



**Integrity Commissioner Report
Municipality of Callander
May 12, 2026**



Preamble

Expertise for Municipalities (“E4m”) is the appointed Integrity Commissioner for the Municipality of Callander (the municipality) as the Integrity Commissioner. E4m is a statutory officer of the municipality. The Integrity Commissioner reports to Council and is responsible for independently performing functions assigned to them by the municipality.

As part of its statutory mandate, E4m is responsible for carrying out the functions assigned to an Integrity Commissioner under Part V.1 of the Act, including the conduct of inquiries and reporting to Council regarding matters within its jurisdiction.

E4m appointed **Sean Sparling** as its investigator and agent for the purpose of conducting inquiries arising from concerns regarding the conduct of certain members of Council.

This report provides a public summary of the outcome of those inquiries. In preparing this report, consideration has been given to the confidentiality requirements associated with workplace investigations conducted pursuant to the *Occupational Health and Safety Act* (“OHSA”), together with the broader privacy and procedural considerations applicable to such matters.

Background

Concerns were raised regarding the conduct of:

- **Former Mayor Robb Noon (Mayor Noon);** and
- **Former Councillor Irene Smit (Councillor Smit).**

During the preliminary review of the matters, it was determined that the nature of the allegations engaged considerations relating to workplace harassment within the meaning of the *Occupational Health and Safety Act*.

Separate investigations were conducted. The investigations included interviews with relevant individuals and a review of available documentation and communications. The findings set out in this report were made on the civil standard of proof, namely the balance of probabilities.

Given the confidentiality and privacy considerations applicable to workplace investigations, this report does not set out the underlying evidence in detail.



Under section 223.3(1) of the *Municipal Act, 2001*, the Integrity Commissioner may report to Council publicly on any matter that the Commissioner considers appropriate. While the Integrity Commissioner does not regularly mention workplace harassment complaints in a public report, it is necessary for the context and analysis herein to include mention of these matters. The summary provided herein constitutes that report in accordance with the *Act*. As these matters were fully addressed during the Integrity Commissioner's inquiry and the Commissioner is satisfied that the issues have been remedied, they do not form part of the present inquiry and will not be mentioned further in this report, except insofar as they are referenced to provide historical workplace context.

General Nature of the Conduct

The investigations concerned separate factual circumstances involving Former Mayor Robb Noon and Former Councillor Irene Smit. However, while the conduct in each matter was distinct, the investigative process identified certain common themes relevant to the findings in both cases.

The evidence established patterns of conduct occurring over a period of time, rather than isolated incidents, which affected workplace interactions and the municipal working environment. These patterns included repeated confrontational or adversarial exchanges, persistent questioning or commentary directed toward staff that, on some occasions, extended beyond the scope of routine governance oversight, and communication characterized by tone, frequency, or intensity that was disproportionate to the subject matter being addressed.

The investigations further identified instances in which interactions became increasingly personalized, including repeated criticism directed toward staff in the context of ongoing workplace communications. While some individual occurrences, considered in isolation, may not have been significant, some were egregious, and the evidence indicates that, when considered in their totality, they formed a pattern of conduct over time that adversely affected staff, contributed to strain in working relationships, and had an impact on the functioning of the municipal workplace environment.

Without disclosing particulars, the conduct under review included:

- interactions that occurred on multiple occasions and, in some instances, involved escalation beyond what would typically be expected in a professional municipal workplace context;
- communications that, in terms of tone, frequency, or persistence, extended beyond the scope of routine governance inquiry and included sustained exchanges with staff; and
- conduct that, assessed objectively and in context, was found to have had an adverse impact on workplace interactions and processes.



Taken together, the evidence demonstrated conduct that went beyond isolated or incidental workplace disagreement. The record established patterns of interaction that, over time, involved repetition and escalation and affected the manner in which workplace communications and relationships functioned. The cumulative nature of the conduct was a relevant consideration in the findings reached.

In the matter involving Councillor Smit, the investigation identified a sustained pattern of conduct directed toward staff involving repeated and improper allegations of staff misconduct, ongoing questioning of staff, and communications concerning perceived, but erroneous conduct issues. Over time, these interactions involved continued engagement on matters where supporting information was not substantiated through the investigative process. Put differently, the accusations by Councillor Smit against staff were inaccurate and not factual. The evidence indicates that the conduct of Councillor Smit extended beyond routine governance inquiry and, when considered in context, had a substantial adverse impact on workplace interactions and the professional functioning of staff in their roles.

In the matter involving Mayor Noon, the investigation identified a pattern of interactions and communications on multiple occasions that, in tone and manner, were inconsistent with the standard of professionalism expected of an elected municipal official. These interactions included engagement with staff that, in some instances, was confrontational or dismissive in nature. The conduct was substantially outside of the role of a head of council and was contrary to the *Occupational Health and Safety Act*. When considered collectively, the evidence demonstrated a pattern of conduct that affected workplace communications and had a substantial adverse impact on the workplace environment. The conduct of Mayor Noon vis-à-vis municipal staff was found to be egregious and unacceptable.

Collectively, it is clear that the failure of both respondents to abide by their role as elected members of council, and their inappropriate actions toward staff had a significant adverse effect on staff and the Municipal workplace and could not be tolerated.

Findings and Recommendations

Following completion of the investigations, findings were made that the applicable threshold for workplace harassment had been met in each matter.

Accordingly:

- the conduct of Councillor Smit was determined to constitute workplace harassment; and
- the conduct of Mayor Noon was determined to constitute workplace harassment.



These findings were made on the balance of probabilities based on the evidence obtained during the investigative process.

Members of Council are expected to conduct themselves in a manner consistent with their statutory obligations and the standards associated with public office.

These matters underscore the importance of:

- maintaining appropriate boundaries between governance and administration;
- ensuring that interactions with municipal staff remain respectful and professional; and
- exercising appropriate judgment in circumstances involving disagreement or conflict.

Conduct that becomes persistent, personal, or disproportionate may engage obligations arising under workplace legislation and the standards applicable to elected officials.

In determining the appropriate disposition of these matters, consideration was given to the seriousness of the findings and to the range of responses available in the circumstances.

In matters involving substantiated workplace harassment by members of Council, a range of remedial or corrective measures may be available.

To their credit, both Mayor Noon and Councillor Smit have resigned their positions on Council and are no longer members of Council in any capacity.

In light of their resignations, we find that no further recommendations either as to penalty or remedial actions are necessary.