION DES PROCÈS-VERBAUX**
ADOPTION OF MINUTES

- 5.1 Procès-verbal daté du 11 mars 2020 de la réunion régulière du conseil municipal / *Regular Municipal Council meeting minutes dated March 11, 2020*; et / and **(Resolution)**

- 5.2 Procès-verbal daté du 19 mars 2020 de la réunion spéciale du conseil municipal / *Special Municipal Council meeting minutes dated March 19, 2020; (Resolution)*

6. DÉLÉGATIONS
DELEGATIONS

7. CORRESPONDANCE
CORRESPONDENCE

- 7.1 Procès-verbal daté du 10 février 2020 du Comité consultatif du plan de sécurité et de bien-être des collectivités / *Community Safety and Well-Being Plan Advisory Committee meeting minutes dated February 10, 2020; et / and (Information)*
- 7.2 Communiqué de presse daté du 24 mars 2020 de Alamos Gold Inc. au sujet de la suspension des opérations / *Press release dated March 24, 2020 from Alamos Gold Inc. with regards to the suspension of operations ; et / and (Information)*
- 7.3 Lettre datée du 28 février 2020 de Michael Mantha, député, Algoma-Manitoulin au sujet d'un message de félicitations pour notre subvention du Programme de modernisation municipale / *Letter dated February 28, 2020 from Michael Mantha, MPP, Algoma-Manitoulin with regards to a message of congratulations for our funding under the Municipal Modernization Program; et / and (Information)*
- 7.4 Inspection du calendrier de travail annuel approuvé 2020-2021, forêts White River, Pic, Nagagami et Magpie / *Inspection of Approved 2020-2021 Annual Work Schedules White River, Pic, Nagagami and Magpie Forests; et / and (Information)*
- 7.5 Lettre datée du 23 mars 2020 du Ministère du Solliciteur général, Bureau du commissaire des incendies et de la gestion des situations d'urgence au sujet de la déclaration d'urgence provinciale du COVID-19 / *Letter dated March 23, 2020 from the Ministry of the Solicitor General, Office of the Fire Marshal and Emergency Management with regards to the Provincial Emergency Declaration for COVID-19; et / and (Information)*
- 7.6 Lettre datée du 20 mars 2020 de l'Agence Ontarienne des eaux au sujet du COVID-19 / *Letter dated March 20, 2020 from the Ontario Clean Water Agency with regards to COVID-19; et / and (Information)*
- 7.7 Avis public au sujet de faire attention à ce que vous jetez dans votre tuyauterie / *Public notice with regards to being careful of what you flush down your pipes; et / and (Information)*

- 7.8 Lettre datée du 16 mars 2020 du Comté de Grey au sujet d'une demande de support concernant l'exonération de l'accise sur les vins 100% canadiens / *Letter dated March 16, 2020 from the Grey County with regards to a request for support concerning 100% Canadian Wines Excise Exemption*; et / and **(Resolution / Support)**
- 7.9 Lettre datée du 16 mars 2020 du Club Magpie Rod & Gun de Dubreuilville au sujet d'une demande de donation pour leur tournoi de pêche / *Letter dated March 16, 2020 from the Dubreuilville Magpie Rod & Gun Club with regards to a request for donation for their fish derby*; et / and **(Resolution)**
- 7.10 Lettre datée du 10 mars 2020 adressée au Ministère de la santé et des soins de longue durée au sujet d'une lettre de support pour l'application de six lits additionnels de soins de longue durée au Centre de santé Lady Dunn / *Letter dated March 10, 2020 addressed to the Ministry of Health and Long-Term Care with regards to a request for support for the application of six additional long term care beds at Lady Dunn Health Centre*; **(Resolution / Support)**

8. RAPPORT DES COMITÉS ET/OU DÉPARTEMENTS **REPORTS FROM COMMITTEES AND/OR DEPARTMENTS**

- 8.1 Rapport pour le conseil daté du 10 mars 2020 de l'Agente de développement économique au sujet d'une demande d'assister à une conférence / *Council report dated march 10, 2020 from the Economic Development Officer with regards to a request to attend a conference*; et / and **(Resolution)**
- 8.2 Rapport pour le conseil daté du 16 mars 2020 de l'Agente de développement économique au sujet d'une demande de contribution financière au programme de marketing touristique d'Aventure Nord / *Council report dated March 16, 2020 from the Economic Development Officer with regards to a request for a financial contribution for the Aventure Nord Tourism Marketing Program*; et / and **(Resolution)**
- 8.3 Rapport pour le conseil date du 23 mars 2020 du Surintendant de l'infrastructure au sujet de l'enlèvement de l'excès de neige en ville / *Council report dated March 23, 2020 from the Infrastructure Superintendent with regards to the removal of excess snow in town*; et / and **(Resolution)**
- 8.4 Plan de communication pour l'examen de la prestation des services 2020 / *Communications Plan for Service Delivery Review 2020*; **(Resolution)**

9. APPROBATION DES RÉGISTRES DE CHÈQUES **APPOVAL OF CHECK REGISTER**

- 9.1 Rapport pour le Conseil (registre des chèques pour 2020) daté du 20 mars

2020 (liste A) / *Council Board Report (cheque register for 2020) dated March 20, 2020 (list A)*; et / and **(Resolution)**

- 9.2 Rapport pour le Conseil (registre des chèques pour 2020) daté du 20 mars 2020 (liste B - Visa) / *Council Board Report (cheque register for 2020) dated March 20, 2020 (list B - Visa)*; **(Resolution)**

10. RÉGLEMENTS **BY-LAWS**

- 10.1 Arrêté-municipal no. 2020-15, étant un règlement visant à confirmer les travaux du Conseil de la Corporation du Canton de Dubreuilville à sa séance régulière tenue le 25 mars 2020 / *By-Law No. 2020-15, being a By-law to confirm the proceedings of the Council of the Corporation of the Township of Dubreuilville at its regular meeting held on March 25, 2020*; et / and **(Resolution)**
- 10.2 Arrêté-municipal no. 2020-16, étant un règlement pour autoriser l'exécution d'une entente avec Ornge pour recevoir une subvention sous le programme de financement d'opération et d'entretien de l'héliport / *By-Law No. 2020-16, being a By-law to authorize the execution of an Agreement with Ornge to receive funding under the Helipad operations and maintenance funding program*; **(Resolution)**

11. AJOUT **ADDENDUM**

12. ASSEMBLÉE A HUIS CLOS **CLOSED SESSION**

- 12.1 Discussion concernant les relations de travail ou les négociations avec les employés / *Discussion regarding labour relations or employee negotiations (Municipal Act, 2001, S.O. 2001, c. 25, s. 239 (2) (d))*; et / and
- 12.2 Discussion concernant des renseignements privés concernant une personne qui peut être identifiée, y compris des employés de la municipalité ou du conseil local / *Discussion regarding personal matters about an identifiable individual, including municipal or local board employees (Municipal Act, 2001, S.O. 2001, c. 25, s. 239 (2) (b))*;

13. AJOURNEMENT **ADJOURNMENT**



THE CORPORATION OF THE TOWNSHIP OF DUBREUILVILLE

-MINUTES-

Regular Council Meeting held on
March 11, 2020 at 6:30 p.m.
Council Chambers

PRESENT: Mayor, B. Nantel
Councillor, H. Perth
Councillor, L. Moore
Councillor, L. Lévesque
Councillor C. Croft

STAFF: CAO-Clerk, Shelley B. Casey

Mayor, Beverly Nantel called the meeting to order at 6:30 p.m.

20-064 Moved by: Councillor Moore
Seconded by: Councillor Croft

Whereas that the agenda for the regular municipal council meeting dated March 11, 2020 be adopted as submitted, with the following addition of:

11.1 COVID-19

Carried

20-065 Moved by: Councillor Perth
Seconded by: Councillor Lévesque

Whereas that the Council of the Corporation of the Township of Dubreuilville wishes to receive and approve the following municipal council meeting minutes as submitted:

- Regular Municipal Council meeting minutes dated February 26, 2020.

Carried

20-066 Moved by: Councillor Lévesque
Seconded by: Councillor Moore

Whereas that the following be received as information only:

7.1 Northeast Superior Mayors Group meeting minutes dated January 13, 2020; and

20-069 Moved by: Councillor Perth
Seconded by: Councillor Croft

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to receive and approve the attached Collaboration Agreement Amendment for the Northeast Superior Regional Broadband Network for an additional \$1,000 contribution, as presented.

Carried

20-070 Moved by: Councillor Perth
Seconded by: Councillor Moore

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to provide its support towards the efforts of our local teachers I fighting against proposed education cuts by the Ford Government that would have negative impacts on our students and the quality education they deserve;

Therefore, be it resolved that a letter be prepared, as per example provided, ad be sent to our local school board trustees of the CSCNO.

Defeated

20-071 Moved by: Councillor Croft
Seconded by: Councillor Lévesque

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to receive and approve the attached O. Regulation 170 – 2019 Section 11 Annual Report for the Dubreuilville Drinking-Water System, as presented.

Carried

20-072 Moved by: Councillor Croft
Seconded by: Councillor Lévesque

Whereas that this By-Law be brought back for future discussion in June 2020.

Carried

20-073 Moved by: Councillor Croft
Seconded by: Councillor Moore

Whereas that the attached Council Board Report (cheque register for 2020, list A) dated March 5, 2020 in the amount of \$81,045.08, be approved for payment.

Carried

20-074 Moved by: Councillor Perth
Seconded by: Councillor Croft

Whereas that the attached Council Board Report (cheque register for 2020, list B - Visa) dated March 5, 2020 in the amount of \$3,821.30, be approved for payment.

Carried

20-075 Moved by: Councillor Perth
Seconded by: Councillor Moore

Whereas that By-Law No. 2020-12, being a By-law to confirm the proceedings of the Council of the Corporation of the Township of Dubreuilville at its regular meeting held on March 11, 2020, be adopted as presented.

Carried

20-076 Moved by: Councillor Perth
Seconded by: Councillor Moore

Whereas that By-Law No. 2020-13, being a By-law to enter into a Ontario Transfer Payment Agreement with the minister of Municipal Affairs and Housing to complete a Municipal Service Delivery Review, be adopted as presented.

Carried

20-077 Moved by: Councillor Croft
Seconded by: Councillor Lévesque

Whereas that we adjourn to go in-camera session at 7:21 p.m.

12.1 Discussion regarding labour relations or employee negotiations (*Municipal Act, 2001, S.O. 2001, c. 25, s. 239 (2) (d)*).

Carried

20-078 Moved by: Councillor Perth
Seconded by: Councillor Moore

Whereas that we reconvene in regular municipal council meeting at 8:18 p.m.

Carried

20-079 Moved by: Councillor Moore
Seconded by: Councillor Perth

Whereas that this regular municipal council meeting dated February 26, 2020 hereby adjourn at 8:18 p.m.

Carried

Mayor

CAO/Clerk

THE CORPORATION OF THE TOWNSHIP OF DUBREUILVILLE

-MINUTES-

Special Council Meeting held on
March 19, 2020 at 2:00 p.m.
Council Chambers
COVID-19

PRESENT: Mayor, B. Nantel
Councillor, C. Croft
Councillor, H. Perth
Councillor, L. Moore
Councillor, L. Lévesque

STAFF: Treasurer/Tax Collector, Suzanne Bouchard
Infrastructure Superintendent, Francis DeChamplain
Administrative Assistant, Nathalie Gendron
Office Clerk, Brigitte Tremblay
Infrastructure Assistant, Jeff Hoffmann

Mayor, Beverly Nantel called the meeting to order at 2:00 p.m.

20-080 Moved by: Councillor Moore
Seconded by: Councillor Perth

Whereas that the agenda for the special municipal council meeting dated March 19, 2020 be adopted as submitted.

Carried

20-081 Moved by: Councillor Perth
Seconded by: Councillor Moore

Whereas that the three (3) attached public notices dated march 13, 2020, March 17, 2020 and March 18, 2020 be approved.

Carried

20-082 Moved by: Councillor Perth
Seconded by: Councillor Lévesque

Whereas that the Infrastructure Department move forward in implementing new garbage collection measures to help minimize the spread of the virus.

Carried

20-083 Moved by: Councillor Croft
Seconded by: Councillor Perth

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to schedule the meeting dates of the regular municipal council meeting as described below:

We will carry on as usual for regular meetings until further notice; and

That all committee meetings be postponed until further notice.

Carried

20-084 Moved by: Councillor Perth
Seconded by: Councillor Lévesque

Whereas that the By-Law No. 2020-14, being a By-law to confirm the proceedings of the Council of the Corporation of the Township of Dubreuilville at its special meeting held on March 19, 2020, be adopted.

Carried

20-085 Moved by: Councillor Croft
Seconded by: Councillor Lévesque

Whereas that this special municipal council meeting dated March 19, 2020 hereby adjourn at 2:58 p.m.

Carried

Mayor

CAO/Clerk

Community Safety and Well Being Plan Advisory Committee

MINUTES

February 10, 2020 1:00 – 2:30

3 Maple St. Board Room

Expected Attendees: Julie Hunter, Wawa Family Health Team; Gretchen Belanger, Algoma Public Health (addictions); Richard Bordin, OPP; Jeff Maclary, Algoma Family Services; Emma Blanchet, Algoma Public Health (mental health); Krista Scott, Children's Aid Society; Anna-Lisa Klockars, Algoma District Social Services Board; Ron Rody, Wawa Town Council; Shelly Casey, Dubreuville Municipality; Tina Forsyth, White River Municipality; Beverly Boyd, Wawa and Area Victim Services

Guest: Shah Mohamed, Economic Development Corporation, Wawa; Tracey Manuel, Nurse Practitioner Led Clinic, White River

Regrets: Rob Reece, Lucille Vachon-Case, Cathy Cyr, Kadean Ogilvie-Pinter

1. Approval / Additions to the Agenda

Moved by: Anna-Liisa Klockars

CARRIED

2. OWL Use

We do have the use of the OWL technology for those who are unable to make the meeting in person. Bev will get more information.

3. Approval of Minutes of January Meeting.

1st: Jeff Maclary

2nd Richard Bordin

Carried

4. Schedule concerns: April 13th – Easter Monday - changed to April 14

September 14 - Mayor's Meeting - changed to September 15

October 12 – Thanksgiving - October 13

Note: *Bev checked with the municipality and the room is available on these days. Calendar notices sent.*

5. We are still awaiting information from a number of organizations. It is difficult for some to gather stats without knowing precisely what stats are required. Each organization should provide stats that reflect what the organization does.

Ron brought a couple of plans (one from Kenora and one from Bancroft) with him. The reports do not necessarily have the stats included in the plan although they make mention of documents used (Annual Reports, for example).

Ron also provided us with information on how the tax system operates in municipalities across the province. They are required to make payments to various services (School Boards, Algoma District Social Services Board, Algoma Public Health, for example) based upon the expected tax revenue, not the taxes that are actually received. There is approximately \$ 1,600,000.00 owing in back taxes – both residential and business - in Wawa. All communities receive an annual profile from the provincial government which gives an indication of the financial health of the community. The profile will be a reflection of financial aspects such as; reserves, accounts payable, accounts receivable, age of infrastructure and future needs.

Ron Rody (and others) meet with Keith Bell, CEO of ADSSAB on a monthly basis and stats are provided at these meetings. Information regarding Ontario Works, Ontario Disability Support Program, Housing, Childcare and Emergency Medical Services should be available.

Ron mentioned that the EMS information will include the number of calls per community, the 'type' of call and the 'level' of call.

Ron to forward information to Bev for dissemination.

Julie Hunter, WFHT has difficulty getting objective data from their records.

Jeff Maclary will be speaking with the AFS statistician to go over some stats relevant to us and then he will pass them on to us.

As we are concerned that we may not be able to get stats that are completely objective and analyze them within such a short period of time it was determined that we should go back to each organization and ask them what they see as being their top three (3) issues, what they are basing this on, and then proceed from there. At our next meeting we are scheduled to begin the analysis of the information and then determine the priorities with goal development in May. This will change as a result of the change in process.

6. Shah Mohamed – Economic Development Corporation of Wawa – Housing

The Economic Development Corporation is investigating issues surrounding housing in Wawa, including such things as; housing stock aging, maintenance, community dynamics; how buildings were built in the past and how they could be built now – funding, partnerships; types of homes needed – duplexes, apartments, tiny homes; systemic issues that cause people to not want to build.

Ron provided us with information on the new building that ADSSAB will be building in the lot adjacent to Mountainview. It will be a ten (10) unit building.

Ron provided us with information about different companies that may want to do work in the area, whether new builds or repurposing. We have a number of existing lots that have to be sold before we are able to open up other lots for housing.

Anyone interested in demolishing an existing building may have difficulty getting rid of the debris as the municipality is still waiting for an expansion to our landfill.

7. Asset mapping

Please send any additional information to Bev.

7.2

FOR IMMEDIATE RELEASE



ALAMOS GOLD INC.

Brookfield Place, 181 Bay Street, Suite 3910, P.O. Box #823
Toronto, Ontario, Canada M5J 2T3
Telephone: (416) 368-9932 or 1 (866) 788-8801

All amounts are in United States dollars, unless otherwise stated.

Alamos Gold Announces 14 Day Suspension of Operations at Island Gold and Provides Update on Other COVID-19 Measures

Toronto, Ontario (March 24, 2020) – **Alamos Gold Inc. (TSX:AGI; NYSE:AGI)** (“Alamos” or the “Company”) today provided an update on the measures it has instituted to prevent the spread of COVID-19 including a 14 day suspension of operations at Island Gold.

To date, Alamos has not had any confirmed cases of COVID-19 among any of its employees or contractors and has not experienced any impact to its operations or its supply chain. Over the past two weeks, the Company has instituted a number of measures to help prevent the spread of COVID-19 and protect the health and well-being of its employees and contractors, their families, and the local communities. This includes temporarily suspending operations at its Island Gold mine given the unique set-up of the operation with both a large local community and fly-in, fly-out workforce. The Company continues to closely monitor the situation and will institute additional measures as appropriate.

To date, operations at Young-Davidson and Mulatos have not been impacted. The Company is on track to achieve consolidated production guidance for the first quarter of 2020 of 105,000 to 110,000 ounces of gold.

“First and foremost, our focus is on ensuring we protect the health and safety of our employees and the communities in which we operate. At Island Gold, approximately half of our employees travel from various parts of Ontario and Quebec, while the other half are local residents. We have a very unique camp set-up at Island Gold, with the camp located directly within the town of Dubreuilville. For these reasons, we have decided that the best way to minimize the possible spread of the virus is to temporarily suspend the operation of the mine. This is a rapidly evolving situation and we will take further action based on the best available information,” said John A. McCluskey, President and Chief Executive Officer.

Temporary Suspension of Operations at Island Gold

The Island Gold mine is located southeast of the town of Dubreuilville and 83 kilometres northeast of Wawa in Northern Ontario. Approximately 50% of the workforce comes from the local communities with the other 50% housed in a camp within the town of Dubreuilville and operating on a fly-in, fly out basis from various other regions. To help prevent the potential spread of COVID-19 between these various communities, the Company will be scaling down activities over the next few days as part of a 14 day suspension of operations at Island Gold.

During this period, Island Gold will be placed on care and maintenance. A number of essential employees will remain on site to provide security, water management and other environmental protection activities.

TRADING SYMBOL: TSX:AGI NYSE:AGI

WEBSITE: www.alamosgold.com

Measures Taken Across all Operations

To date, operating activities at the Young-Davidson and Mulatos mines have not been impacted. The following measures have been instituted to prevent the potential spread of the virus:

- Medical screening for all personnel upon entry to site for symptoms of COVID-19
- Elimination of all non-essential business travel
- Required 14 day quarantine for any employees returning from out of country travel
- Rigid camp and site hygiene protocols have been instituted and are being followed
- Social distancing practises have been implemented to limit interactions to only within functional groups or crews
- Restrictions on visitor site access to only essential personnel
- Sponsored a service to provide hot meals to those in need within Dubreuilville, including anyone with health issues, facing economic challenges, those at risk and residents 65 years of age or older

We continue to monitor the situation and will take additional measures as appropriate to protect the health and well-being of our employees, contractors and communities.

About Alamos

Alamos is a Canadian-based intermediate gold producer with diversified production from three operating mines in North America. This includes the Young-Davidson and Island Gold mines in northern Ontario, Canada and the Mulatos mine in Sonora State, Mexico. Additionally, the Company has a significant portfolio of development stage projects in Canada, Mexico, Turkey, and the United States. Alamos employs more than 1,700 people and is committed to the highest standards of sustainable development. The Company's shares are traded on the TSX and NYSE under the symbol "AGI".

FOR FURTHER INFORMATION, PLEASE CONTACT:

Scott K. Parsons

Vice President, Investor Relations

(416) 368-9932 x 5439

The TSX and NYSE have not reviewed and do not accept responsibility for the adequacy or accuracy of this release.

Cautionary Note

This news release includes certain statements that constitute forward-looking information within the meaning of applicable Canadian and U.S. securities laws ("forward-looking statements"). All statements, other than statements of historical fact, are, or may be deemed to be, forward-looking statements and are generally, but not always, identified by the use of forward-looking terminology such as "continue", "on track", "believe", "possible", "potential", or variations of such words and phrases and similar expressions or statements that certain actions, events or results "may", "could", "would", "might" or "will" be taken, occur or be achieved or the negative connotation of such terms.

This news release contains forward-looking statements, including specifically with respect to measures the Company has instituted to prevent the spread of COVID-19 at or near its mine sites. Forward-looking statements are necessarily based upon a number of factors and assumptions that, while considered reasonable by management at the time of making such statements, are inherently subject to significant business, economic, technical, legal, political and competitive uncertainties and contingencies. Known and unknown factors could cause actual results to differ materially from those projected in the forward-looking statements, and undue reliance should not be placed on such statements and information.

Such factors and assumptions underlying the forward-looking statements in this news release, but are not limited to: operations may be exposed to widespread pandemic; provincial and federal orders (including with respect to mining operations generally or auxiliary businesses or services required for our operations); changes in national and local government legislation, controls or regulations, failure to comply with environmental and health and safety laws and regulations; labour and contractor availability and other operating or technical difficulties, and disruptions in the maintenance or provision of required infrastructure and information technology systems. In addition, fluctuations in the price of gold or certain other commodities such as, diesel fuel, natural gas, and electricity; operating or technical difficulties in connection with mining or development activities, including geotechnical challenges and changes to production estimates (which assume accuracy of projected ore grade, mining rates, recovery timing and recovery rate estimates and may be impacted by unscheduled maintenance); changes in foreign exchange rates (particularly the Canadian dollar, U.S. dollar, Mexican peso and Turkish Lira); the impact of inflation; any decision to declare a dividend; employee and community relations; labour and contractor availability (and being able to secure the same on favourable terms); litigation and administrative proceedings; disruptions affecting operations; availability of and increased costs associated with mining inputs and labour; inherent risks and hazards associated with mining and mineral processing including environmental hazards, industrial accidents, unusual or unexpected formations, pressures and cave-ins; the risk that the Company's mines may not perform as planned; uncertainty with the Company's ability to secure additional capital to execute its business plans; the speculative nature of mineral exploration and development, risks in obtaining and maintaining necessary licenses, permits and authorizations, contests over title to properties; expropriation or nationalization of property; political or economic developments in Canada, Mexico, the United States, Turkey and other jurisdictions in which the Company may carry on business in the future; increased costs and risks related to the potential impact of climate change; the costs and timing of construction and development of new deposits; risk of loss due to sabotage, protests and other civil disturbances; the impact of global liquidity and credit availability and the values of assets and liabilities based on projected future cash flows; risks arising from holding derivative instruments; and business opportunities that may be pursued by the Company.

For a more detailed discussion of such risks and other factors that may affect the Company's ability to achieve the expectations set forth in the forward-looking statements contained in this news release, see the Company's latest 40-F/Annual Information Form and Management's Discussion and Analysis, each under the heading "Risk Factors" available on the SEDAR website at www.sedar.com or on EDGAR at www.sec.gov. The foregoing should be reviewed in conjunction with the information found in this news release.

The Company disclaims any intention or obligation to update or revise any forward-looking statements whether as a result of new information, future events or otherwise, except as required by applicable law.

Legislative
Assembly of
Ontario



Assemblée
législative de
l'Ontario

7.3

Michael Mantha MPP/député
Algoma-Manitoulin

February 28, 2020

Maire Beverly Nantel
Canton de Dubreuilville
PO Box 367
Dubreuilville, ON
P0S 1B0

Chère maire Nantel et cher conseil,

C'est avec grand plaisir que j'adresse mes félicitations au Canton de Dubreuilville pour avoir reçu une subvention de 53 933,00 \$ dans le cadre du Programme de modernisation municipale. Je comprends que le canton prévoit utiliser ce financement pour soutenir votre projet d'examen de la prestation des services municipaux.

Pour que les collectivités du Nord demeurent viables et attrayantes pour les familles et les entreprises, il est essentiel que les municipalités aient la capacité de fournir des services modernes et efficaces. Il est merveilleux de savoir que le canton de Dubreuilville reçoit ce généreux soutien pour l'aider dans cette démarche.

Veillez accepter mes félicitations pour avoir reçu cet important financement et mes meilleurs vœux de succès pour vos initiatives.

Cordialement,

A handwritten signature in black ink, appearing to be 'Michael Mantha'.

Michael Mantha, député
Algoma-Manitoulin

INSPECTION

7.4

Inspection du calendrier de travail annuel approuvé 2020 – 2021, forêts White River, Pic, Nagagami et Magpie

Le bureau de district de Wawa du ministère des Richesses naturelles et des Forêts (MRNF) de l'Ontario a examiné et approuvé le calendrier de travail annuel en vigueur du 1er avril 2020 au 31 mars 2021 dans les forêts White River, Pic, Nagagami et Magpie.

Endroits où l'on peut examiner le calendrier

Le public pourra inspecter le calendrier de travail annuel aux bureaux de Nawiinginiima Forest Management Corporation, de First Resource Management Group et de Mistikuskahk Resources Inc., respectivement en prenant un rendez-vous pendant les heures ouvrables normales et sur le site Web du gouvernement de l'Ontario au www.ontario.ca/plansforestiers à compter du 15 mars 2020 et tout au long de la période d'un an durant laquelle le calendrier sera en vigueur.

Travaux d'aménagement forestier prévus

Le calendrier de travail annuel décrit les travaux d'aménagement forestier (construction, entretien et mise hors service de route, carrière d'agrégats pour routes forestières, prélèvement d'arbres, préparation de terrains, plantation d'arbres, soins sylvicoles, etc.) qui sont prévus dans la forêt durant la période de 12 mois.

Plantation d'arbres et bois de chauffage

Nawiinginiima Forest Management Corporation s'occupe de la plantation d'arbres dans les forêts White River et Pic. Les personnes qui veulent connaître les possibilités d'emploi comme planteur d'arbres peuvent s'adresser à Mathew Hodgkin au 807 229-8118.

First Resource Management Group s'occupe de la plantation d'arbres dans la forêt Nagagami. Les personnes qui veulent connaître les possibilités d'emploi comme planteur d'arbres peuvent s'adresser à Jeff Barton au 705 648-0708.

Mistikuskahk Resources Inc. s'occupe de la plantation d'arbres dans la forêt Magpie. Les personnes qui veulent connaître les possibilités d'emploi comme planteur d'arbres peuvent s'adresser à Wayne Pawson au 705 626-3360.

Pour connaître les endroits où l'on peut ramasser du bois de chauffage (pour un usage personnel) et voir ce qu'il faut faire pour obtenir un permis à cette fin, on peut communiquer avec Jennifer Tremblay au bureau de district de Wawa du MRNF au 705 856-4717. Les personnes qui désirent ramasser du bois pour ensuite le vendre doivent communiquer avec la personne-ressource susmentionnée de l'entreprise concernée.

Renseignements supplémentaires

Pour de plus amples renseignements sur le calendrier de travail annuel, pour prendre un rendez-vous pour discuter du calendrier avec le personnel du MRNF ou pour obtenir une carte indiquant l'emplacement des travaux forestiers prévus dans le cadre du calendrier, on peut communiquer avec :

Personne-ressource du bureau du district de Wawa du MRNF

Brian Harbord, F.P.I.

Aménagiste forestier

Bureau de district de Wawa du MRNF

48, chemin Mission

Wawa (Ontario) P0S 1E0

tél. : 705 856-4736

courriel : brian.harbord@ontario.ca

Personne-ressource pour un permis lié aux forêts White River et Pic

Rebecca Merritt

Forestière-planificatrice Nawiinginiima

Forest Management Corporation

22, chemin Peninsula

Marathon (Ontario) P0T 2E0

tél. : 807 229-8118

Personne-ressource pour un permis lié à la forêt Nagagami

Scott Lumb

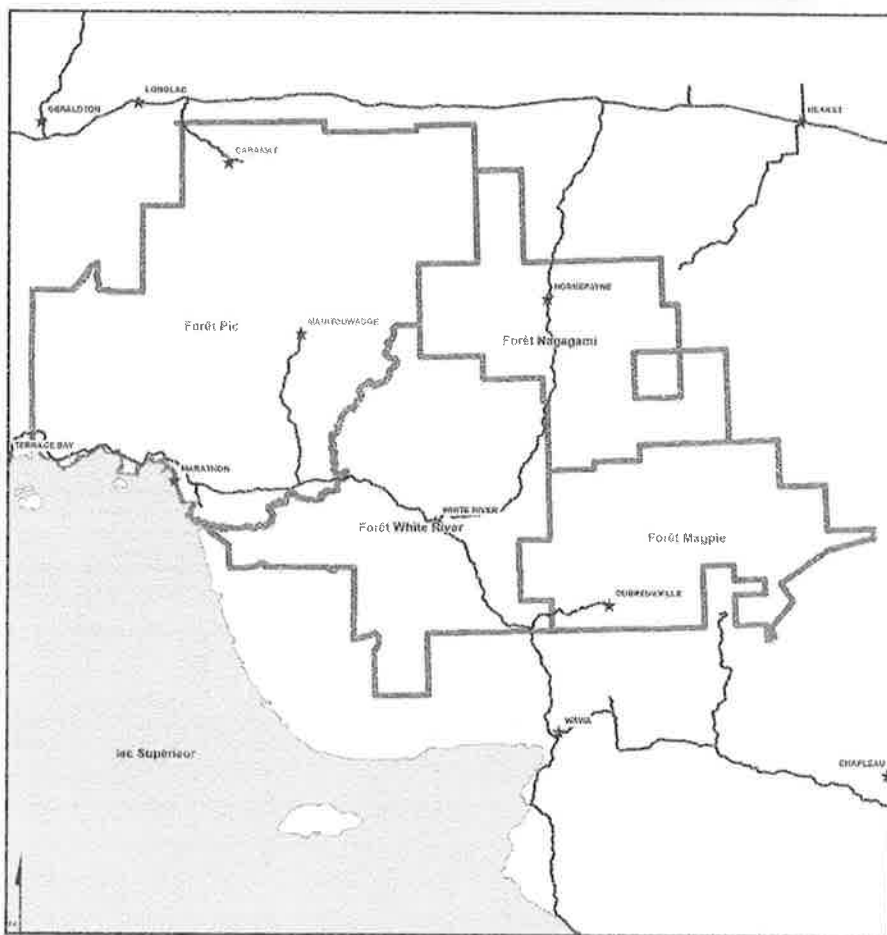
Forestier-planificateur

First Resource Management Group

78, rue Front

Hornepayne (Ontario) P0M 1Z0

tél. : 705 995-2414



INSPECTION

Inspection of Approved 2020-2021 Annual Work Schedules White River, Pic, Nagagami and Magpie Forests

The Wawa District Office of the Ontario Ministry of Natural Resources and Forestry (MNR) has reviewed and approved the April 1, 2020 – March 31, 2021 Annual Work Schedules (AWS) for the White River, Pic, Nagagami and Magpie Forests.

Availability

The AWS will be available for public inspection at the offices of Nawiinginokiima Forest Management Corporation, First Resource Management Group and Mistiguskahk Resources Inc., respectively, by appointment during normal business hours and on the Ontario government website at www.ontario.ca/forestplans, beginning **March 15, 2020** and for the one-year duration of the AWS.

Scheduled Forest Management Operations

The AWS describes forest operations such as road construction, maintenance and decommissioning, forestry aggregate pits, harvest, site preparation, tree planting and tending that are scheduled to occur during the year.

Tree Planting and Fuelwood

Nawiinginokiima Forest Management Corporation is responsible for tree planting on the White River and Pic Forests. Please contact Mathew Hodgkin at 807-229-8118 for information regarding tree planting job opportunities.

First Resource Management Group is responsible for tree planting on the Nagagami Forest. Please contact Jeff Barton at 705-648-0708 for information regarding tree planting job opportunities.

Mistiguskahk Resources Inc. is responsible for tree planting on the Magpie Forest. Please contact Wayne Pawson at 705-626-3360 for information regarding tree planting job opportunities.

For information on the locations and licence requirements for obtaining fuelwood for personal use, please contact Jennifer Tremblay at the MNR Wawa District Office at 705-856-4717. For commercial fuelwood opportunities, please contact the respective, aforementioned industry contacts.

More Information

For more information on the AWS or to arrange an appointment with MNR staff to discuss the AWS or to request an AWS operations summary map, please contact:

MNR Wawa District Office Contact

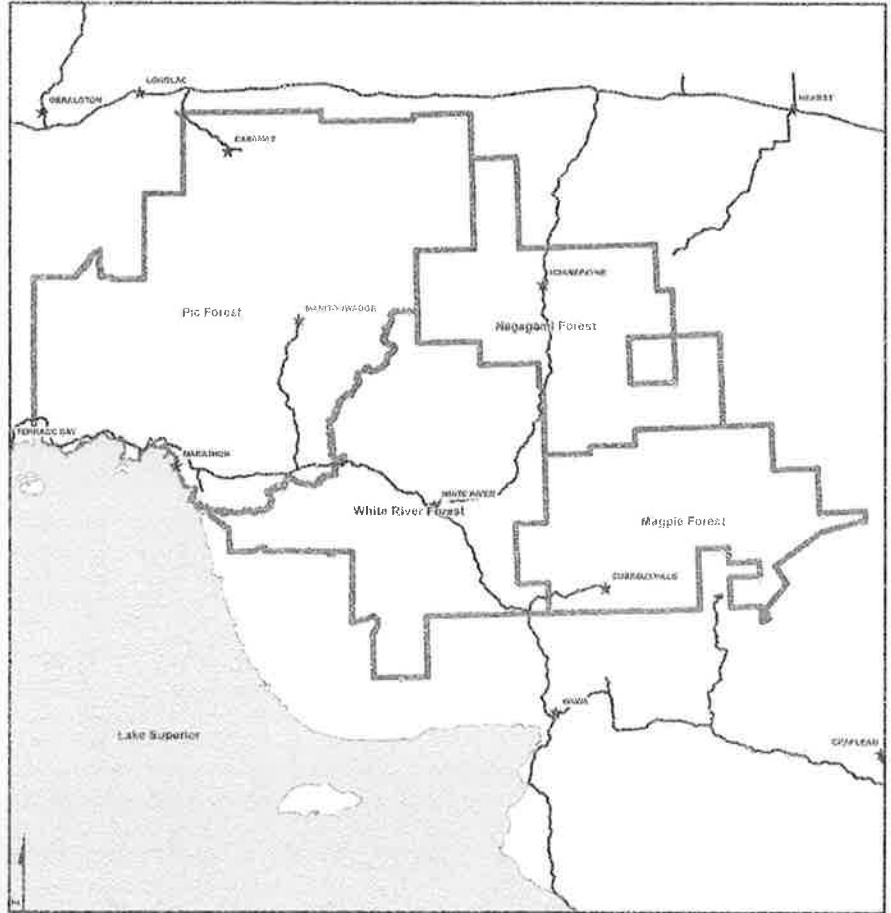
Brian Harbord, R.P.F.
Management Forester
MNR Wawa District Office
48 Mission Road
Wawa, ON P0S 1E0
tel: 705-856-4736
e-mail: brian.harbord@ontario.ca

White River and Pic Forest

Licensee Contact
Rebecca Merritt
Planning Forester
Nawiinginokiima Forest
Management Corporation
22 Peninsula Road
Marathon, ON P0T 2E0
tel: 807-229-8118

Nagagami Forest Licensee Contact

Scott Lumb
Forest Planner
First Resource Management Group
78 Front Street
Hornepayne, ON P0M 1Z0
tel: 705-995-2414



7.5

Ministry of the Solicitor General

Ministère du Solliciteur général



Office of the
Fire Marshal and
Emergency Management

Bureau du
commissaire des incendies et
de la gestion des situations d'urgence

25 Morton Shulman Avenue
Toronto ON M3M 0B1
Tel: 647-329-1200

25, rue Morton Shulman
Toronto ON M7A 1Y6
Tél.: 647-329-1200

March 23, 2020

To: Community Emergency Management Coordinators

From: Teepu Khawja, Assistant Deputy Minister & Chief, Emergency Management

Re: Provincial Emergency Declaration for COVID-19

This memo marks the completion of my first month as the new Assistant Deputy Minister & Chief of Emergency Management Ontario, and there is no better time than now for me to introduce myself and share some important developments.

First, thank you for your ongoing cooperation while we work with our senior officials to provide you the most accurate information to conduct your work in response to COVID-19. Outlined below is some recent information as it relates to the steps that the Province took to reduce the spread of COVID-19 and better protect Ontarians.

Of course, I am sure you can appreciate that with the pace of actions being taken by all levels of government it is best to monitor the [Ontario Newsroom](#) for the latest initiatives by the Province.

Emergency Declaration

On March 17, 2020, the government declared a provincial emergency through the authority granted under the *Emergency Management and Civil Protection Act (EMPCA)* and enacted two (2) Orders that day which will protect the public and reduce the harmful spread of COVID-19.

Emergency Orders:

ORDER 1

Based on expert advice received from the Chief Medical Officer of Health, the government will require the following establishments to be closed as of March 17, 2020 until March 31st, 2020 unless the emergency is terminated earlier:

- All facilities providing indoor recreational programs,
- All public libraries,
- All private schools as defined in the Education Act,

- All licensed child care centres,
- All bars and restaurants, except to the extent that such facilities provide takeout food and delivery,
- All theatres including those offering live performances of music, dance, and other art forms, as well as cinemas that show movies, and
- All concert venues.

ORDER 2

Based on advice received from Ontario's Chief Medical Officer of Health, all organized public events of over fifty (50) people are hereby prohibited including parades and events and communal services within places of worship.

A 3rd Order was enacted on March 21, 2020 to ensure health care resources are available to help prevent the spread of COVID-19.

As emergency management professionals, I know you understand the fluid nature of incidents such as what we are currently facing with the COVID-19 response. My staff and I are here to support you as our emergency management partners through the Provincial Emergency Operations Centre (PEOC).

I trust this information will assist you. I look forward to working with you and hopefully meet you in person in the near future. Should you require any further assistance or information, please reach out to the PEOC at 416-314-0472.

Sincerely,



Teepu Khawja
ADM & Chief, Emergency Management

Township of Dubreuilville
23 Pine Street, PO Box 367
Dubreuilville, ON P0S 1B0

RE: COVID-19 Update- March 20, 2020

As a valued partner, we'd like to provide an update on the measures OCWA is taking as the COVID-19 situation continues to evolve rapidly across the province. OCWA has been monitoring COVID-19 since it was first identified late in 2019. On March 11, the World Health Organization declared the COVID-19 situation a global pandemic. At that time, OCWA activated our Emergency Action Group made up of our Executive Management Team, as well as department leads from Corporate Communications, Compliance and Health & Safety.

This Group has been meeting regularly with all our Regional Managers to ensure appropriate plans are in place to help minimize the disruption to our work and to continue to provide water and wastewater services to the people of Ontario. OCWA is working closely with the Ministry of Environment, Conservation and Parks and the Ministry of Health, who continue to lead this work on behalf of the province.

OCWA is doing everything that it can to help prevent the spread of COVID-19 and ensure the continued operation of your water and wastewater facilities. We have a number of plans in place to deal with pandemic situations, including the Agency's **Continuity of Operations Plan** and other facility and corporate Emergency Response plans. These plans include the **Critical Shortage of Staff Contingency Plan**, which includes the review of critical operational needs and immediate and short-term staffing requirements.

We are committed to ensuring the safety of our staff while maintaining services to our clients. OCWA is following all provincial directions on self-isolation and working remotely where operationally feasible. We have also suspended non-essential travel, the attendance of our staff at conferences and events and any internal events and meetings (we are holding meetings by teleconference or skype wherever possible).

We are tracking any instance of COVID-19 across the Agency and at this point we have not seen any cases. We've asked all management to keep us updated should anything change or if they require additional support at specific facilities.

We recognize that the situation is evolving on a daily basis and as a result, we do not have all the answers for what will happen. We do commit, however, to continuing to keep you updated and will contact you immediately should the situation change with respect to your facilities.

Please do not hesitate to reach out to us should you have any additional questions or specific concerns about your facility. We appreciate your support and thank you for placing your continued trust in OCWA throughout these difficult times.

Sincerely,



Nevin McKeown
President & CEO, OCWA



Patrick Albert
Senior Operations Manager, Northwest
Regional Hub, OCWA

Attention à ce que vous jetez dans votre tuyauterie

Les lingettes désinfectantes, les serviettes en papier et les mouchoirs peuvent tous boucher votre tuyauterie.

Nous reconnaissons que c'est possible que de nombreux résidents aillent augmenter leur utilisation de lingettes désinfectantes, de serviettes en papier et de mouchoirs en réponse à COVID-19.

Nous aimerions rappeler aux résidents de ne pas jeter les lingettes de n'importe quel genre dans votre tuyauterie. Malgré ce que certains emballages disent, les lingettes ne sont pas jetables aux toilettes. Également, les serviettes en papier et les mouchoirs n'ont pas leur place dans les toilettes. Ces articles ne peuvent pas être jetés, car ils ne se décomposent pas comme le papier toilette.

Dans les égouts, les lingettes, les serviettes de papier et les mouchoirs obstruent les conduites - ce qui peut provoquer des débordements d'eaux usées toxiques dans vos maisons ou milieu de travail.

En plus, ces articles peuvent obstruer les égouts et provoquer des débordements d'eaux usées dans les rues et le milieu naturel. Ces déchets peuvent aussi endommager l'infrastructure d'eau d'égout à l'échelle locale.

Les seules choses qui vont dans les toilettes sont l'urine, les excréments et le papier de toilette. C'est tout! Rien d'autre, pas les lingettes désinfectantes, les serviettes en papier ou les mouchoirs. Veuillez mettre les lingettes, les mouchoirs et les serviettes en papier usagés à la poubelle.

Ce message est en partenariat avec l'Agence ontarienne des eaux.

Merci de votre collaboration.

Pour plus d'informations, contactez:

François DeChamplain, Surintendant de l'infrastructure

705-884-2340 poste 24

fdechamplain@dubreuilville.ca

La Corporation du Canton de Dubreuilville



A reminder to be careful what you flush

Wet wipes, paper towels and facial tissues can clog pipes

We recognize that many residents may be increasing their use of disinfectant wipes, paper towels and facial tissues in response to COVID-19.

We would like to remind residents not to flush wet wipes of any kind. Despite what some packaging says, wipes are not flushable. Paper towels and facial tissues also do not belong in the toilet. These items cannot be flushed because they do not break down like toilet paper does.

If wipes, paper towels and facial tissues are flushed, they can cause blockages in pipes – which may lead to sewage overflows in your home or business.

Further down the line, these items can clog sewers and cause sewage overflows into streets and the natural environment. They can also cause costly damage to local wastewater infrastructure.

The only things that should be flushed are the 3Ps: Pee, Poo & (toilet) Paper. No exceptions. Please put used wipes, facial tissues and paper towels in the garbage.

Thank you for working with us to keep our community's pipes and sewers clear and our wastewater infrastructure functioning smoothly.

This message is in partnership with our wastewater operator, the Ontario Clean Water Agency.

Thank you for your cooperation.

For questions or concerns, contact:

Francis DeChamplain, Infrastructure Superintendent

705-884-2340 ext. 24

fdechamplain@dubreuilville.ca

The Corporation of the Township of Dubreuilville



Clerk's Department

595 9th Avenue East, Owen Sound Ontario N4K 3E3
519-372-0219 x 1223 / 1-800-567-GREY / Fax: 519-376-8998

March 16, 2020

The Right Honourable Justin Trudeau
By email only: pm@pm.gc.ca

Dear Prime Minister:

Re: Grey County Council Resolution Supporting 100% Canadian Wines Excise Exemption

At the March 12, 2020 session of Grey County Committee of the Whole, resolution CW60-20 was passed by Grey County Council as follows:

Whereas, Canada's federal excise tax currently exempts 100% Canadian wines; and

Whereas, Australia has asked the World Trade Organization (WTO) to rule that this exemption is discriminatory; and

Whereas, if the WTO were to rule with Australia, Canadian wineries making 100% Canadian wine would no longer be exempt; and

Whereas, the present value of the excise exemption is \$39 million annually across Canada; and

Whereas, in the 13 years since this exemption was created, the production of 100% Canadian wine has increased by almost 30 million litres, representing an additional annual contribution of \$2.7 billion to the Canadian economy; and

Whereas, Grey County, specifically the municipalities of Meaford and Town of Blue Mountains, is home to a number of successful, award winning, boutique wineries;

Now Therefore, Be It Resolved That, the County of Grey supports the excise exemption for 100% Canadian wines; and

That, the County of Grey appeals to the Federal government to ensure the exemption remains in place by reaching an agreement

with Australia prior to the WTO ruling; and

That, this motion be forwarded to: The Right Honourable Justin Trudeau, Prime Minister of Canada; The Honourable Andrew Scheer, Leader of the Official Opposition; Yves-François Blanchet, Leader of the Bloc Québécois; Jagmeet Singh, Leader of the New Democratic Party of Canada; Jo-Ann Roberts, Interim Leader of the Green Party of Canada; The Honourable Mary Ng, Minister of Small Business, Export Promotion, and International Trade; Alex Ruff, Member of Parliament for Bruce-Grey-Owen Sound; AMO Member Municipalities; FCM Member Municipalities; Vintner's Quality Alliance; Ontario Craft Wineries; Ontario Craft Cider Association; and

That this resolution be forwarded prior to County Council approval as per Section 25.6 of Procedural By-law 5003-18.

Yours truly,



Heather Morrison

Clerk

(519) 372-0219 x 1227

heather.morrison@grey.ca

www.grey.ca

/kn

cc.

The Honourable Andrew Scheer, Leader of the Official Opposition: Andrew.scheer@parl.gc.ca

Yves-François Blanchet, Leader of the Bloc Québécois: yves-francois.blachet@parl.gc.ca

Jagmeet Singh, Leader of the New Democratic Party of Canada: jagmeet.singh@parl.gc.ca

Jo-Ann Roberts, Interim Leader of the Green Party of Canada: leader@greenparty.ca

The Honourable Mary Ng, Minister of Small Business, Export Promotion, and International Trade: mary.ng@parl.gc.ca

Alex Ruff, Member of Parliament for Bruce-Grey-Owen Sound: alex.ruff@parl.gc.ca

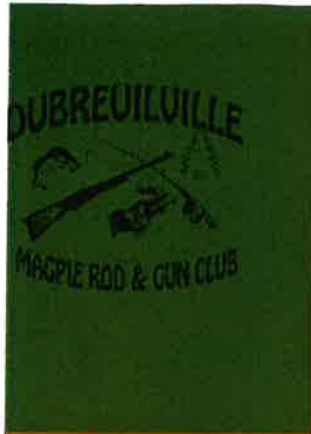
AMO Member Municipalities

FCM Member Municipalities

Vintner's Quality Alliance: info@canadianvintners.com

Ontario Craft Wineries: info@winecouncilofontario.ca; info@ontariocraftwineries.ca

Ontario Craft Cider Association: info@ontariocraftcider.com



7.9

7.9

16 mars 2020

Objet: Demande de donations DUBREUILVILLE MAGPIE WALLEYE DERBY

Cher Monsieur ou Madame:

Le club Magpie Rod & Gun de Dubreuilville organisera son tournoi annuel de doré en juin 2020. Nous tenons à vous remercier pour votre soutien passé et futur et apprécierions un don de votre entreprise cette année.

Comme vous pouvez l'imaginer, l'organisation d'un tel événement implique de nombreuses dépenses. Pour récompenser les participants pour leur pêche, des prix seront remis à la fin du tournoi en tenant compte du classement. Nous demandons aux entreprises des dons pouvant être utilisés à cette fin et apprécierions grandement toute offre que vous seriez en mesure de fournir.

Si vous décidez de faire un don, votre entreprise sera reconnue.

Merci pour votre considération réfléchie et pour votre soutien.

Veillez envoyer les dons par la poste ou courriel à:

Dubreuilville Magpie Rod & Gun Club

Attention : Brigitte Tremblay

C.P. 238

Dubreuilville ON P0S1B0

(705.852.0946) ou dmwd2015@hotmail.com

Cordialement,

Brigitte Tremblay
Secrétaire par interim



Nous apprécions votre entreprise

DUBREUILVILLE
MAGPIE ROD & GUN CLUB



March 16, 2020

Subject: Request for Donation DUBREUILVILLE MAGPIE WALLEYE DERBY

Dear Sir or Madam:

The Dubreuilville Magpie Rod & Gun Club will be hosting its annual Walleye Derby Tournament in June 2020. We would like to thank you for your past and future support and would appreciate a donation from your company this year.

As you can imagine, there are many expenses involved in organizing such an event. To reward the participants for their hard fishing, prizes will be awarded at the end of the tournament taking into account the ranking. We are asking businesses for donations that can be used for this purpose and would greatly appreciate any offering you would be able to provide.

If you decide to contribute a donation, your business will be acknowledged.

Thank you for your thoughtful consideration and for your support.

Please send or e-mail donations to:

Dubreuilville Magpie Rod & Gun Club

Attention: Brigitte Tremblay

P.O. Box 238

Dubreuilville ON P0S1B0

(705.852.0945) or dmwd2015@hotmail.com

Sincerely,

Brigitte Tremblay
Secretary per interim



We appreciate your business

Dubreuilville Magpie Walleye Derby

6th Annual
Fishing Derby



Sponsorship Confirmation

Together we can
make a difference!



Sylvain Bernard
705.716.3994
svi20_bernard@hotmail.com

Daniel Guay
705.856.5888
Dan-guay@sympatico.ca

Brigitte Tremblay
705.852.0945
dmwd2015@hotmail.com

Please make cheques
payable to:
**Magpie Rod & Gun
Club**
P.O. Box 238
Dubreuilville ON
P0S 1B0

Date			
Company name			
Email			
Address			
Phone #		Fax #	
Signature			

Sponsorship categories

Leech (Bronze) \$0 - \$99 (No t-shirt)

*name on t-shirt
*name on web site

Minnow (Silver) \$100 - \$499

*1 t-shirt
*name on t-shirt
*name on web site

(t-shirt size : _____)

Perch (Gold) \$500 - \$999

*2 t-shirts
*name on t-shirt
*link on web site

(t-shirt size: _____ & _____)

Walleye (Platinum) \$1,000 +

*1 t-shirt + 1 sweatshirt
*logo on t-shirt
*logo and link on web site

(t-shirt size: _____ sweatshirt size : _____)

We always appreciate gifts for our prize table.
Please include a list of prizes you are sponsoring and their approx. value.

Value

March 10, 2020

Health Capital Division
Long-Term Care Home Renewal Branch
Ministry of Health and Long-Term Care

RE: Lady Dunn Health Centre Application for six additional Long Term Care beds

Dear Mrs. Ogilvie-Pinter:

On behalf of the Corporation of the Township of Dubreuilville, I would like to offer this letter of support for the Lady Dunn Health Centre's application to the MOHLTC's Health Capital Division for six (6) additional Long Term Care beds.

Dubreuilville is located 73 km's from Wawa with a population that is predominantly Francophone; Dubreuilville offers a culture that is bilingual, traditional, and dynamic. 13.9 percent of our residents are over the age of 65 years and the Lady Dunn Health Centre's Long-Term Care facility is the closest health care facility that provides an option to be close to home in a setting that is familiar and accessible to families. The Lady Dunn Health Centre also offers francophone services, as this is a critical need to access with our largest percentage of the population here in Dubreuilville being primarily Francophone speaking. In the North Algoma region, Francophones represent 28.70% of the population.

In addition to the close proximity of the Lady Dunn Health Centre, there is also the advantage that the Physicians who travel to the Dubreuilville Medical Centre, which is administered by our hospital, will be able to continue with the care of our seniors as Long Term Care residents, supporting a certain level of comfort and enabling continuity of care.

As Northerners we deserve equitable care surrounded by our families and friends close to home.

Yours truly,



Beverly Nantel
Mayor

Cc Council



Council Report

From: Melanie Pilon, Economic Development Officer **Date:** March 10, 2020

Subject: Canada’s Rural & Remote Broadband Conference – 2020
May 19 – May 21, 2020, Fredericton, New Brunswick

Purpose: To participate as a panelist and speaker at Canada’s Rural & Remote Broadband Conference – 2020 in the panel, Community Models; a cross section of communities and regions discuss how they are trying to address their broadband challenges. Additionally, while in New Brunswick, I would travel from Fredericton to Bathurst to tour Thermalwood Canada and meet with Robert Lennon.

Background: It is recommended that Melanie Pilon, EDO be authorized to travel to continue to promote the NSRBN and the town of Dubreuilville.

Analysis: During the Rural & Remote Broadband Conference – Eastern Conference many key decision makers, including CRTC and ISED will be present. Having the opportunity to highlight the NSRBN not only increases the chances we have that our funding application(s) will be successful but it also promotes Dubreuilville on a large stage with many Federal and Provincial funders watching. Including Thermalwood Canada to the trip is convenient and will assist in our current business attraction efforts as Bathurst is approximately three (3) hours from Fredericton.

Note: Conference Founder and Organizer Amedeo Bernardi is considering shifting the format of the conference to an “online” format due to the COVID-19 epidemic. He has advised that he will make the call by 04/03/20 on whether or not to switch the format and should this be the case travel will not be required, however I am seeking approval in the event that the conference goes ahead as scheduled.

Financial Impact: The costs are projected as follows and there is sufficient money in the EDO's travel and training budget to cover:

• Canada's Rural & Remote Broadband Conference – 2020 Registration	\$0.00 – Covered
• Air Canada Airfare - Return	\$670.87
• Accommodations – Fredericton & Bathurst	\$561.61
• Car Rental – To travel from Fredericton to Bathurst Return	\$187.58
• Meals	\$235
Total	\$1,655.06

To date approx. \$2,000 of the \$10,000 EDO travel and training budget has been spent. Much of the EDO travel is reimbursed or where possible personal accommodations are sought.

Please find attached supporting documents, including a conference agenda and airline quotes.

Melanie Pilon
Economic Development Officer

Shelley B. Casey
CAO-Clerk

CRRBC 2020 EAST

Tuesday, May 19, 2020

5:00pm - **Registration**
9:00pm

7:00pm - **Welcome Reception**
9:00pm
We invite you to mingle with conference delegates, enjoy some finger foods and refreshments from the bar.

Wednesday, May 20, 2020

7:00am - **Registration and Breakfast**
8:30am

8:45am - **Conference Introductions**
9:00am

9:00am - **Keynote – Why Addressing the Rural Digital Divide Matters More than Ever**
9:45am
Explore the rural digital divide and how investment in broadband is a key factor in addressing economic development, rural outmigration and community well-being.

9:45am - **Oh Canada! A Federal Broadband Overview**
10:15am
A snapshot of Canada's national broadband landscape highlighting the roles of ISED and the CRTC in addressing a part of the rural digital divide.

10:15am - **Break**
10:45am

10:45am - **Our Neighbour's Perspective on Rural Broadband**
11:15am
The latest rural broadband developments in regulatory, funding and rural projects from the United States.

11:15am - **Remote Rural Broadband Systems in Canada**
11:45am
Exploring the history and development of Remote Rural Broadband Systems policy in Canada and the path ahead (topic TBD).

noon - **Lunch**
1:15pm

1:30pm – **Panel: First Nations Broadband Connectivity**
3:00pm *Opportunities and challenges of new models, partnerships and Duty to Consult obligations.*

3:00pm – **Break**
3:30pm

3:30pm – **Panel: Government's Role in Addressing the Challenges of the Rural Digital Divide**
5:00pm *Developing government policy that supports Broadband development in non-urban regions. A conversation between government and private sector.*

5:30pm – **Pre-Dinner Social**
7:00pm *We invite you to mingle with conference delegates, enjoy some finger foods and refreshments from the bar.*

7:00pm – **Dinner and Keynote: TBD**
9:00pm

Thursday, May 21, 2020

7:00am - **Breakfast**
8:15am

8:30am – **Introduction to the Day**
8:45am *Summary of the remainder of the conference and updates.*

8:45am – **Panel: Community Models**
10:15am *A cross section of communities and regions discuss how they are trying to address their broadband challenges.*

10:15am – **Break**
10:45

10:45am – **Building a 21st Century Municipal Infrastructure**
11:15am *One Municipality's perspective*

11:15am - **The Promise of 5G, LEO and the Next Big Thing**
noon *The potential for a new technology to deliver communications to rural areas including an overview of the realities of 5G, Low Earth Orbit satellites and other advancements.*

noon - **Lunch**
1:15pm

1:30pm –
2:45pm

Panel: Economic Realities of Funding Rural Projects

Rural and Remote Broadband projects have challenging business cases and are difficult to sustain. Are there different models to consider?

2:45pm –
3:15pm

Break

3:15pm –
4:45pm

Panel: The Good, The Bad and The Ugly - Lessons Learned from Deploying Broadband Projects

Vendors and Customers talk about the realities of implementing their projects and share their painful truths.

4:45pm –
5:00pm

Conference Closing Remarks

Topics and times subject to change.

Departing flight Tuesday, May 19th, 2020 Sault Ste Marie, CA (YAM) - Fredericton, CA (YFC)

Change flight

10:35 1 Stop - 6hr10m 17:45



Includes travel operated by Air Canada Express - Jazz & Air Canada Rouge

Details

Economy - Flex

1 Adult

\$332

Earn 100% Aeroplan Miles; choose a standard seat anytime at no charge.

The flight between Toronto (YYZ) and Fredericton (YFC) is operated by Air Canada Rouge. You'll want to learn more about Air Canada Rouge's in-flight services and amenities, as these differ from those of Air Canada.

Return flight Sunday, May 24th, 2020 Fredericton, CA (YFC) - Sault Ste Marie, CA (YAM)

Change flight

06:00 1 Stop - 5hr13m 10:13



Includes travel operated by Air Canada Rouge & Air Canada Express - Jazz

Details

Economy - Flex

1 Adult

\$339

Earn 100% Aeroplan Miles; choose a standard seat anytime at no charge.

The flight between Fredericton (YFC) and Toronto (YYZ) is operated by Air Canada Rouge. You'll want to learn more about Air Canada Rouge's in-flight services and amenities, as these differ from those of Air Canada.



Upgrade to Premium Rouge

- Larger seat with more recline and legroom
- Premium meal service
- Priority check-in and boarding
- 2 checked bags free

*Price is per person, tax included.

from \$ 408*

Upgrade

Cancel within 24 hours of purchase without penalty. You will receive a full refund if you change your mind. Find out more

View price breakdown

1 adult

Air transportation charges

526.00

Taxes, fees and charges

144.87

GRAND TOTAL - Canadian dollars (Change currency)

\$ 670 .87

14:38 Time to book! Complete your booking to guarantee your fare.



Council Report

From: Melanie Pilon, Economic Development Officer

Date: March 16, 2020

Subject: Aventure Nord

A Comprehensive Three -Year Tourism Marketing Program

Purpose: The Aventure Nord Tourism Marketing Program will work to build on the momentum of past initiatives, including the Aventure Nord’s website, social media, trail map creation, and local business tourism training and expand to incorporate online influencers. Developing a *sustainable* social media strategy and develop an interactive channel to engage customers while focusing on the *sustainable* management and funding of the Aventure Nord brand. The three primary goals of this plan are: amplifying the Aventure Nord brand, increasing visitation and economic activity to the five (5) French speaking community partners and raising the profile of off-road and snow-mobile riding in northern Ontario. The Aventure Nord communities include, Dubreuilville, Hearst, Kapuskasing, Smooth Rock Falls and Cochrane came and the group was formed in 2015.

Background: The Aventure Nord brand and trail system was created to specifically target the Francophone Tourism Market, specifically the nearby Québec market as mentioned above. Aventure Nord marketing strategies will strongly highlight to the Quebecois that we have additional experiences to offer them and that we have are extended winter to maximize on the snowmobiling boondocking. Furthermore, we would like to maximize the marketing tools to promote our tourism experiences into our second-tier market in the United States.

Analysis: Upon conclusion of the project, the Aventure Nord group will have developed a comprehensive tourism marketing program that will enable our vast trail and snowpark system to become a self-sustaining system that draws francophone powersports consumers as our tier 1 market and form Aventure Nord tier 2 market for years to come and helps our communities take ownership of its success, while generating pride of the system as the northern Ontario corridor 11 destinations are now implementing a regional approach for also their tourism offers. This project is also aligning very strongly with another Destination Northern Ontario Strategy called “the World’s Best Snowmobile Destination”. All those initiatives combined will have a great economic impact for service suppliers, restaurants, accommodations.

The final report will consist of an implementation plan with a budget, timelines and a list of tasks and owners in an easy to use format. A communications plan will help align all partners from the project with regular updates on the progress and implementation. All project findings will be summarized in a final report that outlines the findings and commitments from partners, and details expected results as well as identifying contingencies should any aspects change during implementation.

Financial Impact: The Community Capacity Building Program funds regional, partnership-based projects up to \$100,00 or 75% of the project costs. Originally the project was submitted requesting an expectation with the Aventure Nord requesting 84.5% of the project costs being covered, however the project was sent back to the communities with the exception rejected. The original budget (84.5%) saw each community contributing \$2,000 each to the project.

In order for this project to qualify, the community must contribute \$3,225, totalling a group contribution of \$16,125 which covers 75% of the total project costs of \$64,500.

Please find attached supporting documents, including the full *Proposal for An Implementation Plan for a Comprehensive Three-year Tourism Marketing Program for Aventure Nord* submitted by The New Business in February 2020. This proposal was the chosen plan after a RFP release.

Melanie Pilon
Economic Development Officer

Shelley B. Casey
CAO-Clerk



PROPOSAL FOR AN

IMPLEMENTATION PLAN

FOR A COMPREHENSIVE THREE-YEAR TOURISM MARKETING PROGRAM

FOR AVENTURE NORD



Prepared for The Adventure Nord Partnership by

THE NEW BUSINESS □ 41 Heman Street, Toronto, ON M8V1X4 □ info@thenew.business □ 647 627 7775

Submitted on February 9, 2020

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EXECUTIVE SUMMARY

The New Business (TNB) is pleased to present this proposal for the delivery of an implementation plan for a Comprehensive Three-Year Tourism Marketing Project.

This proposal will show that The New Business has the depth of expertise in powersports, francophone, and tourism marketing to develop a plan that will allow the Aventure Nord trail and snowpark system to become self-sufficient.

This plan will leverage the work done on Aventure Nord's website, social media, and maps, and expand this to include apps, interactive challenges, and a sustainable funding model for marketing activities and trail assets. TNB will actively engage all stakeholders in the process of creating this plan to ensure it meets all of their needs and leverages all of their skills and assets.

The three primary goals of this plan are: amplifying Aventure Nord's brand, increasing visitation and economic activity from francophone communities, and raising the profile of off-road and snowmobile riding in Ontario. We'll accomplish this using innovative leading-edge digital methods while taking calculated, responsible risks, and charting a course that allows Aventure Nord to remain adaptable to changing currents in the market. No ideas will be off the table as we begin this process.

TNB has an extensive history of working with all of the major stakeholders for this project: the five municipalities of Dubreuilville, Hearst, Kapuskasing, Smooth Rock Falls, and Cochrane, as well as Destination Northern Ontario, Destination Ontario, the Ontario Federation of Snowmobile Clubs, and the local district and club, local businesses, and tourism operators. We know the North well and have travelled in the area extensively. We have personal relationships with powersports enthusiasts on the ground.

Key to developing a sustainable, realistic, and performance-driven plan is to accurately gauge the resources available. TNB will work with stakeholders to determine the feasibility of all tactics included in the final plan. This work will include gauging their true interest and bandwidth, the likelihood of their following through on commitments to manage aspects of the brand's marketing, and ensuring the plan makes allowances for some work to be handled by outside contractors when necessary and economical. Crucial to the funding aspect of this plan, the project will look to secure economic commitments from newly available MAT tax funding, as well as other non-traditional funding sources from the use of the trails and snowparks.

The final report will consist of an implementation plan with a budget, timelines, and a list of tasks and owners in an easy-to-use and follow format. We'll incorporate software solutions that add transparency, accountability, and ease the execution of the plan. A communications plan will help align all partners on the project with regular updates on the progress and implementation. All project findings will be summarized in a final report that outlines the findings and commitments from partners, and details expected results as well as identifying contingencies should any aspects change during implementation.

TNB has been working on the Aventure Nord project since its inception and has a singular understanding of the issues and opportunities it faces, as well as the opportunities left to mine. With the creation of this implementation plan, Aventure Nord will become a self-sustaining trail system that draws francophone powersports consumers for years to come and helps the communities take ownership of its success, while generating pride of the system with local enthusiasts.

We oversaw the creation of the trails themselves—working with trail development experts, travelling throughout the region, consulting with local experts, resource management organizations, snowmobile clubs and districts, and municipal leads—and put together a comprehensive series of snowparks, trails, and off-road rides that accommodate every type of rider. These trails use only crown land to avoid any liability or need for land-use permits.

After the identification of the trails themselves was committed to digital GPS files, we rode many of them in an effort to ground-truth their readiness for the powersports market. Some trails were removed and others we added as we discovered opportunities for further riding areas. We contracted experts in “boondocking”—powder snowmobile riding—to identify appropriate and safe snowpark areas, which were then validated against the crown land atlas.

Next, we created a comprehensive digital marketing strategy for Aventure Nord, built a website, opened social media accounts, created blog posts and videos, and supported a number of media FAM and influencer tours. Intelligence gathered from these tours prompted additional changes to the trail systems and snowparks, and gave us content for the blog and social media.



We created a paper map for the entire trail system to support the attendance at trade shows showcasing the trail system, uploaded the routes to GoTourOntario, and developed GPS files for download that allowed us to better track interest in the system. Finally, we oversaw a paid media campaign to drive French-speaking powersports enthusiasts to the AventureNord.ca website. On a limited budget we made 12 million impressions, and drove 28,000 qualified consumers to the site. We saw 16,000 engaged users on the Facebook platform at this time, and grew the Aventure Nord page to 5.3K followers. We have continued to maintain the blog and social media accounts for Aventure Nord, ensuring new content is regularly posted.

Throughout all of this we met with the steering committee once a month to update them on progress, gather feedback, and adapt strategies and tactics as we implemented previous phases of the project. We visited all five communities and worked directly with operators to train them on the needs of the powersports market, identifying 25 best-in-class operators who received certificates for working through the program.

And we did all of this in French, thanks to our in-house francophone tourism specialist, Andr anne Joly, and our extensive work with francophone tourism through Destination Northern Ontario.

EXPERIENCE

Incorporated in 2012, The New Business has always focused on tourism in the North. Our first contract was developing motorcycle touring content for Direction Ontario's Powersports program. In order to immerse ourselves fully in the world of touring Northern Ontario, we spend months on the roads, ATV and snowmobile trails, and waterways every year.

We have attended every powersports trade show in the Northeast. From Chicago to New York, from Cleveland to Quebec City, we were face-to-face with powersports enthusiasts, learning what makes a memorable touring destination. Organizing FAM tours, video and photo shoots, we learned what worked for Ontario Tourism and their brand promise. Big names in powersports like Levi Lavalee, the world record holder for highest snowmobile jump, and legendary dirt bike rider Graham Jarvis were invited to ride in Ontario and share their experience with the world through social media under our guidance. We hosted MMA champion and social media influencer Miesha Tate, whose Ontario powersports prank video with her partner Bryan Caraway received over 800,000 organic views.

We took all this knowledge and built incredible touring routes and products for consumers. We led or directly worked on major powersports tourism products such as Ride Lake Superior, Ride the Highlands, Ride the Edge, Aventure Nord, and the Temiskaming Loop. And we developed digital strategies for Tourism Northern Ontario, Northeastern Ontario, and Sudbury Tourism, managing social media and content budgets totalling over \$1.5 million.

Over the course of the last seven years, TNB has expanded our technical services, developing websites for businesses and destination marketers. We've built websites for Tourism Northern Ontario, Sunset Country, and Cinéfest. Outside of the tourism industry, we manage marketing and communications for dozens of companies across a number of industries. Our proprietary reporting system, TNB.plus, tracks results for all our projects. Sophisticated paid promotional campaigns for all content became a core part of our offerings. Northern Ontario's premier website, NorthernOntario.travel, at the heart of our most ambitious digital strategy, saw an increase of over 1,150% in traffic after we took control of content and website development.

EXPERIENCE

Last year the Northern Portal passed 2.5 million visits, and is on track to increase visits again, despite a minor budget decrease. Traffic and leads have increased every year, for every project we've managed, even without budget increases.

Northeastern Ontario Tourism turned their failing website around with our robust content strategies, and Mattawa Tourism saw a complete transformation of their digital presence through the website we built for them. Sunset Country, encompassing the Northwestern section of Ontario from Thunder Bay to Kenora, successfully wrested control of their online presence back from a disgruntled developer and went on to increase organic traffic and inquiries to their members by 90% in the two years following the deployment of our strategy.

Every website, business, and organization we've worked on or for has seen a positive increase due to our digital strategies.

Most importantly, powersports in Ontario has increased positively in every measurable KPI every year since we began managing it, and shows no signs of stopping.

Powersports Results

YEAR	PAGEVIEWS	LEADS
2013/14	170K	78k
2014/15	374k	174k
2015/16	535k	192k
2016/17	553k	217k
2017/18	595k	203k
2018/19	877k	219k

The powersports program has always been at the leading edge of digital marketing due to the vision of the client and our continuous drive to excel. We developed short- to medium-length video content on YouTube long before anyone else in the province had the idea. And the recent launch of the first virtual reality snowmobile film promoting Ontario destinations is further proof of our willingness to push the envelope.

The New Business works with everyone—not just out of respect, but out of recognition that the tourism industry succeeds when we all work together. The local tourism office, the business operator, the agency, the third-party media: our goal is total client satisfaction, and this means we don't exclude anyone or play favourites.



We stay in touch and learn about new organizations, priorities, and products so our material is never stale. We monitor and update all older content, even when contracts are slow to come, ensuring customers come first. We balance the needs and wants of the target audiences against client priorities and sensitivities.

Ultimately, we create custom strategies for every client we work with—and the work with Aventure Nord is no different.

OUR TEAM

Mike Jacobs **CEO**

Mike is the architect of digital strategy at The New Business. In 2007, he wrote the strategy for Tourism Northern Ontario that led to a 1,150% increase in web traffic to their premier tourism site, NorthernOntario.Travel with no increase in budget. Most at home in the North, Mike has ridden nearly every road in Ontario on his motorcycle. Mike is directly responsible for the development of motorcycle, ATV, and snowmobile routes in Ontario. He also continues to produce videos and articles, and loves working hands-on with people in the Northern tourism industry.

Adam Rosadiuk **Chief Operations Officer**

Adam is responsible for the day-to-day operations of TNB and is the technical lead on all projects. He was the senior developer on NorthernOntario.Travel, VisitSunsetCountry.com, VisitMattawa.Travel and a number of TNB's smaller sites. Adam also runs all of TNB's reporting solutions, ensuring that targets are met, KPIs are tracked, and reports are timely. Adam developed the groundbreaking reports that set the standard for tourism content marketing in Ontario and are still the envy of the industry.

Andréanne Joly **Francophone Specialist**

Andréanne has worked with TNB for six years, developing Francophone content for the Portal and working on a number of powersports product development initiatives, including Aventure Nord. She reports regularly for Radio-Canada, and has written for virtually every Francophone publication in Ontario. Her knowledge of the French-speaking world in Ontario and Quebec is unparalleled, and she is integral in understanding Francophone touring product and the Quebec marketplace.

OUR TEAM

For this project, The New Business is working with BC Hughes, a veteran in powersports product development. Chris Hughes will work directly with us on the marketing and product development aspects of the project.

Chris Hughes, BES ***Director, BC Hughes***

Chris Hughes is a Powersports Experience Development + Marketing Expert. A leader with a passion for tourism experience development, Chris has achieved outstanding results through his creative and well-developed product development projects and marketing campaigns for over 19 years.

Chris spent ten years in the municipal world learning how to navigate municipal affairs, crafting his experience design and marketing process, building partnerships, and developing programs for niche tourism experiences before joining BC Hughes in 2010.

Chris understands the value of creating memorable, market-ready experiences that attract visitors. Chris's recent experience assessments have seen him working with both the public and private sector tourism groups to create successful niche experiences in powersports for destinations. His work includes both strategic planning as well as creating and implementing successful programs and marketing campaigns for the snowmobile and motorcycle programs he has developed.

Chris has been a driving force in the development, industry partnership and marketing of the Ontario motorsports programs Ride the Highlands (Ontario's Highlands); Ride Lake Superior (City of Thunder Bay and Algoma Country); Sled Algoma (Algoma Country); Top Secret Boondocking (Wawa); and Ride Grey Bruce (as part of the Bruce County Tourism team). He has consulted on the Cruise the Coast and Ride Lake Erie initiatives.

Chris's current work with the Madawaska Maliseet First Nation in New Brunswick aims to establish the area as a snowmobile/powersports destination hub. The business plan and marketing plan (in partnership with MacLeod Farley + Associates) will help the community prioritize economic development investments to boost shoulder season visitors, and create an experience that drives visitors—entices them to stay.

Chris is an active member of the Stoney Keppel Riders, volunteering for trail and groomer duties with his local snowmobile club. His passion for motorsports started young—riding dirt bikes at age two, a snowmobile license at age 12, and his first motorcycle at 16. The obsession continues today in his personal and professional life.

PROJECT APPROACH

Project Kickoff

To get this project started, we'll meet with the leaders from the five communities and quickly review the proposal to ensure no changes to the approach are required. If there are, we'll make changes within a week and send back to the group for final sign off on the project plan. Next we'll review each step and ensure the approach matches the steering committee's expectations.

Monthly Meetings with Steering Committee + Project Communication Plan

We'll work with the main stakeholders to setup a monthly screensharing teleconference for us to present each stage of the work, and receive feedback. We'll also develop a plan, likely using a subscription-based email, to keep other stakeholders aware of the progress and offer them a chance to provide feedback as the work progresses. This email will allow us to also include power-sports enthusiasts throughout the region and begin to attract them to the project. This should help foster a sense of pride and ownership, as well as cement some volunteer resources.

Review of Past Efforts + Current Status

We've been working on the Aventure Nord project since 2015. Using this history, we'll create an easy-to-understand overview of all of the elements of the project that have been undertaken to date, with some performance measures for each, identifying gaps and opportunities from each section.

Feasibility Study with Stakeholders, Operators + Partners

At this point, no ideas are off the table—we'll collect the best ones covering all the major focuses of this project: product development, marketing, social media and influencers, the interactive challenge, our internal communication plan for the three-year project, measurement and reports, and finally funding and self-sufficiency. In a preliminary way, we'll review major concepts and ideas under each category to determine which ones are truly feasible, which ones are priorities, and which are essential for the continued existence of Aventure Nord. If any are not practical given resources, time, or effort required, we'll identify them at this stage.

PROJECT APPROACH

Develop Product Development Plan

In our view, the Aventure Nord product still requires some product development enhancements. The current map presents a system that is large, but ambiguous. Creating easily identifiable smaller riding hubs would assist in product and brand recognition in the marketplace. A review of staging areas, gateway signage, amenities, and operator training is required. A more robust and comprehensive identity, with branding, routing, and rider experience is necessary for Aventure Nord to flourish. Working with the five communities to understand what resources are available, we'll map out any opportunities to further solidify the brand and enhance the product.

Develop Marketing + Social Media Plan

In this section we'll develop a path to purchase that details exactly how the efforts of all stakeholders, partners, and operators will work together to bring visitors to Aventure Nord and the individual businesses that serve it. Past efforts, including the Aventure Nord website, the operators' readiness training, and the existing social media channels, will all be reviewed and successful approaches will be highlighted. The potential use of influencers will be considered, with recommendations on potential individuals and brands to work with to expand the reach of Aventure Nord. We'll also make clear recommendations on how to share the workload of creating and promoting content through social media platforms and the website.

Develop Interactive Challenge Plan

Reviewing currently available apps and software, we'll determine the cost of adapting existing technology for use on Aventure Nord and the feasibility of generating income from these programs. We'll incorporate those findings into the final report and implementation plan.

Develop Internal Communication Plan + Three-Year Project Tracking Plan for Stakeholders

In order for Aventure Nord to start to bring community members into the process of maintaining its online and on-the-ground presence, we'll need to find an effective and easy way for everyone to communicate: trail outages, social-media worthy posts, Influencer visits, hotel and motel offers and rebates—anything that might impact the trail system. It's likely there will be the need for multiple channels of communication.

PROJECT APPROACH

Develop Measurement Plan

No plan can succeed without measurable goals. This aspect of the plan will decide what the key performance indicators for the three-year plan will be, how they will be tracked, and how they'll be shared with the group. Indicators will include an estimate of economic activity, as well as engagement on digital platforms, and impact of apps, social media influencers, and outreach, and how well each community does at completing their parts of the plan, on time.

Develop Funding + Self-Sufficiency Plan

In this section we'll review available and projected resources compared to the project goals. Then, we'll set priorities for the activities recommended in all of the other sections. We'll create a draft structure for the organization that allows for the inclusion of grassroots powersports advocates. These local riders and business owners will help deliver on the brand promise in an accountable way that is sustainable and meets the needs of the Aventure Nord system. We'll also review whether formalizing the organizational structure as a non-profit or corporation is useful.

First Draft of Report + Implementation Plan

This report will provide an overview of the work done, with summaries of all the major milestones and knowledge gathered throughout the process for each of the categories above. It will include an implementation plan that details what needs to be done, by whom, and when. It will also include contingencies for if any type of resource falls through, or if additional resources are unexpectedly made available, and what should be prioritized.

Revision

The steering committee and partners will have one to two weeks to review the document and give feedback to the consultants before we prepare a final version.



***Final Draft of Report +
Implementation Plan
+ Distribution***

Incorporating any new feedback into the document, we'll prepare a final digital and hard copy version with complete and summarized versions of the Implementation plan for stakeholders and partners respectively. We'll include recommendations for distribution of the plan to ensure maximum buy-in from the communities.

***Implementation of Software
Tracking for Task Management***

As a final step in this project, we'll help purchase, setup, and train communities on the use of software where necessary to follow through on the implementation plan over the course of the following three years. We'll remain available to the committee, business owners, and local riders to offer guidance whenever required.

TIMELINE

We understand that this project must be completed by Sunday August 30, 2020, so we've created the following work schedule.

ITEM	TIME	START DATE	END DATE
Project Kickoff	4 hours	Feb 24, 2020	Feb 24, 2020
Monthly Meetings with Steering Committee	25 hours	March 1, 2020	September 1, 2020
Review of Past Efforts + Current Status	20 hours	March 1, 2020	March 15, 2020
Feasibility Study with Stakeholders, Operators + Partners	30 hours	March 15, 2020	March 31, 2020
Develop Product Development Plan	40 hours	March 1, 2020	March 31, 2020
Develop Marketing + Social Media Plan	20 hours	April 1, 2020	April 15, 2020
Develop Interactive Challenge Plan	20 hours	April 1, 2020	April 15, 2020
Develop Internal Communication Plan + Three-Year Project Tracking Plan for Stakeholders	20 hours	April 15, 2020	April 30, 2020
Develop Measurement Plan	15 hours	April 15, 2020	April 30, 2020
Develop Funding + Self-Sufficiency Plan	40 hours	May 1, 2020	May 31, 2020
First Draft of Report + Implementation Plan	40 hours	June 1, 2020	June 30, 2020
Revision + Final Draft	10 hours	July 1, 2020	August 1, 2020
Implementation of Software for Project Management	15 hours	August 1, 2020	August 20, 2020



INSURANCE

The New Business has liability insurance that meets and exceeds the requirements set forth in the RFP and complies with current WSIB legislation concerning the type of work we engage in. We will provide an “additional insured” certificate once the contract has been awarded, prior to engaging in any work.

SCHEDULE A RFP INFORMATION

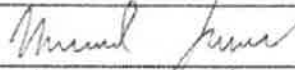
11. Schedules

Schedule "A" - RFP Information

PROPOSAL SUBMITTED BY: The New Business

CONTACT PERSON: Michael Jacobs

POSITION: CEO

SIGNATURE OF AUTHORIZED PERSON: 

ADDRESS: 41 Heman Street
Toronto, Ontario M8V 1X4

TELEPHONE NUMBER: 647 627 7775

ALTERNATE NUMBER: _____

EMAIL: ~~MIKE~~ MIKE@THENEWBUSINESS.CA

DATE: Feb 4th, 2020

PROPOSALS RECEIVED ON BEHALF OF THE AVENTURE NORD COMMITTEE

C/O LOUISE LACOIX

DATE

SCHEDULE B PAYMENT, EXPENSES + BILLING

In accordance with the specifications in the RFP, we are recommending the following approach for payment, expenses, and billing.

For Hours Worked on the Project

Consultant Hours	\$200 per hour
Estimated Maximum Project Hours	300
Estimated Maximum Project Fees	\$57,800
+ HST	\$7,514
Minimum Billable Project Hours	250
Minimum Billable Project Fees	\$50,000
+ HST	\$6,500

For Travel and Other Expenses

- Flights, rental cars, gas, and accommodations will be booked using common carriers at the lowest available rates to a minimum standard of safety and comfort, using whatever economies are possible. If more than one consultant is required for travel, rental cars will be shared, but rooms will not.
- Travel days will be billed only for hours worked.
- Meals will be covered by a \$50/day per diem.
- Vehicle rentals will be fully reimbursed, with gas receipts provided.
- No other expenses will be submitted.
- Total travel expenses minimum is \$0, maximum \$5,000.

Translation costs are included into the consultant hourly fees.

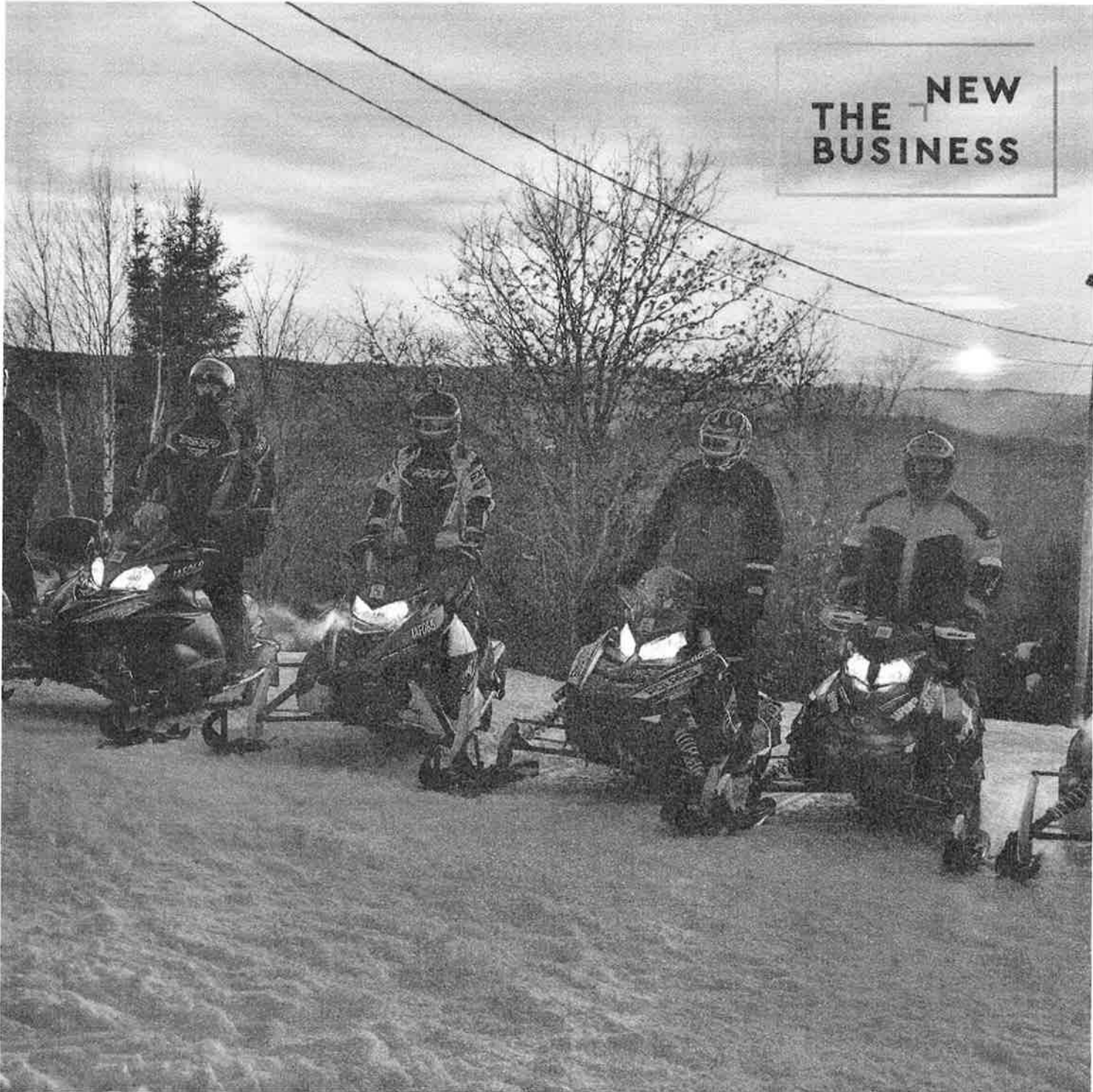
Any software expenses will be billed at cost, with a 10% administrative fee if the proponent manages the licenses and/or hosting or development.



Billing Schedule

Understanding that all expenses must be pre-approved, we will issue an estimate for total expenses at the beginning of each month through our accounting software to the project administrators. This will break down estimated billing hours, travel expenses by category, and any additional expenses. Once the estimate is approved, work for the month will commence.

Invoices will be issued at the end of the month. Any overages will be submitted for approval prior to invoicing. Shortfalls will be incorporated into the invoice and submitted. Payment will be on a net 30 days basis.



**THE NEW
BUSINESS**

Prepared by

THE NEW BUSINESS

OFFICE ☐ 41 Heman Street, Toronto, ON M8V1X4

DIRECT CONTACT ☐ Mike Jacobs ☐ mike@thenew.business ☐ 647 627 7775



Council Report

From: Francis DeChamplain
Infrastructure Superintendent

Date: 23/03/20

Subject: Snow removal

Purpose: Advise council of public concerns on snow accumulation

Analysis: We have been approached by a resident mentioning that the roads are getting too narrow and the snow banks are too high causing problems to back out of driveways and not seeing people walking. As we all know, warm weather is just around the corner which will definitely help this situation overall.

Most of the streets are still reasonably passable for two (2) vehicles and the height of the snow banks in front of each home is normal due to cleaning of yards all winter long.

Considering we are almost at the end of March, it is not that bad overall, maybe just a few problems areas here and there to tidy up. Also, some corners could use some snow removal to help see traffic as vehicles drive out from a stop or yield.

We also have to consider the COVID-19 and its economic effects and what that may entail for the future financial capabilities of the Township. Also, is this essential work that must be done for health and safety reasons or we can postpone.

Since the budget has yet to be passed for 2020, but we usually do a town wide clearing of snow on a yearly basis, it is good idea to continue with the same practice as previous years, by hiring RCMD with their loader and operator to complete this important work.

Recommendation:

Option 1: Whereas that the Council of the Corporation of the Township of Dubreuilville hereby authorizes that RCMD be hired to complete necessary snow removal all around town in important and critical designated problem areas to make more room for traffic circulation and minimize any related safety issues.

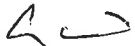
Option 2: Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to leave things as status quo with regards to snow conditions in town; and

Whereas residents and visitors are to exercise extra caution and drive according to conditions in town where extra snow is a factor.

Financial: RCMD is ready to do the snow removal with both their loaders starting this Thursday, which should last a day or two, if we choose to move forward with this work it will be at a cost of \$145 per hour per loader and operator.

A positive response would be greatly appreciated.

Thank you!



Francis DeChamplain
Infrastructure Superintendent



COMMUNICATIONS PLAN

Township of Dubreuilville – Service Delivery Review 2020

COMMUNICATION

Communication is an important unifying factor in community development. There is no community development without communication in the human environment.

Prepared by: Probity Municipal Consulting
February 26, 2020

Corporation of the Township of Dubreuilville Service Delivery Review Communications Plan

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Corporation of the Township of Dubreuilville

Service Delivery Review

Communications Plan

Introduction

In March 2020, the Township of Dubreuilville (the “Township”) entered into an agreement with Probity Municipal Consulting (“PMC”) to conduct a Service Delivery Review (“SDR”). As part of the SDR, PMC was tasked with providing a Communication Plan (the “Plan”) for the project.

Early in the project, PMC recommended that a Corporate Communications Plan be developed. The intent was to develop a Plan that would provide guidance to the Township for all communications. While the Plan will provide overall guidance, it will also discuss items that should be the subject of communication and the method of communications.

While a Corporate Communications Plan will be presented as an added deliverable of the SDR, it is important in the interim to communicate to all stakeholders the progression of the SDR.

Why is This Plan Important?

In January 2019, the Township of Dubreuilville completed and adopted the “*Dubreuilville Strategic Action Plan 2019-2024 and Beyond*” (“SAP”).

The SAP contained eleven (11) recommendations, including the following:

“¹Conducting an organizational and operational review is critical. The process will identify best practices as well as identifying areas of improvement and potential areas where we can become more efficient.”

The idea for the recommendation came from a review of *Municipal World*. Recommendations were listed in order of criticality with the organizational and operational review listed as number five (5) of the seven (7) ideas mined from *Municipal World*.

Promotion and education of the SDR is critical to the success of the project, as it delivers basic information and details that allow all stakeholders to understand the reason for the SDR along with the progress being made.

In order to clearly identify and plan promotions and education efforts associated with the SDR, this document has been created. This Plan outlines intended actions and strategies that will be employed to result in the best outcome possible.

¹ SAP – Item F

Corporation of the Township of Dubreuilville

Service Delivery Review

Communications Plan

The Township of Dubreuilville – Statements on Vision and Mission

It is important, throughout this process, to remember the Township adopted statements on Vision and Mission that appear in the Township's SAP.

These statements are:

Vision

“A prosperous, vibrant and healthy rural Township of Dubreuilville, able to adapt to a changing world and to offer diverse opportunities and a high quality of life to all its citizens.”

Mission

“Diversify and strengthen Dubreuilville's economic base through sustainable development; improve the quality and range of municipal and community services, and the quality and diversity of housing opportunities, while maintaining a high quality of life in close link to its wilderness setting. Thanks to municipal services the Township of Dubreuilville will endeavour to foster the social, community, and economic conditions necessary for the whole population to prosper.”

The SAP and the SDR are very much an important part of achieving the above noted statements.

SDR Stakeholders

Stakeholders in the SDR process and the subject of this Communications Plan include:

Internal Stakeholders	External Stakeholders
<ul style="list-style-type: none"> • Mayor and Council • Committees of Council • All employees • Dubreuilville Volunteer Fire Service 	<ul style="list-style-type: none"> • External Boards (DSSAB, APH etc.) • MP and MPP • The Province of Ontario • Community Organizations (Minor sports, tourism organizations, etc.) • Surrounding communities • The media • Suppliers & Contractors • Potential Residents

General Goals of the Plan

1. Inform all stakeholders that the process of communication about the SDR is guided by a carefully prepared process that has rules and procedures.
2. To make stakeholders aware of the SDR by facilitating their understanding of the SDR through objective, planned and transparent communications.
3. Put in place mechanisms for Distributing information about the SDR.
4. Ensure the quality and use of communication tools developed by the Township, whether for external or internal communication about the SDR.

Corporation of the Township of Dubreuilville

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5. Protect the image and distinctiveness of the Township and contribute to its development, visibility and outreach.
6. Foster the establishment of a relationship of trust between the Township, and its stakeholders.
7. Maintain a dynamic balance between audiences and foster constructive exchanges.
8. Ensure a reception and a diligent and proactive follow-up of the requests made by the stakeholders about the SDR.
9. Introduce the notion of meetings and public consultations so that stakeholders can comment on their needs and the important issues involving the SDR.
10. Adopt a consistent and effective approach to relations with the media.

Specific Objectives

1. Create a two-way communication culture between the Township and its stakeholders to foster a trustful relationship on the process of the SDR.
2. Coordinate all stakeholder communication activities with respect to the SDR.
3. Provide consistent, accurate, clear, accessible and verifiable information concerning the SDR project.
4. Prepare a range of communication tools and use them appropriately to meet the needs associated with each circumstance.
5. Work closely across the range of stakeholders of the Township to ensure that information is complete, factual and timely.
6. Respect access to information and the privacy rights of all stakeholders.
7. Develop and implement an overall communications Plan for the SDR.
8. Develop and manage a set of communication tools to carry out the SDR.

The Communication Coordinator (CAO / Clerk)

The CAO / Clerk shall serve as the Communication Coordinator ("CC") for the SDR and thus shall be the link between the SDR Steering Committee, Mayor, Council and the stakeholders in distributing information about the SDR thus ensuring the image of the Township is maintained.

The CC shall establish the internal and external communication mechanisms using this Communications Plan.

The mandate of the CC is:

1. Manage all publications, public relations, and promotion of the SDR.
2. Ensure that information is transmitted in a clear and consistent manner to all parties to the SDR.
3. Manage the website and interactions in social media networks pertaining to the SDR
4. Participate in the leadership of the Township by implementing an effective means of communication.
5. Inform the stakeholders on the activities of the Steering Committee on the progress of the SDR.
6. Implement and ensure compliance with the graphic standards of the Township
7. Coordinate media relations for the SDR and Steering Committee.

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Each matter requiring communication is dealt with by the CC in the same manner. In order to avoid errors with technical publication, the proper wording, both in French and English, must be received from the Township translator

Distributing Information

Distributing information is carried out according to two approaches.

Information about the SDR, of a political nature is transmitted directly by the Mayor, while administrative information about the SDR is distributed by the CAO / Clerk as Communications Coordinator, through the SDR Steering Committee. Communication of a political nature could include information about the SDR that may have been discussed or will be discussed at a Council Meeting. It could also include reasons for deciding to move forward with the SDR. The Mayor is the Township's official spokesperson and the primary liaison for communication, unless the Mayor has given a specific mandate to the CAO / Clerk or a Council member to make public statements.

Council members have the privilege of making statements, but these interventions are personal unless they have received the Mayor's official mandate to speak on behalf of all Council members.

Administrative communication shall be information about the SDR which does not require the attention or the intervention of the elected representatives. The CC plays the leading role in the staging of the administrative image of the Township. Thus, the CC becomes the person in charge of the communication activities of the SDR. The CC, however, shall take direction from the SDR Steering Committee. The CC must, therefore, ensure the implementation of an internal communication policy defining what information can be disclosed and by whom.

The CC is authorized to make any public statement of an administrative nature relating to the SDR.

When requests for information come from outside, it shall be handled by the CC through the SDR Steering Committee. Moreover, when it comes to implementing a major communication intervention, the process must be done in collaboration with the Mayor, Steering Committee and the CC.

Communications Development

As the CC moves to develop various communications for the SDR, it might be advisable to consider the following steps:

Primary Steps

1. Conduct research and writing (reading, exchange of information with internal or external stakeholders).
2. Consider the appropriate graphic design (creation of logos and templates of documents, search of images and photos).
3. Confirmation and authorization.

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Secondary steps

1. General description (explanation of the subject).
2. Details (recent developments, news, announcements of changes).
3. Invitation to register (for activities and events that require registration of participants or exhibitors).

Final Steps

1. Invitation to participate (an activity or an event).
2. Holding (preparation of material and communications required for the day of the activity or event).
3. Conclusion (summary of the holding of an activity or event, usually accompanied by photos)

Internal Communications

Internal communications enable the CC to communicate with Internal Stakeholders in a timely and appropriate manner. It serves to convey the direction of the SDR and the Steering Committee and contributes to the success of the SDR. Such activity will contribute towards building a “sense of belonging”.

Internal Communications concern:

Internal Stakeholders
<ul style="list-style-type: none"> • Mayor and Council • Committees of Council • All employees • Dubreuilville Volunteer Fire Service

Goals:

1. Organize information sessions with Internal Stakeholders to keep them informed about the SDR
2. Creating a simple and effective section on <https://dubreuilville.ca/> to convey relevant information.
3. Develop general information and key messages for Internal Stakeholders on the SDR.
4. Inform Internal Stakeholders about the role of the Communication Plan.
5. Standardize SDR communications.
6. Foster a change in culture allowing Internal Stakeholders to better understand their role in the SDR.
7. Work with the Steering Committee and Internal Stakeholders to develop proactive key messages about the SDR.

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Expected impacts:

1. Better coordination between Internal Stakeholders
2. Better circulation of in-house information.
3. Creating a “team environment”
4. Removing any nervousness from staff
5. Improvement in delays of communicating achievements.

External Communications

External communication is all means of communication that the Township possesses to broadcast to External Stakeholders, information on the SDR and defines the means for achieving this. External Communication affects those defined as External Stakeholders, meaning

External Stakeholders
<ul style="list-style-type: none"> • External Boards (DSSAB, APH etc.) • MP and MPP • The Province of Ontario • Community Organizations (Minor sports, tourism organizations, etc.) • Surrounding communities • The media • Suppliers & Contractors • Potential Residents

In general, the CC shall design and use the following means of communication:

Using <https://dubreuilville.ca/>

The Steering Committee has chosen to prioritize SDR electronic communications in order to present all information in a comprehensive web-based manner so that stakeholders can access the information they require without the need for another traditional mode of communication.

Digital communication has two major advantages: interaction and speed. The website should make available information about the SDR in a dedicated area. Its content is posted with updates coordinated by the CC to ensure accuracy.

The website offers all information related to the Township. It is considered as the main vector of communication. The website is managed by the Township Website Coordinator who will work closely with the CC to develop a dedicated section on the website for information pertaining to the SDR.

Social Media

Social media publications shall include Twitter (@Twp_Dub) and Facebook. The CC shall assign a staff member to regularly monitor exchanges regarding the SDR and publish or share any information deemed relevant.

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The Facebook page is a useful, timely and a non-exhaustive information hub for all stakeholders, in order to maintain consistent communications. Its content is guided exclusively by the CC.

Twitter provides and encourages communication between multiple parties in a public forum, allowing the Steering Committee and the Township to get instant feedback from all stakeholders. The communication on Twitter is open for everyone else to follow, thus it encourages openness and accountability in communications. Twitter can reach a wide audience and has a large user base, which could include potential residents and stakeholders. Using hashtags can help the Township reach an audience interested in the SDR or the Township operation itself.

Printed Materials

Although the SDR Project may still require the use of printed materials, the Township and SDR shall favour, as much as possible, the broadcast of information in electronic form, such as the website, e-mail as well as through social media. On the other hand, brochures and leaflets can be produced by the CC according to need. This is in order to reduce the ecological footprint of the communication tools and limit costs.

Any paper publication or release, including media releases by the Township must refer to a page on the website where more detailed content is available.

Goals:

1. Refine practices for engaging with the External Stakeholders on the SDR
2. Increase the promotion of the SDR to External Stakeholders to participate and make comments.
3. Hold local public meetings that provide opportunities for the External Stakeholders to ask questions about the SDR.
4. Include polls on <https://dubreuilville.ca/> to encourage informal participation on the SDR to assess public perception.
5. Ensure that news about the SDR is covered by local and regional media.
6. Raise external awareness of the SDR, including the opportunity for participation.
7. Developing a method to communicate the results of the SDR.
8. Be consistent with documents that reflect the "Dubreuilville Brand".

Expected impacts:

1. Persistent positive image of the "Dubreuilville Brand"
2. Website and social media distributing of relevant information pertaining to the SDR
3. Improve the quality of relations and the level of trust with all stakeholders.
4. With a view towards sustainable development, reduce the ecological footprint of paper communications and reduce the use of ink cartridges by promoting digital publications.

Visual Identity

The purpose of this section is to guide the use of the Township's coat of arms, logo, signature and tagline by the Steering Committee and SDR process.

This protocol aims to protect and enhance the Township's coat of arms, logo, signature and tagline and ensure that they are professionally and consistently represented. The Township has a clear and consistent brand image. This image allows stakeholders to quickly find and recognize that the subject document concerns the Township and thus the SDR process.

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The visual identity is the visual symbol that recalls, by its colors and shape, certain characteristics of the Township. The coat of arms is the symbolic emblem that represents the community of the Township. It has an historical representation and was adopted by the Municipal Council.

Any document intended for public distribution and bearing the Town logo or coat of arms must first be approved by the CC.

Strategy of Implementation

The strategy of this communication Plan aims to provide stakeholders with a better understanding of the SDR process and a better interacting experience between them and the SDR project, while enhancing the communication between the Township and all Stakeholders.

The implementation of this strategy will require using the following continuous efforts:

1. The website must be the main source of content and must be updated on a regular basis by providing complete information on the SDR process and its progress. Updating images can demonstrate that the website is alive and active.
2. Feed SDR information continuously to the Social Media Sites. This should reflect what is happening in Dubreuilville; and in this instance about the SDR.
3. Shooting and taking pictures during SDR events can be used as a basis to update all communications.
4. Ensure a diligent reception and follow-up of citizens' requests for information
5. Develop regular media releases that will assist in getting the message out to a much broader audience.
6. Ensure follow-up of meetings and public consultations so that citizens and organizations can comment on the SDR process.
7. Creation of the template of a regular newsletter of the SDR process that can be delivered by email or if necessary, in paper medium.
8. Preparing a standard PowerPoint template for any presentations on the SDR
9. Facilitate networking events that include commercial organizations outside of the Township.

Monitoring

It will be important that the CC tracks all communications with respect to the SDR. As the process winds down and a final SDR document is presented to Mayor and Council, the demographics and resulting metrics of the Communications Plan shall form part of the final report.

Contact

This Plan is prepared and reviewed as part of the Township's Service Delivery Review project. Any questions or comments related to this Plan should be directed to:

Ms. Shelley Casey – CAO / Clerk
SDR Communications Coordinator
Township of Dubreuilville
705-884-2340 Ext. 22
scasey@dubreuilville.ca

Corporation of the Township of Dubreuilville Service Delivery Review Communications Plan

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Council Board Report



9.1 LISTA

Vendor : 1372101 to ZOOCAS01
Fund : 1 GENERAL FUND

Date Range: 25-Mar-2020 to 25-Mar-2020
Sequence by: Cheque No
Fund No. Masked: No

Vendor Name	Cheque No.	Cheque Date	Purpose	Amount Allocated to Fund
Algoma District School Board	5232	25-Mar-2020	Education Taxe - March 2020 - Public English	8,012.74
Algoma Public Health	5233	25-Mar-2020	1st Quarter - Levy 2020	5,575.75
Andy's Machine Shop	5234	25-Mar-2020	Winter Control - Snow Removal 2019-2020	1,869.54
Bouchard,Suzanne	5235	25-Mar-2020	Admin - Cell Phone Usage - January to March 20	324.00
B. Casey,Shelley	5236	25-Mar-2020	Admin - Cell Phone Usage - January to March 20	135.00
CSC du Nouvel-Ontario	5237	25-Mar-2020	Education Taxe - March 2020 - Separate French	1,804.03
CONSEIL SCOLAIRE PUBLIC DU GRAND NORD DE L'OI	5238	25-Mar-2020	Education Taxe - March 2020 - Public French	1,852.26
DECHAMPLAIN,FRANCIS	5239	25-Mar-2020	Public Work Department - Cell Phone Usage - J	75.00
Desgagnes,Marnie	5240	25-Mar-2020	Complexe - Refund - Multi Hall Rental - March22	79.10
DESGAGNES,BRANDON	5241	25-Mar-2020	Recreation Department - Cell Phone Usage - Jar	45.00
E 4 M	5242	25-Mar-2020	Admin - Travelling Expenses - Registration - Wor	378.55
FOTENN Consultants Inc.	5243	25-Mar-2020	Planning / Zoning - Misc Service Professional - C	1,017.00
Henderson Metal Fabricating	5244	25-Mar-2020	Pavillon - Labour - Fix Leak in ground	4,879.28
HSCD School Board	5245	25-Mar-2020	Education Taxe - March 2020 - Separate English	2,960.39
Justin,Leclair	5246	25-Mar-2020	Deputy Chief - January to March 2020	500.00
Kresin Engineering Corporation	5247	25-Mar-2020	Water Distribution - Misc Service Professional - \	9,632.53
Nantel Beverly,	5248	25-Mar-2020	Mayor - Travelling Expenses - Meals - MPAC & F	109.75
Northern Light Ford Mercury	5249	25-Mar-2020	Garbage Truck - Supplies - Back-Up Alarm	53.82
O.M.E.R.S.	5250	25-Mar-2020	OMERS - Remittance - February 2020	6,088.40
Ontario Clean Water Agency	5251	25-Mar-2020	Water Well Supply & Wastewater - March 2020	13,255.08
Pilon,Melanie	5252	25-Mar-2020	Economic Development - Tra Exp - Mileage & M	414.73
Pinel,Steeve	5253	25-Mar-2020	Fire Department - Captain Service - Jan to Mar 2	125.00
Praxair Canada Inc.	5254	25-Mar-2020	Garage - Cylinder Rental - February 2020	33.71
Gendron,Nathalie	5255	25-Mar-2020	Admin - Cell Phone Usage - January to March 20	45.00
Probity Municipal Consulting	5256	25-Mar-2020	Admin - Project - Service Delivery Review	8,475.00
Public Sector Digest	5257	25-Mar-2020	Admin - Asset Management Plan - Invoice # 5	4,634.41
Robin,Bélanger	5258	25-Mar-2020	Fire Department - Captain Service - January to N	125.00
Sigouin,Patrick	5259	25-Mar-2020	Fire Chief - Cell Phone Usage - January to Marcl	75.00
Sonier,Stéphanie	5260	25-Mar-2020	Prevention Officer Service - January to March 20	500.00
Stevens,Davis	5261	25-Mar-2020	Fire Department - Captain Service - January to N	125.00
Strongco Limited Partnership	5262	25-Mar-2020	Grader - Supplies - Spring	200.03
ThyssenKrupp Elevator	5263	25-Mar-2020	Complexe - Elevator - CAT1 B355	2,073.28
Township of White River	5264	25-Mar-2020	911 Service - January to December 2020	357.94
TREMBLAY,BRIGITTE	5265	25-Mar-2020	Admin - Cell Phone Usage - January to March 20	45.00
Troy Life & Fire Safety Ltd.	5266	25-Mar-2020	Complexe - Semi- Annual Kitchen Fire Supressic	179.55
Wishart Law Firm LLP	5267	25-Mar-2020	Admin - Misc Service Lawyer - General Matters	275.29
Total:				76,331.16

Council Board Report



Visa

9.2 List B

Vendor : 1372101 to ZOOCAS01
 Fund : 1 GENERAL FUND

Date Range: 26-Mar-2020 to 26-Mar-2020
 Sequence by: Cheque No
 Fund No. Masked: No

Vendor Name	Cheque No.	Cheque Date	Purpose	Amount Allocated to Fund
Acklands - Grainger Inc.	1123	26-Mar-2020	Fire Hall - Supplies - Circulation Pump (Heater)	155.43
Algoma Office Equipment	1124	26-Mar-2020	Admin - Photocopies - Feb15 to Mar14/2020	99.02
Algoma Power Inc.	1125	26-Mar-2020	Hydro - February 2020 - Water Treatment - Well	10,253.72
Amazon.ca	1126	26-Mar-2020	Public Work Tractor - Supplies - Beacon Light	418.45
Canada Post Corporation	1127	26-Mar-2020	Admin - Supplies Postage - Register Letter	63.21
CTRL2MARKET (1887486 Ontario Inc.)	1128	26-Mar-2020	Public Work Truck - Supplies Gas - Feb25/2020	1,695.83
Donald L. Davidson Fuels Ltd.	1129	26-Mar-2020	Garage - Supplies Fuel - March6/2020	691.79
Minister of Finance	1130	26-Mar-2020	OPP Service - January 2020	9,434.26
ONTERA	1131	26-Mar-2020	A/R - Library - Internet Service - March 2020	79.04
TBAYtel	1132	26-Mar-2020	Cell Phone Usage - March 10 to April 9/2020	22.60
Pepco Corp.	1133	26-Mar-2020	Complex - Supplies - Bathroom Tissue	105.82
Total:				23,019.17



10.1

By-Law No. 2020-15

Being a By-law to confirm the proceedings of the Council of the Corporation of the Township of Dubreuilville at its regular meeting held on March 25, 2020.

WHEREAS Section 9 of the Municipal Act, 2001, S.O. 2001, Chapter 25, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and

WHEREAS Section 5(1) of the Municipal Act, 2001, S.O. 2001, Chapter 25, provides that the powers of a municipal corporation are to be exercised by its Council; and

WHEREAS Section 5(3) of the said Municipal Act provides that the powers of every Council are to be exercised by by-law; and

WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the Township of Dubreuilville at the March 25, 2020 meeting be confirmed and adopted through a confirmatory by-law;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Township of Dubreuilville enacts the following as a By-Law:

1. The actions of the Council of the Corporation of the Township of Dubreuilville in respect of each recommendation and in respect of each motion and resolution passed, and other action taken by Council at the March 25, 2020 meeting is hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this By-Law.
2. That where no individual by-law has been or is passed with respect to the taking of any action authorized in or by the above-mentioned minutes or with respect to the exercise of any powers by the Council in the above-mentioned minutes, then this by-law shall be deemed for all purposes to be the by-law required for approving and authorizing and taking of any action authorized therein or thereby, or required for the exercise of any powers therein by the Council.
3. That the Mayor and the CAO-Clerk of the Corporation of the Township of Dubreuilville are hereby authorized and directed to do all things necessary to give effect to the said action of the Council or to obtain approvals where required and, except where otherwise provided, the Mayor and the CAO-Clerk are hereby directed to execute all documents necessary on behalf of the Corporation of the Township of Dubreuilville and to affix the Corporate Seal thereto.

4. That this By-law shall come into force and take effect upon the passing thereof.

READ a first, second and third time and be finally passed this 25th day of March, 2020.

MAYOR

CAO-CLERK



By-Law No. 2020-16

Being a By-law to authorize the execution of an Agreement with Ornge to receive funding under the Helipad operation and maintenance funding program.

WHEREAS the Corporation of the Township of Dubreuilville deems it desirable to enter into an agreement with Ornge to receive funding under the Helipad operation and maintenance funding program;

THEREFORE BE IT RESOLVED THAT the Corporation of the Township of Dubreuilville enacts as follows:

1. That the Mayor and the CAO-Clerk of the Corporation of the Township of Dubreuilville be authorized to execute a Helipad agreement between Ornge and the Township of Dubreuilville.
2. That this agreement shall appear as per Schedule "1" attached to this by-law and forming part of this by-law.
3. That By-Law No. 2017-12 is therefore hereby repealed.
4. That this By-law shall come into force and take effect upon its reading and being passed.

READ a first, second and third time, and finally passed this **25th** day of **March**, 2020.

MAYOR

CAO-CLERK



care in motion

Ornge
5310 Explorer Drive
Mississauga, Ontario L4W 5H8

1.800.251.6543
647.428.2005 tel
647.428.2006 fax

Execution Copy
#16-04-087

Thursday, November 28, 2019

*The Corporation of the Township of
Dubreuilville (the “Operator”)
Shelley Casey
23 Pins Street
Dubreuilville, Ontario P0S 1B0*

Operator of the *[R065 / Dubreuilville]*
helipad located at:
48.35250° / -84.54778° (the “Property”)

Dear Ms. Casey:

Re: Company-Approved Helipad Agreement (the “Agreement”)

This letter agreement (the “**Agreement**”) sets out the terms and conditions of the use, operation and maintenance of the Helipad, Surrounding Area and Easement, each as defined below. We trust that this Agreement reflects the understanding between yourself and Ornge. If so, please have an authorized signatory execute **two copies** of this Agreement by signing in the space provided at the end of the document and return one copy to the following address:

Ornge
5310 Explorer Drive
Mississauga, Ontario
L4W 5H8
Attention: Helipad Program

By way of background:

- A. The Operator owns, leases or otherwise has a legal right of ownership or control over the Property that includes the Helipad, Surrounding Area and Easement Lands, as defined below (collectively, the “**Subject Lands**”);
- B. Ornge, along with its subsidiaries and affiliates (collectively referred to as “**Ornge**” in this Agreement), provides ambulance services to the people of Ontario, under an agreement with the Ministry of Health and Long-Term Care, using helicopters and using land ambulance vehicles which Ornge operates or which are operated by third parties who coordinate with Ornge (collectively, the “**Services**”);
- C. Ornge seeks the right to use the Operator’s Subject Lands in order to provide the Services;
- D. The Operator has agreed to provide and grant to and in favour of Ornge the right to use the Subject Lands in connection with the Services and to ensure that the Subject Lands are available in safe, secure and effective condition such that Ornge may use the Subject Lands when the need arises, all subject to and in accordance with the terms of this Agreement.



NOW THEREFORE, Ornge and the Operator hereby agree as follows:

DESCRIPTION OF SUBJECT LANDS

1. Schedule A to this Agreement illustrates the location and boundaries of the Helipad, Surrounding Area and Easement Lands on the Property.
2. For the purposes of this Agreement:
 - (a) the **Helipad** comprises Final Approach and Take-Off area (“**FATO**”) and the Touch Down and Lift-Off Area (“**TLOF**”) as depicted in Schedule A;
 - (b) the **Surrounding Area** comprises the land immediately surrounding the Helipad that is 100 feet or more radius from the center of the Helipad, as well as an area ten feet wide and running the full length of the lead-in cones/lights if the pad is so equipped, as depicted in Schedule A; and
 - (c) the **Easement Lands** comprise the land connecting the Helipad and Surrounding Area to the public road as depicted in Schedule A.

REPRESENTATIONS OF THE OPERATOR

3. The Operator represents and warrants to Ornge that:
 - (a) the Operator owns, leases or otherwise has a legal right of ownership or control over the Subject Lands to the extent sufficient to legally grant and provide to and in favour of Ornge the right to use the Subject Lands in connection with the Services and has, to the extent required, obtained any consents required from any third parties to grant such rights;
 - (b) the Operator has all the necessary power, authority and capacity to enter into this Agreement and to carry out its obligations under this Agreement;
 - (c) the TLOF is made of concrete, asphalt, sod or coarse gravel such that it is capable of bearing the static and dynamic weight of Ornge’s helicopter (approximately 6,800 kilograms);
 - (d) the FATO is made of either concrete, asphalt, sod or coarse gravel and will be kept free from dust, loose dirt, sand, and similar material that could create significant amounts of dust when a helicopter lands or takes off which can result in both safety and maintenance issues in helicopters; and



- (e) the TLOF and FATO comply, and will at all times during the term of this Agreement comply, with subsection 305.29 of the Canadian Aviation Regulations.

GRANT OF RIGHTS TO USE SUBJECT LANDS

- 4. Subject to the terms of this Agreement, the Operator hereby grants to and in favour of Ornge (and its employees, contractors, agents and other third parties working in cooperation with Ornge, including without limitation third party land ambulance service providers (collectively “**Ambulance Personnel**”) the following rights and interests in and to the Subject Lands, which the parties hereby acknowledge, confirm and agree constitute rights and interests in and to the Subject Lands:
 - (a) an exclusive right to use and occupy the Helipad and Surrounding Area from time to time and at all times for the purposes of providing the Services, including: (i) causing helicopters to land and take off from the Helipad; (ii) providing space for land ambulances to park while delivering patients to, or receiving patients from, an air ambulance; (iii) transferring patients between air ambulances and land ambulances and providing care to such patients during such transfers; (iv) installing, inspecting and maintaining Navigation Equipment (as defined in Section 10 below); (v) verifying that the Operator is carrying out its obligations under this Agreement and that the Subject Lands are suitable for the foregoing uses; and (vi) other activities related or ancillary to the provision of the Services; and
 - (b) an exclusive easement in gross or right and interest in the nature of an easement in gross in, on, upon, along, over and across the Easement Lands, for the benefit of Ornge and the Ambulance Personnel (together with its and their respective vehicles, supplies, equipment and machinery) for the purposes of ingress to and egress from the Helipad and the Surrounding Area in connection with the provision of the Services.

MAINTENANCE AND REPAIR OF SUBJECT LANDS

- 5. The Operator will ensure that the Helipad, Surrounding Area and Easement Lands are available for the purposes set out in Section 4, on a twenty-four hours per day, seven days per week basis.
- 6. The Operator will, at all times and as necessary, undertake all reasonable maintenance and repair of the Subject Lands to meet the availability commitment set out in Section 5 and otherwise to enable Ornge to provide a safe take-off and landing site for air ambulances.
- 7. Without limiting the generality of Section 6, the Operator will:



care in motion

Ornge
5310 Explorer Drive
Mississauga, Ontario L4W 5H8

1.800.251.6543
647.428.2005 tel
647.428.2006 fax

Execution Copy
#16-04-087

- (a) promptly clear the Subject Lands of all debris, vehicles, obstacles and unsecured objects that may in any way preclude or limit full access to, or use of, the Subject Lands as contemplated by this Agreement;
 - (b) promptly clear all ice from the Subject Lands, so that no accumulation of ice occurs, provided that no salt may be used to remove such ice but urea may be used;
 - (c) promptly clear snow (including any drifts or piles) greater than two inches deep from the Subject Lands during and after a snowfall, so that no accumulation in excess of two inches occurs;
 - (d) promptly clear or water down dust, loose dirt, sand, and similar material that could create significant amounts of dust when a helicopter lands or takes off;
 - (e) promptly clear the Helipad of any objects or debris which could, if struck by a helicopter or any moving part of a helicopter, cause a safety incident. This includes structures such as fences, gazebos, sheds, outhouses, etc.;
 - (f) promptly clear the Easement Lands of vehicles or other obstacles that may in any way preclude or limit access to the Helipad and Surrounding Area as contemplated by this Agreement;
 - (g) routinely cut any grass or other vegetative ground cover such that the height thereof does not exceed six inches on the Helipad;
 - (h) routinely cut any grass or other vegetative ground cover so that neither blocks or impedes the visibility of the Navigational Equipment; and
 - (i) trim any grass, bushes, trees or vegetative ground cover on the Subject Lands as directed by Ornge from time to time.
8. The Operator will not make any changes to the Subject Lands (other than maintenance in accordance with this Agreement) without the prior written consent of Ornge.
9. The Operator will not knowingly do (or fail to do) anything that would impede the use of the Subject Lands by Ornge and Ambulance Personnel as contemplated by this Agreement or that could endanger the safety of Ambulance Personnel or patients.

NAVIGATION EQUIPMENT

10. Ornge may, where necessary, supply navigational equipment, which may include solar/battery powered lights and reflective cones (the “**Navigational Equipment**”) and will install such Navigational Equipment on the Subject Lands, substantially as illustrated in Schedule A.



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12. The Operator will maintain the Navigational Equipment (for example, by changing dead batteries) and take reasonable measures to ensure that the Navigational Equipment is not damaged or stolen.
13. The Operator will be responsible for reimbursing Ornge for the cost of repairing or replacing any Navigational Equipment that is damaged or stolen while in the possession of the Operator.

MONITORING, NOTIFICATION AND INSPECTIONS

14. The Operator will regularly inspect the Subject Lands to ensure that they are maintained to the standard set out in this Agreement and are available for use in accordance with the requirements of this Agreement. Such inspections will be carried out at least every week, or more frequently as may be reasonably necessary in the event of inclement weather such as snow, heavy rains, high winds, or electrical storms.
15. The Operator will immediately notify the Ornge Communications Centre (“OCC”) at 1-833-401-5577 if any of the following adverse conditions arise:
 - (a) the Helipad is not available for the receipt and transport of patients (which for clarity should only be in situations that are beyond the reasonable control of the Operator);
 - (b) access to the Helipad or Surrounding Area, or passage over the Easement Lands, is impeded in any way, including for planned outages (for example, construction);
 - (c) if any hazard exists which could reasonably be expected to compromise the safe access and use of the Helipad, Surrounding Area or Easement Lands by Ornge or Ambulance Personnel;
 - (d) any Navigational Equipment is not working, is visibly damaged, or is stolen or missing; or
 - (e) the occurrence of any event of Force Majeure (as defined in Section 39).

When providing notice of any of the adverse conditions described in this Section 15, the Operator will provide reasonable detail about the nature of the adverse conditions and the Operator’s reasonable estimate of the period of time for which it expects the adverse conditions to continue. For clarity, notifications given under Section 15 will be provided by telephone notwithstanding the general notification provisions set out in Section 37 of this Agreement.

16. The telephone number of the OCC set out in Section 15 is confidential. The Operator will keep this telephone number confidential. The Operator will not use or disclose this



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telephone number to any other person or organization, except in accordance with this Agreement or with the prior written consent of Ornge.

17. The Operator will permit Ornge to inspect the Subject Lands to ensure compliance by the Operator with this Agreement. Ornge will endeavor to conduct inspections at reasonable times and on reasonable notice to Operator, provided that Ornge reserves the right to conduct inspections at any time and on no notice given the emergency nature of the Services that will be undertaken on the Subject Lands.

RISK MANAGEMENT

18. Ornge will confirm in writing whether or not the operation of the Helipad and Surrounding Area is covered by insurance policies that are made available to Ornge by the Ministry of Health and Long-Term Care.
19. To the best of its ability, Ornge will notify the Operator if the insurance policies described in Section 18 are revoked or otherwise lapse.
20. The Operator will defend, indemnify and hold harmless Ornge and its members, directors, officers, employees, contractors and from and against: (a) any personal injury or damage to tangible property; and (b) any and all claims, actions, judgments, costs, damages, expenses (including reasonable legal expenses), losses or liabilities incurred or suffered by an indemnified party, in each case to the extent caused by the negligence or willful act or omission of the Operator or by the material breach of a representation, warranty or covenant of the Operator under this Agreement.
21. Ornge will defend, indemnify and hold harmless the Operator and its members, directors, officers, employees, contractors and from and against: (a) any personal injury or damage to tangible property; and (b) any and all claims, actions, judgments, costs, damages, expenses (including reasonable legal expenses), losses or liabilities incurred or suffered by an indemnified party, in each case to the extent caused by the negligence or willful act or omission of Ornge or by the material breach of a representation, warranty or covenant of Ornge under this Agreement.
22. In no event will Ornge be liable to the Operator for any indirect, special, incidental, exemplary, punitive or consequential damages, or lost revenue, profits or business, whether based on breach of contract, tort (including negligence) or otherwise, arising from or related to this Agreement or the use of the Subject Lands as contemplated in this Agreement, regardless of whether Ornge has been advised, knew or should have known of the possibility of such damages.

TERM AND TERMINATION



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23. This Agreement will commence on the date that it is fully executed by the parties (the “**Commencement Date**”), and will continue for a term of 3 years after the Commencement Date, unless terminated earlier.
24. Ornge may terminate this Agreement by giving written notice of default to the Operator if the Operator breaches any of its representations, warranties or obligations under this Agreement and fails to remedy such default within the cure period specified in the notice of default (or within 20 days of the date of the notice if no such cure period is specified), provided that Ornge may terminate immediately upon notice for the following events of default:
 - (a) any revocation of insurance as required under Section 19, or a lapse of such insurance;
 - (b) any willful breach of this Agreement or intentional misrepresentation by the Operator under this Agreement; and
 - (c) any fraudulent act or omission of the Operator.
25. Ornge may terminate this Agreement at any time, for any reason and without any cost, damages or penalty to the terminating party, upon giving at least 10 days’ written notice to the Operator. Where Ornge gives such notice, this Agreement will terminate on the date set out in the notice, which date shall not be less than 10 days from the date on which notice is given.
26. In the event the Agreement is terminated or expires, the Operator will return to Ornge any property that was provided to the Operator by or on behalf of Ornge, including without limitation any Navigation Equipment.

COSTS AND EXPENSES

27. After Ornge’s annual inspection of the Subject Lands, Ornge will pay to the Operator \$3,500 CAD (“**Fee**”) for the maintenance and repair of the Subject Lands.
28. The Operator will ensure that the Fee is only spent on costs incurred for the maintenance and repair of the Subject Lands. The Operator will retain invoices, receipts and other financial documentation to demonstrate the use of the Fee, and the Operator will provide such financial documentation to Ornge upon Ornge’s reasonable request.

MISCELLANEOUS

Governing Law

29. This Agreement will be governed by, and interpreted and enforced in accordance with the laws of the Province of Ontario. Each party irrevocably submits to the exclusive

jurisdiction of the courts of Ontario with respect to any matter arising under or related to this Agreement.

Independent Parties

30. The Operator is not an agent, partner, officer, employee or servant of Ornge or of Her Majesty the Queen in Right of the Province of Ontario (as represented by the Ministry of Health and Long-Term Care) (the “**Ministry**”). The Operator acknowledges and agrees that it is, and shall be at all times an independent contractor for purposes of this Agreement. The Operator is not in any way authorized to make a promise, agreement or contract on behalf of Ornge or the Ministry.
31. All personnel assisting the Operator in fulfilling its obligations under this Agreement shall be employees or subcontractors of the Operator and shall not, for any purpose, be deemed to be the employees of Ornge or the Ministry.

Audit Rights

32. Upon Ornge’s reasonable request, the Operator will provide to Ornge any information or documents that Ornge requires for the purposes of administering, enforcing, overseeing, planning, analyzing, investigating or inspecting any aspect of this Agreement or the Subject Lands.
33. Ornge may disclose the Operator’s information or documents to the Ministry of Health and Long-Term Care (which provides the Operator’s insurance as described in Section 18), Transport Canada (which oversees civil aviation including helipads) and to others as permitted or required by law.

Assignment and Subcontractors

34. Subject to Section 35, the Operator will not assign this Agreement or any or all of its rights or obligations under the Agreement without the prior written consent of Ornge, which consent may not be arbitrarily withheld. Any purported assignment done without such consent shall be of no force and effect and, in such circumstance and will constitute an event of default for the purposes of Section 24.
35. The Operator may, without the consent of Ornge, subcontract any portion of its duties under this Agreement provided that Ornge may, in its sole discretion, continue to deal with the Operator, rather than the subcontractor, in respect of the work performed by the subcontractor and the Operator shall report to Ornge regarding the work performed by the subcontractor. The Operator shall enter into a written contract with the subcontractor on terms that do not compromise the nature, scope and quality of services to be provided under this Agreement, and that do not impair the rights accorded to Ornge under this Agreement. The Operator shall at all times be held fully responsible for the acts and omissions of each such subcontractor and its directors, officers, employees, independent



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contractors, subcontractors, shareholders, members, partners, agents or other representatives, and their successors and assigns.

36. Ornge may assign this Agreement or any or all of its rights or obligations under this Agreement without the consent of the Operator. The Operator will be bound by any such assignment.

Notice

37. Subject to Section 15, any notice or other communication that is required to be given or that may be given by either party to this Agreement to the other party will be in writing and given by personal delivery or by registered mail, courier or email to the addresses listed below. Any notice given by personal delivery or email will be conclusively deemed to have been given on the day of actual delivery of the notice; if given by registered mail, on the third day following the deposit of the notice in the mail; if by courier, on the second day after delivery of the notice to the courier.

For all **operational and non-legal** matters/notices to Ornge:
Ornge
5310 Explorer Drive
Mississauga, Ontario L4W 5H8
Attention: Helipad Program
helipadsupport@ornge.ca

For all **legal** matters/notices to Ornge:
Ornge
5310 Explorer Drive
Mississauga, Ontario L4W 5H8
Phone: (647) 428-2005
Attention: Legal Department
legal@ornge.ca

Amendments

38. This Agreement may be amended, modified or supplemented only by a written agreement signed by each party.

Force Majeure

39. If, as a result of an event of Force Majeure, the Operator fails to perform or comply with any of its obligations under this Agreement, such failure shall not constitute a default or breach of this Agreement. Dates and times by which the Operator is required to render performance under this Agreement shall be postponed automatically to the extent and for the period of time that the Operator is prevented from meeting them by causes beyond its control which are not avoidable by the exercise of reasonable foresight. Such causes (each such cause, an event of “**Force Majeure**”) shall include but not be limited to acts of God, acts of war, riots, fire, or other causes or contingencies beyond the control of, and occurring not as a result of the negligence or misconduct of, the Operator, but shall not include epidemics or other public health emergencies, inclement weather, financial distress or difficulty, strikes, labour disruptions, or lock outs. The Operator shall resume



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its obligations under this Agreement when the event of Force Majeure has ended. Notwithstanding the foregoing, if performance of a material obligation is prevented or delayed for more than 120 days by reason of an event of Force Majeure, Ornge may on notice treat the delay as an event of default for the purposes of Section 24.

Whistleblowing

40. Concerns regarding Ornge's business practices or ethical conduct may be forwarded to <https://ornge.grantthorntoncare.ca>.

Entire Agreement

41. This Agreement constitutes the entire agreement between the parties relating to the subject matter of the Agreement and supersedes all prior agreements, understandings, negotiations and discussions, whether oral or written, express or implied, between the parties. There are no representations, warranties, conditions, other agreements or acknowledgements, whether direct or collateral, express or implied, other than those expressed herein that induced any party to enter into this Agreement or in which reliance is placed by any party, except as specifically set forth in this Agreement. Without limiting the foregoing, Ornge makes no, and disclaims any, representations about the frequency with which it will use the Helipad.

Severability

42. The invalidity of any particular provision or portion of any particular provision of this Agreement shall not affect any other provision hereof, and this Agreement shall be construed as if such invalid provision or portion of any particular provision were omitted.

Parties Bound

43. This Agreement will enure to the benefit of and be binding upon the parties and their respective heirs, executors, administrators, agents, successors, and permitted assigns.

Independent Legal Advice

44. The Operator acknowledges that:
- (a) this Agreement has been prepared solely by legal counsel for Ornge and that such legal counsel does not act for the Operator in any manner with respect to this Agreement; and
 - (b) the Operator has been advised to, and has the right to, obtain independent legal advice before executing the Agreement.



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By executing the Agreement, the Operator confirms that it has either sought independent legal advice or waived its opportunity to do so, and that it understands and intends to be bound in all respect by this Agreement.

Spousal Consent

45. The Operator warrants that spousal consent is not necessary to this transaction under the provisions of the *Family Law Act*, R.S.O. 1990 unless the Operator's spouse has executed the consent provided below.

[Signature page to follow]

Yours truly,

ORNGE

By:



Ian McLean
Chief Operating Officer – Aviation

Signed on

7 JAN, 2020

ACCEPTED AND AGREED TO BY THE OPERATOR:

IN WITNESS WHEREOF the following party
has executed this Agreement:

Signed on

_____, 20____

in the presence of:

Witness signature

Print name

)
)
)
)
)
)
)
)
)
)
)

*The Corporation of the Township of
Dubreuilville*

By:

Name:

Title:

SCHEDULE A – DESCRIPTION OF SUBJECT LANDS

* NOT TO SCALE *

