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**APPROVAL OF
PREVIOUS
MINUTES**



Corporation of the Municipality of Calvin

REGULAR MEETING OF COUNCIL

Date: April 23, 2025

Time: 6:00pm

1355 Peddlers Drive, Calvin, ON

Attendance: Mayor Gould, Councillors Grant, Latimer (Teams), Manson, Moreton; Staff: CAO Donna Maitland, Public Works Superintendent Ann Carr (Teams) and Deputy Clerk Trish Araujo

Regrets:

Guests: Vala Belter and Gib Wood-Area Economic Development Committee

1. CALL TO ORDER

Resolution Number: 2025-136

Moved By: Councillor Moreton

Seconded By: Councillor Manson

NOW THEREFORE BE IT RESOLVED THAT this April 23rd, 2025, Regular Meeting of Council be called to order @ 6:00 p.m. by Mayor Gould who indicates that quorum has been achieved.

Result: Carried

2. APPROVAL OF AGENDA

Resolution Number: 2025-137

Moved By: Councillor Grant

Seconded By: Councillor Moreton

NOW THEREFORE BE IT RESOLVED THAT the Council for the Corporation of the Municipality of Calvin hereby approves the agenda as circulated.

Result: Carried

3. DECLARATIONS OF PECUNIARY OR CONFLICT OF INTEREST

Councillor Grant declared a conflict of interest with agenda item number 6.1, matter Public Works Report-Stewarts Road- Solicitor Follow Up as Stewarts Rd issue involving potentially my parents.

4. APPROVAL OF PREVIOUS MEETING MINUTES

Resolution Number: 2025-138

Moved By: Councillor Moreton

Seconded By: Councillor Manson

NOW THEREFORE BE IT RESOLVED THAT the minutes for the Regular Council Meeting of April 08th, be approved as presented and circulated.

Result: Carried

5. DELEGATIONS TO COUNCIL – Area Economic Development Committee

Resolution Number: 2025-139

Moved By: Councillor Moreton

Seconded By: Councillor Manson

NOW THEREFORE BE IT RESOLVED THAT Vala Belter and Gib Wood were present before Council as a delegation to Council with respect to the Area Economic Development Committee.

Result: Carried

6. BUSINESS ARISING FROM PREVIOUS COUNCIL MEETINGS

Councillor Grant having declared a conflict of interest with item 6.1 Public Works Superintendent Report - Stewarts Road – Solicitor Follow Up, left his council chair at 6:24pm.

6.1 Public Works Superintendent Report - Stewarts Road – Solicitor Follow Up

Resolution Number: 2025-140

Moved By: Councillor Moreton

Seconded By: Councillor Manson

WHEREAS at a meeting of Council on February 25th, 2025, through motion number 2025-76, Council directed staff to

“Council instructs staff to seek legal opinion of the title and the risk of assuming the road to better inform Council of the processes needed to proceed”,

AND FURTHERMORE, the Council of the Municipality of Calvin has received and considered Mr. Davis' legal opinion and advice on the matter,

Result: Deferred to next council meeting

Councillor Grant returns to his council chair at 6:28pm

6.2 Appointment of Fire Chief

By-Law Number: 2025-19

Resolution Number: 2025-141

Moved By: Councillor Moreton

Seconded By: Councillor Manson

WHEREAS the Council of a municipality may establish, maintain and operate a fire department for all or any part of the municipality pursuant to Section 5 of the Fire Prevention and Protection Act, 1997, S.O. 1997 c. 4;

AND WHEREAS Section 6 (1) of the Fire Prevention and Protection Act, 1997, S.O. 1997 c. 4 requires that where a fire department has been established, the Council of the municipality appoint a Fire Chief for the Fire Department;

AND WHEREAS By-Law No. 2024-51 establishes and regulates a Fire Department in the Corporation of the Municipality of Calvin and Section 2 of By-Law No. 2024-51 designates a Fire Chief as head of Fire Department;

AND WHEREAS as by resolution of Council on April 08, 2025, Council directed the CAO to offer the Fire Chief position, with terms and conditions including duties and salary as prescribed by Council to Jordan Whalley;

AND WHEREAS Mr. Whalley, who has been fulfilling the role of acting Fire Chief since April 01st, 2025, has accepted Council's offer of employment as the Municipality's Fire Chief effective May 5th, 2025;

NOW THEREFORE the Council of the Corporation of the Municipality of Calvin hereby enacts as follows:

1. That Jordan Whalley be and is hereby appointed as the Fire Chief for the Corporation, and
2. That any preceding by-laws appointing a Fire Chief be hereby repealed, and
3. That this by-law shall come into full force and effect on the 23rd day of April 2025.

Result: Carried

6.3 Appointment of Deputy Fire Chief – deferred until next Council meeting

Resolution Number 2025-142

Moved By: Councillor Moreton

Seconded By: Councillor Manson

Result: Carried

6.4 Appoint of Municipal Law Enforcement Officer/Animal Control Officer

By-law Number: 2025-20

Resolution Number: 2025-143

Moved by: Councillor Manson

Seconded by: Councillor Moreton

WHEARAS Section 15 (1) of the Police Services Act, R.S.O. 1990, c.P.15, as amended from time to time authorizes Municipal Councils to appoint persons to enforce the by-laws of the Municipality;
AND WHEREAS Section 15 (1) of the Police Services Act, R.S.O. 1990, c.P.15, as amended from time to time designates Municipal Law Enforcement Officers are Peace Officers for the purpose of enforcing Municipal By-laws;

AND WHEREAS The Council of the Corporation of the Municipality of Calvin deems it expedient to appoint Municipal Law Enforcement Officer (also known as By-Law Enforcement Officer) to enforce the by-laws of the municipality, and an Animal Control Officer;

AND WHEREAS as by resolution of Council on April 08, 2025, Council directed the CAO to offer the Municipal Law Enforcement Officer/Animal Control Officer position, with terms and conditions including duties and salary as prescribed by Council to Jordan Whalley;

NOW THEREFORE the Council of the Corporation of the Municipality of Calvin hereby enacts as follows:

1. THAT Jordan Whalley be and is hereby appointed as the Municipal Law Enforcement/Animal Control Officer, and
2. THAT any preceding by-laws appointing a Municipal Law Enforcement Officer or Animal Control Officer be hereby repealed, and
3. THAT this by-law shall come into full force and effect on the 23rd day of April 2025.

Result: Carried

7. CONSENT AGENDA ITEMS FOR INFORMATION PURPOSES

Resolution Number: 2025-144

Moved By: Councillor Grant

Seconded By: Councillor Moreton

7.1 Building Report, March 2025

7.2 FONOM letter – Premier Ford, Minister of Transportation

7.3 North Bay Parry Sound District Health Unit April 23, 2025 Agenda

7.4 Mulmur Resolution - Procurement and Advocacy for Trade Agreement Exemptions

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin hereby received the Consent Agenda Items as presented.

Result: Carried

8. ADMINISTRATIVE MATTERS:

8.1 Public Works Superintendent Report - Sudbury-Notice-of-Motion-to-Province-Regarding-OHSA

Resolution Number: 2025-145

Moved By: Councillor Moreton

Seconded By: Councillor Manson

WHEREAS the Council of the Greater City of Sudbury requests that the province amend the Occupational Health and Safety Act to clarify the definition of "employer" to exclude owners that have contracted with a constructor for a project;

AND WHEREAS the Council of the Municipality of Calvin supports this request and endorses the Greater City of Sudbury's resolution CC2023-303,

AND BE IT FURTHER RESOLVED THAT this motion be provided to the Greater City of Sudbury, Honourable Doug Ford, Premier of Ontario, the Minister of Labour, Immigration and Skills Development, the Minister of Municipal Affairs and Housing, MP and MPP for the District of Nipissing, the Federation of Northern Ontario Municipalities, the Council of Ontario Construction Associations, the Association of Municipalities of Ontario, and all Ontario municipalities.

Result: Carried

8.2 Calvin Fire Fighters Fundraiser

Resolution Number: 2025-146

Moved By: Councillor Moreton

Seconded By: Councillor Manson

WHEAREAS Council is in receipt of the Calvin Fire Fighters Sausage, Pancakes and Scrambled Egg Breakfast, And Bake Sale Fundraiser flyer,
NOW THEREFORE IT BE RESOLVED that Council encourages all members of Council, Staff and the general public to attend to support this worthy cause.

Result: Carried

8.3 Louise de Kiriline Lawrence Binoculars

Resolution Number: 2025-147

Moved By: Mayor Gould

Seconded By: Councillor Grant

WHEREAS Mayor Gould has been appointed by Council to work with the Mattawa Museum staff to establish a Municipality of Calvin History Section in the Mattawa Museum;
AND WHEREAS, the staff of the Municipality has found a pair of binoculars and sunglasses in storage, and Mayor Gould has spoken with two previous municipal clerks and confirmed that the Municipality was indeed in the possession of binoculars that came from Louise de Kiriline Lawrence, world famous scientist and Calvin resident;
AND WHEREAS these items would best be displayed in a local museum as a way to shine a light on the Municipality of Calvin;
BE IT RESOLVED THAT the Mayor arrange to execute between both parties, a formal loan agreement of these items to the Mattawa Museum for a renewable period of five years, so that they may be displayed in the Municipality of Calvin History Section;
AND BE IT ALSO RESOLVED THAT Mayor Gould provide the museum with a written account of Louise de Kiriline Lawrence for display at the museum.

Result: Carried

8.4 Public Works Superintendent Report - Awarding Calcium Bid

Resolution Number: 2025-148

Moved By: Councillor Manson

Seconded By: Councillor Moreton

WHEREAS a request for quotation was executed for the supply and application of road stabilization and dust suppression material,
AND WHEREAS two bids were received and reviewed,
BE IT HEREBY RESOLVED THAT the Council of the Municipality of Calvin accept the bid from Pollard Distribution Inc. at forty-three cents per liter for a total of \$36,120.00 plus HST.

Result: Carried

8.5 CAO Report 2023-2025 Staff Attendance Staff participation at 2025 Federation of Northern Ontario Municipalities (FONOM) Northeastern Municipal Conference

Resolution Number: 2025-149

Moved By: Councillor Moreton

Seconded By: Councillor Manson

WHEAREAS the CAO has advised Council for the Corporation of the Municipality of Calvin that due to workload staff will no longer be participating at the 2025 FONOM Conference being held in North Bay;
NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin hereby receives the report.

Result: Carried

8.6 CAO Report 24-2025 -Tillsonburg Town Council Decision Letter - April 14, 2025 - Strong Mayor Powers

Resolution Number:2025-150

Moved by: Councillor Moreton

Seconded by: Councillor Latimer

WHEREAS Council for the Corporation of the Municipality of Calvin is in receipt of CAO Report 24-2025 and has considered Tillsonburg Town Council Decision Letter - April 14, 2025 - Strong Mayor Powers;
NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin hereby supports the Town of Tillsonburg's Resolution **2025-125**;
AND SPECIFICALLY THAT, Council for the Corporation of the Municipality of Calvin

1. Does support the proposed strong mayor powers as currently outlined;
2. Does support that specific powers be provided to mayors as it pertains to identifiable decisions regarding housing, development, infrastructure and transit to provide tools that reduce obstacles that can stand in the way of new housing and infrastructure developments;
3. Does strongly suggests that free reign of decision-making regarding hiring, firing, committees and so forth be removed from the proposed authority;
4. Does strongly suggests that members of current Council were duly elected officials by citizens with the awareness of one vote per council member and majority votes are the democratic process;
5. Does request that the Provincial Strong Mayor Powers proposed to take effect on May 1, 2025, be deferred to allow for greater clarity and that the Province seek collaborative input from the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO);
6. Does directs staff to forward this resolution immediately to Premier Doug Ford, MPP Victor Fedeli, Minister Flack, Premier Ford, The Association of Municipalities of Ontario (AMO), the Rural Ontario Municipal Association (ROMA), FONOM, and all Ontario Municipalities.

Result: Defeated

8.7 CAO Report 25-2025 Establishing a Standing Committee of Council – Fire Committee By-Law Number 2025-22

Resolution Number: 2025-151

Moved By: Councillor Latimer

Seconded By: Councillor Moreton

WHEAREAS Council for the Corporation of the Municipality of Calvin receives CAO Report 25-2025, Establishing a Standing Committee of Council: Fire Committee,

AND WHEREAS Council for the Corporation of Municipality of Calvin recognizes the importance of ensuring effective governance, accountability, and oversight of its fire protection services;

AND WHEREAS given administrative challenges have highlighted the need for improved policy development, reporting, and support for the Fire Department;

AND WHEREAS considering Council has recently appointed a new Fire Chief and soon a new Deputy Fire Chief;

AND WHEREAS considering municipal Councils are legislatively responsible for the provision and regulation of fire services under the Fire Protection and Prevention Act, 1997;

NOW THEREFORE BE IT RESOLVED THAT Council will establish a Fire Committee as a standing committee of Council, tasked with supporting the strategic governance, oversight, and policy development of fire services in the Municipality of Calvin;

AND THAT Council for the Municipality of Calvin approved the Draft Fire Committee Terms of Reference

AND THAT Councillors Moreton, Grant, Latimer and Mayor Gould, form part of this committee.

Result: Carried

9. AGENCIES, BOARDS, COMMITTEES

Resolution Number: 2025-152

Moved By: Councillor Grant

Seconded By: Councillor Manson

9.1 North Bay Mattawa Conservation Authority – Councillor Moreton

9.2 East Nipissing Planning Board- Councillor Grant, Mayor Gould

9.3 Physician Recruitment -Mayor Gould

9.4 Mattawa Regional Police Services Board -Councillor Grant

9.5 Canadian Ecology Centre - Mayor Gould

9.6 Cassellholme Exit Strategy- Mayor Gould

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin accepts the Agencies, Board, Committee Verbal Reports and/or Minutes provided by Council members at this meeting.

Result: Carried

10. CLOSED MEETING

Resolution Number: 2025-153

Moved By: Councillor Moreton

Seconded By: Councillor Manson

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin move into Closed Session at 7:21 p.m. to discuss:

- Personal matters about an identifiable individual, including municipal employees (s.239(2) (b))
- Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality (s. 239(2)(e))
- Advice that is subject to solicitor-client privilege, including communications necessary for that purpose (s.239(2)(f))

Result: Carried

11. RETURN TO OPEN SESSION

Resolution Number: 2025-154

Moved By: Councillor Moreton

Seconded By: Councillor Grant

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin move back into Open Session at 8:26 p.m. and report that it discussed:

- Personal matters about an identifiable individual, including municipal employees (s.239(2) (b))
- Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality (s. 239(2)(e))
- Advice that is subject to solicitor-client privilege, including communications necessary for that purpose (s.239(2)(f))

And that the Regular Council Meeting of May 05, 2025 be cancelled due to Council members attending FONOM Conference.

Result: Carried

12. CONFIRMATORY BY-LAW

By-Law # 2025-21

Resolution Number: 2025-156

Moved By: Councillor Latimer

Seconded By: Councillor Moreton

NOW THEREFORE BE IT RESOLVED THAT By-Law 2025-21 being a By-Law to confirm the proceedings of Council be approved.

Result: Carried

12. ADJOURNMENT

Resolution Number: 2025-157

Moved By: Councillor Grant

Seconded By: Councillor Manson

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin now be adjourned @ 8:27 p.m.

Result: Carried

6

**BUSINESS
ARISING FROM
PREVIOUS
COUNCIL
MEETINGS**



COMMENTS FOR PUBLIC CONSULTATION
RE: STEWARTS ROAD

6.1

Comments are being presented to Council in order of receipt:

1. Roberta Albright
2. Dan MacKinnon
3. Daniel Maxwell
4. Matt Bridgen
5. Kevin and Cindy Grant- presented by Todd Fisher
6. Stuart Wright
7. Bernie Desjardins
8. Chris and Francine Whalley
9. Wannetta Beckett Sparks
10. Clayton Graham
11. Wayne Brown

Public Works

From: Roberta Albright [mailto:hillsidestables@hotmail.com]
Sent: May 11, 2025 2:11 PM
To: Public Works
Subject: Stewart's Road

I will try and keep this short but this issue has been going on for far to long.

When this first came before council way to many years ago, the lawyer and the insurance company both said that maintaining the road year round was at the discretion of the road super.

Because of issues between the previous road super and a resident on Stewart's road, previous staff and council spent way to much time and money finding excuses to not make the road year round.

"It's not up to standard ". Are any of our roads up to this made up standard?

The turn around(that was partly paid for by a resident) isn't right, who's fault is that?

There are plenty of road kms in the township with fewer residents on them that are full season roads.

There are actually designated seasonal roads on the map on the township website that still show as seasonal and yet they are plowed in winter. No one makes a stink about it.

Previous staff and council and some residents had/have a personal vendetta against a resident on Stewart's road. To the point that bylaws were created just to spite a single taxpayer.

This all should be put to rest. Grade the road properly(there's 4 feet of road grader resistant grass between the road surface and the ditch that has taken over). Budget a couple loads of gravel for the road every year and plow the road.

It should have been a simple solution all those years ago, let's make it one now.

Roberta (Bobbi) Albright

Public Works

From: MacKinnon Dan WND CYNWO ZFFCN <danmackinnon.mackinnon@zffcn.com>
Sent: May 12, 2025 9:19 AM
To: Public Works
Subject: Upgrading Stewarts Road to a year-round maintained road
Attachments: Stewarts_Road_Reclassification_Request_Letter v3.docx; Addendum to My Original Letter Regarding Stewart's Road.docx

I hope this message finds you well.

Please find attached my formal letter and a brief addendum regarding the public consultation on the reclassification of Stewart's Road. Unfortunately, I will be unable to attend the upcoming meeting in person. However, I respectfully request that my original letter and the addendum be presented and read aloud at the meeting, as outlined in the Notice of Public Consultation.

Thank you for your time and for considering my input on this important matter.

Cheers
Dan Mackinnon
Spare Parts Coordinator

Cell# (519) 796-3250



Daniel William MacKinnon
848 Homestead Road
Calvin Township
Email: DMDIMENSIONS@gmail.com
Phone: 519-999-1010

May 02, 2025

To the Members of the Calvin Township Council,

RE: Request for Reclassification of Stewart's Road to Year-Round Municipal Maintenance

Dear Council Members,

I am writing to express my support for having Stewart's Road reclassified from a seasonally maintained road to a fully maintained, year-round municipal road. As a landowner with property directly adjacent to Stewart's Road, I believe this reclassification is critical not only for immediate accessibility but also for the long-term development potential of the area.

Although I am not currently a full-time resident of Calvin Township, my intention is to retire there and relocate my business operations to the area. I have two children, and my plan is to sever the property I currently own (approximately 100 acres) into three lots so that each of my children can build homes and establish their future in the community. These represent realistic, responsible goals that would benefit the township through increased tax base, infrastructure use, and community engagement. However, as long as Stewart's Road remains seasonally maintained, I am unable to move forward with these plans due to severance restrictions tied to road status.

In the eight years I've owned this land, no efforts have been made by the municipality to maintain Stewart's Road until the current roads superintendent authorized two loads in the fall of 2024 to address potholes and low areas. While I appreciate this recent effort, the surface remains noticeably deteriorated, and it is in need of more comprehensive resurfacing. Regardless of its seasonal status, the road should receive proper summer maintenance, including grading and gravel resurfacing. As it stands, exposed culverts, loose surfacing rock, and soft spots make the road both unpleasant to drive on and potentially hazardous for those using it for daily travel or recreational walking.

There are roads within Calvin Township with similar profiles, less homes—and even some roads lacking the proper turnaround that Stewart's Road has—that receive full-year maintenance, including winter plowing. This suggests that a consistent and fair application of policy is possible. Furthermore, Ontario case law reinforces the importance of maintaining roads in a reasonable condition. In *House v. Baird* (2017 ONCA 885), the Ontario Court of Appeal affirmed that municipalities, even smaller ones, have a duty to maintain roads responsibly under the Municipal Act. In *Lloyd v. Bush* (2017 ONCA 252), it was made clear that municipalities may be liable when they neglect known issues on public roads.

I understand there is some concern regarding a portion of Stewart's Road that deviates from the formal road allowance. To my knowledge, it appears to function as a forced road—historically used for public access. I remain willing to work collaboratively with the municipality to find solutions to this issue in the

larger context of redesignating Stewart's Road. Importantly, our Roads Superintendent, whose experience and judgment I trust, has already suggested that Stewart's Road could be assumed in its current state as a fully maintained road, with the addition of gravel and basic maintenance that arguably should have been carried out during prior summers. This recommendation was formally noted in recent Council meeting minutes and reflects a cost-effective and practical step forward for the Township and its taxpayers.

It's also worth noting that the current residents who reside on Stewarts Road have been required to enter into maintenance agreements with the Township in order to have the road plowed during the winter months. While I recognize the purpose of such agreements, they highlight the fact that Stewart's Road is already functioning as a year-round residential road in practice. When municipalities permit permanent occupancy—particularly with the knowledge that emergency access may be compromised—they assume a degree of responsibility to ensure safe and reasonable year-round access. Continuing to treat the road as “seasonal” while residents rely on it year-round introduces avoidable risk and policy inconsistency.

For the sake of equity, safety, and future planning, I respectfully request that Stewart's Road be considered for reclassification to a year-round maintained road. This would allow responsible land development, support family housing opportunities, and reflect a forward-looking approach to rural infrastructure.

I believe the direction outlined in the Council reports dated February 25, 2025, positions Stewart's Road as a practical and justified candidate for reclassification to year-round maintenance. Further, as noted above, I am willing to cooperate with the municipality in order to get this done. Such cooperation may include a willingness to provide access and to consider a dedication of portions of my property which are currently travelled as part of the road on terms agreeable to both the municipality and I.

Thank you for your time and consideration.

Sincerely,

Daniel William MacKinnon

Addendum to My Original Letter Regarding Stewart's Road

Since submitting my original letter in support of reclassifying Stewart's Road as a year-round maintained municipal road, I would like to acknowledge that a fresh layer of gravel has recently been applied to the road. This development is encouraging, as it shows that maintenance efforts are both possible and already being implemented.

Thank you for considering this update as part of my continued support for full-year maintenance of Stewart's Road.

Sincerely,

Public Works

From: daniel maxwell <dnlmaxwell@gmail.com>
Sent: May 13, 2025 10:31 AM
To: Public Works
Subject: Comments on Stewarts Road from Dan Maxwell

Comments on Stewart's Road,

The situation with Stewart's rd is unique.

As a past councillor I have spent much time thinking about how to solve the problem of Stewart's road. I am more convinced than ever that this road must be taken over by the municipality.

It is the only seasonal road that has full-time residence living on it.

There's a good potential to have other year round homes on this road if it were to be maintained by the township. This would increasing our tax base.

I believe everyone in Calvin should be entitled to basic services.

I know the argument is that when the residence decided to live their year round, they knew it was a seasonal road. There are many examples in the township of people building on seasonal roads and the Township later changing the status to year round.

Because of the permanent residence on Stewart's Road, many services such as mail delivery, school busing, fire department, and ambulance must travel on it.

I believe that it is important for the township to maintain this road year round for the safety of these service providers I also believe it is the right thing to do from a humanitarian perspective.

I can't help but think what our forefathers would be saying if they could hear the questioning of maintaining Stewart's Road after they put the effort forward to actually built the road and even put a bridge over the creek located at the end of it.

As we go forward in our community, let's bringing all of our roads up to a higher standard and include Stewart's as part of our success.

Dan Maxwell

Public Works

From: matt bridgen <mattbridgen@hotmail.com>
Sent: May 13, 2025 1:39 PM
To: Public Works
Subject: Comments on Stewarts rd to be read at council meeting may 20th 2025

Ann,
Unfortunately I will not be able to attend the meeting. Thank you.

To All Members of Calvin Township Council and Staff,

I am writing to express my concerns and observations regarding the current situation of Stewarts Road.

There are seven properties that use Stewarts Road for some type of access: there is three residential homes, two working farms, and two seasonal camps. Of all of these, five properties pay full residential taxes, without any discount or adjustment for the lack of full municipal road maintenance. These residents rely on Stewart's Road for everyday use, as well as emergency access.

The municipality is fully aware that these properties require reliable, year-round access—not only for the property owners themselves but for emergency services as well.

Section 44 of the **Municipal Act** clearly states:

Maintenance

44 (1) The municipality that has jurisdiction over a highway or bridge shall keep it in a state of repair that is reasonable in the circumstances, including the character and location of the highway or bridge.

Liability

44 (2) A municipality that defaults in complying with subsection (1) is, subject to the Negligence Act, liable for all damages any person sustains because of the default.

Furthermore, when building permits have been issued for properties accessed exclusively via Stewarts Road. According to the **Ontario Building Code**, such buildings must have clear and reliable access for fire suppression and emergency services. When these permits were approved, it follows that it changed the circumstances and character of Stewarts rd, and the municipality has a responsibility to maintain the road in a condition that supports these essential services. Failing to do so not only puts lives at risk but also exposes the municipality to potential legal liability.

Council should also consider the findings from both past and current Roads Superintendents, who have stated that Stewarts Road is already in good condition and could be maintained year-round with minimal improvements. If the concern is financial, I encourage Council to weigh the cost of snow removal and proper maintenance against the much greater potential cost of liability in the event that emergency services are delayed or lives are lost due to poor road conditions.

Section 26 of the **Municipal Act** also applies in this case:

Roads established before December 31, 2002, and deemed to be highways under the Municipal Act, 2001, are grandfathered as public highways if the requirements of dedication and acceptance were met before January 1, 2003.

This section confirms that roads such as Stewarts—often referred to as “forced roads”—do not require additional surveying or legal work to be fully assumed. In other words, the Township already has the authority to pass a bylaw changing Stewart’s Road from seasonal to year-round maintenance **without incurring additional taxpayer costs**, aside from the regular expense of plowing and maintaining it during winter.

In summary, passing a bylaw to reclassify Stewarts Road to fully maintained, as it stands today, is the most logical, fair, and responsible course of action. This would reduce liability under Section 44 and make full use of the existing legal framework under Section 26—while simultaneously protecting the safety and well-being of the residents who rely on this road daily.

As for "some" residents not wanting to pay for certain roads, section 44 of the Municipal Act prohibits this. If the municipality takes any recommendations from residents on not maintaining any roads that are currently being used and classified as highways, it will be in direct violation of the municipal Act, and also, would not be fair to all rate payers. Every rate payer is required to pay for the roads whether we personally use them or not.

Should Council choose NOT to move forward with reclassification, please consider this letter formal notice that the municipality may be held liable for damages or losses that result from the ongoing failure to maintain Stewarts Road to a standard consistent with its actual use.

I urge Council to do the responsible thing.

Matthew Bridgen and Family

~~220 Stewarts Road~~

Municipality of Calvin.

Public Works

From: Kevin Grant [kgrant@hotmail.ca]
Sent: May 14, 2025 8:07 AM
To: Public Works
Subject: delegation for May 20, 2025 meeting
Attachments: Delegation - Stewarts Rd May 20, 2025.pdf

Good morning Ann,

I have attached comments for the May 20, 2025 meeting. We would like to present these comments and will have Todd Fisher present on our behalf.

Kindest regards,
Cindy Grant

May 13, 2025

To the Duly Elected Council of the Municipality of Calvin,

This letter is submitted on behalf of Kevin and Cindy Grant, specifically, in regards to, the long-standing efforts to reclassify Stewarts Road. For over 10 years, residents have pursued the reclassification of this road, yet no tangible progress has been made under the last four consecutive councils.

It is important to begin by addressing the existing Road Classification Bylaw 2017-015, which remains in effect today. This bylaw was drafted, amended, and upheld by the five councillors who were not re-elected in the most recent municipal election. The legitimacy and fairness of the bylaw are in question, as it was implemented to ensure progress of converting seasonal roads was met by an impossible standard. In fact, many township roads, including fully maintained ones, would not meet these current standards. The bylaw appears to impose criteria that are effectively unattainable for seasonal roads, raising the question: who truly benefits from a system that enforces requirements not met by the roads already under full municipal maintenance?

Regarding the proposed survey of Stewarts Road, particularly concerning road allowances and property lines, it is worth noting that multiple roads in Calvin deviate from official road allowances. Provincial case law offers clear direction in such instances, especially for long-established "forced roads." In the case of Stewarts Road, there is currently no active dispute regarding its route. Conducting a survey in the absence of a dispute seems unnecessary and inconsistent. If the Township were to undertake surveys for every such road deviation, it would set an unsustainable precedent. The more practical and equitable approach is to address such issues only if and when they arise, rather than create problems where none presently exist.

There is a perception among some residents that upgrading Stewarts Road to fully maintained status would be an unjustifiable expense. However, Stewarts Road is home to seven tax-generating properties, including three year-round residences, several seasonal dwellings, and active farms. These properties contribute significantly to the municipal tax base and continue to grow in assessed value. Contrary to a common misconception, residents on seasonal roads do **not** receive a reduced tax rate—they pay the same full tax rates as those living on fully maintained roads, despite receiving only partial road services for half the year.

Given that approximately 40% of the township's budget is allocated to Roads and Fire/Emergency Services—services not consistently provided to seasonal road residents—it raises a question of fairness. If services are denied for six months of the year, should those residents not also see a proportional reduction in their tax obligations? Alternatively, would those who oppose investing in seasonal road upgrades be willing to absorb the cost of inflation through higher property taxes if the township were to offer discounted tax rates to under-serviced seasonal road properties?

From a revenue-per-kilometre perspective, Stewarts Road likely outperforms many of the fully maintained roads in the township, both in terms of current income and in historical growth in assessed value.

Finally, Council has already received guidance on this matter from the Township's own Roads Superintendent—the most qualified expert employed by the municipality in this area. The Superintendent has stated that "Stewarts Road could be assumed immediately even with the slight

surface width deficiencies.” Given this professional recommendation, it is unclear why Council would choose not to act. Ignoring this expert advice not only delays progress but also undermines the role and authority of the township’s staff.

We respectfully urge Council to consider this matter with the seriousness it deserves and to take meaningful, timely action that reflects both fiscal responsibility and equity for all residents of Calvin Township.

Sincerely,

Kevin and Cindy Grant

Public Works

From: Stuart Wright [REDACTED]
Sent: May 14, 2025 8:35 AM
To: Public Works
Subject: STEWARTS ROAD -PUBLIC CONSULTATION

Please pass this to the Township Council.

Dear Calvin Township Council,

My name is Stuart Wright, I own property in Calvin Township. (Lot 11 Conc 3 Calvin). While I do not reside in Calvin Township, I do hope to develop my property in the future for a year round home.

There are quite a few reasons to commit to year round maintenance of not only Stewarts Road, but all roads in the township as explained below. It is very unfair to not treat all residents in the same manner. I am sure all residents pay their share of taxes.

Year-round road maintenance in Calvin Township is crucial for ensuring safe and accessible transportation throughout all seasons. Here are a few reasons why it matters:

- **Safety:** Proper maintenance reduces hazards like potholes, ice buildup, and flooding, preventing accidents and vehicle damage.
- **Emergency Access:** Well-maintained roads ensure emergency services can reach residents quickly, especially during winter storms or heavy rainfall.
- **Economic Impact:** Reliable roads support local businesses, tourism, and property values by making the township more accessible.
- **Community Convenience:** Residents benefit from smoother commutes, better school bus routes, and improved access to essential services.

Please accept my submission.
Thank you

Stuart Wright

I can be reached at [REDACTED] (please do not place my number in the minutes of the meeting)

Public Works

From: Bernie Desjardins <bernie.desjardins@live.ca>
Sent: May 14, 2025 2:56 PM
To: Public Works
Subject: Comments on Stewarts Road Maintenance

Hello,

My name is Bernie Desjardins, and I live at the intersection of Homestead Road and Stewarts Road—834 Homestead Road. I have two driveways on Stewarts, and I do use one of them in the winter. My mailbox is on Stewarts; perhaps this is because it is less dangerous for Canada Post to deliver mail and parcels on a straight, flat road with little traffic. I do know that it is better for me to keep that driveway open in winter, because my Homestead driveway is on a curve with limited visibility of traffic from either direction. There is also a steep incline right where it meets Homestead, and this is a hazard in winter. It's dangerous for us and even my plough guy, so I use Stewarts in winter. I am strongly in favour of the Township assuming responsibility for year-round maintenance of Stewarts Road. I think there are five addresses on Stewarts (not counting me, as my address is Homestead), and every one of them is entitled to year-round maintenance of the road they live on as far as I am concerned.

Best regards,

Bernie Desjardins

Public Works

From: Chris Whalley <chris@calvinforestproducts.ca>
Sent: May 14, 2025 9:17 PM
To: Public Works
Subject: Fw: Questions regarding Stewart's road year round maintenance.

From: Chris Whalley
Sent: Wednesday, May 14, 2025 9:14 PM
To: Chris Whalley
Subject: Questions regarding Stewart's road year round maintenance.

Dear Mayor Gould and Council,

Questions in regards to Stewart's road year round maintenance:

1. In regards to the Asset Management Plan, and the Roads Needs Study for the Municipality of Calvin; is upgrading Stewarts road one of the higher priorities within the township? Can you provide a current list of the Roads Needs Study to the Rate payers?
2. Will the residents and landowners on Stewarts road be required to pay a portion of the cost to upgrade?
3. Does the proposed upgrading of Stewarts road include, widening, changing culverts, re-ditching, gravelling and upgrading the Stewarts road bridge?
4. Is there provincial or federal funding available for upgrading seasonal roads?
5. Has anyone asked or requested that any other "Seasonal" roads such as Gated road, Pratt Road South or Latimer road be upgraded to year-round maintenance?
6. Will the residential tax rate be increased to cover the cost of upgrading Stewarts road or any other roads?
7. Is upgrading Stewarts road a benefit to all residents and rate payers of Calvin Township?
8. Will the township be developing a new policy and procedure for the upgrading of seasonal roads?

As a rate payer in the Municipality of Calvin, we have great concerns that upgrading of Stewarts road will adversely affect the tax rate and set a precedence for all other "seasonal" roads.

Sincerely,
Chris and Francine Whalley

May 14/25

To All it Concerns / Council

- I'm not against opening Stewards Road year round.
- I'm concerned about the cost to the taxpayer.
- If its going to happen, then I would like to see that the road goes all the way to Sauder twp, becoming a asset to Calvin twp.
- The road made by a Road making company not the municipality or a mickey mouse crew.
- The bridge double lane. If This going to happen then it needs to be done right. M.T.O. Standards
- This road made open to the public (non gated)

Yours Truly
Wannetta Beckett Sparks

RECEIVED
May 15/25 10:30 AM.

W.B.

MAY 15, 2025.

RE: Stewarts Road.

To: Calvin Council/Administration.

Please be advised that I do not agree to my property taxes to be increased for the unnecessary development of Stewarts road.

The property owners requesting this has already cost this Township enough money in engineer fees and legal fees over the past number of years and this needs to stop. The property owners of Lots 10 and 11 Con. 1 were fully aware of the seasonal status of this road when they purchased the propertys.

I did not see any recent costing for any further development of Stewarts Road and this needs to be brought to the publics attention well before any decision made by Council .

1: Cost of new bridge ???

2: Cost to bring the Road up to MTO standards?? Proper road building contracror with MTO inspection at each step of the building process.

3: IF the roadway is developed , is the bridge and roadway to be a complete two lane roadway??

4: IF the roadway is rebuilt it needs to be done in such a manor that there will be no more conflict over this road. **Thus rebuilt from Homestead RD. To the Lauder Township line .**

5: Also realize that you will now have set a precident for all of the seasonal roadways in this Township to be brought up to 2 way fully maintained roadway MTO standards as other residents and future residents/ developers will expect the same treatment of accessable roads.

Sincerely,



RECEIVED
May 15/25
10:48 AM

76.

May 15, 2025

To : Mayor and Council of The Municipality of Calvin

Re: Stewarts Road

I understand a request has been made to upgrade Stewarts Road from a season to full service road and that at your May 20, 2025 meeting you are considering public comment on this matter.

Please consider this my comment on the matter. I do not wish to present it verbally to Council.

I live on Booth Road in Calvin. This road was constructed by a Mr. Tennant after a survey was done by him of the entire road (there was 13 lots) and brought up to full service standards by him through a professional company at his cost in early 80s. Calvin Twp did then an assessment of its condition and found it to be in compliance with the standards. From that point the road maintenance was taken over by the municipality.

There is a bylaw in Calvin that regulates the procedure of transitioning road maintenance of municipal roads from seasonal to full time. In a nutshell, when Council agrees to do this, the applicant bears the cost of the upgrade and the township then begins all season maintenance of that road.

I think this is the fairest procedure to follow, for all ratepayers in Calvin, in this case too, Stewarts Road. Apply the by-law – applicant bears the cost to bring it up to standard, Calvin takes over the full year maintenance of the road. Follow the by-law.

Wayne Brown

Wayne Brown

69 Booth Road, Calvin 705 744 2169

RECEIVED
May 15/25

11:46am slb



THE MUNICIPALITY OF CALVIN

REPORT TO COUNCIL PUBLIC WORKS DEPARTMENT

6.2

To: Mayor and Council
Subject: Stewarts Road-Letter from Solicitor
Author: Ann Carr, Public Works Superintendent
Report No. PWS-2025-05
Date: April 23rd, 2025

PURPOSE:

To provide Council with the information from the Municipalities' solicitor regarding Stewarts Road.

BACKGROUND/HISTORY:

1. Zoning By-Law Amendment 2024-67 was passed and carried to amend the zoning by-law to discontinue the use of road use agreements.

2. Shoreline and Road Allowance Closure and Sale By-Law 2025-04 was passed and carried to include the purchase of unopened road allowances.

3. By-Law 2017-015 Being a by-law to establish guidelines for property owners requesting year-round municipal road services on existing gravel seasonal roads, unassumed road allowances or private roads remains in effect.

4. Resolution # 2025-76 from Council meeting on February 25th, 2025.

"**WHEREAS** Council directed staff to investigate the cost of assuming seasonal roads where development has occurred' **AND WHEREAS** By-Law 2017-015 provides that a legal opinion to be sought to ensure the validation of the title of lands required to assume a seasonal road, Stewarts Road to the bridge in this instance'

NOW THEREFORE BE IT RESOLVED that Council receive report titled "To Present Council with Information to Further the Inquiry Regarding Assuming Stewart's Road",

FURTHERMORE, Council instructs staff to seek legal opinion of the title and the risk of assuming the road to better inform Council of the processes needed to proceed,

AND FURTHERMORE, that legal be requested to communicate with all property owners to the bridge, on Stewarts Road, to gauge their collective willingness to pay all costs associated with the Municipality assuming Stewarts Road (legal, material, labour, surveys etc.) and that these results form part of the next steps recommendation brought by legal to Council."

LEGAL AUTHORITY:

By-Law 2017-015 Being a By-Law to Establish Guidelines for Property Owners Requesting Year-Round Municipal Services on Existing Gravel Seasonal Roads, Unassumed Road Allowances or Private Roads

Criteria For Council:

- Does the road serve, or will it serve 5 separate and distinct Parcels of Land which are being used, or have the capability of being used for the purposes permitted within the zone? **yes**
- Does the road provide access to a municipally maintained boat launch, beach or other facility promoted by the Municipality for public use? **no**
- Would the assumption of the road overextend existing municipal roads maintenance programs, operations and resources? **A decision to assume the road would need to be prefaced by budget commitments in the year it would begin to be assumed.**
- Was the road constructed to the standards as stated in Schedule "B", thus avoiding costly future repairs? **no**



THE MUNICIPALITY OF CALVIN

REPORT TO COUNCIL PUBLIC WORKS DEPARTMENT

- e) Will the assumption of the road promote further desired development? ***There are currently no unowned properties located on Stewarts Road. Future development of the lands owned will be dependent on their plans. This includes the development of homes and/or businesses.***
- f) Would further development require the road to be extended? ***Potentially. If development requiring year-round access to their land situated beyond the bridge was planned by current owners, the road would need to be extended. There are several additional (and required) steps that would need to take place prior to Council being able to support that development. This report does not delve into the assumption of Stewarts Road beyond the bridge as for the purpose of this investigation, the report only deals with analyzing the cost of assuming Stewarts Road to provide year-round access to residents who occupy four season homes situated on the road.*** Would the road further facilitate the safe and efficient movement of goods and people? ***yes***
- g) Council must be satisfied that North Bay Mattawa Conservation Authority has been consulted and that all regulations are followed where there could be any interference with wetlands or any alterations to shoreline or water courses? ***Not applicable in this instance. This would be applicable for consideration of the assumption of the road beyond the bridge.***
- h) Has a reference plan been prepared by an Ontario Land Surveyor documenting the lands affected by the proposed assumption? ***No***
- i) Has the Municipality received a legal opinion on the ownership status of the subject road and a risk assessment of assuming or not assuming the road? ***Yes.***
- j) Has the proponent provided original deeds and certification of title for the lands in question prepared by the proponents solicitor? ***No***

ANALYSIS:

The Municipal Solicitor, Thomas Davis, reviewed the file and information including emails from residents of Stewarts Road along with some surveys that were provided from residents.

The municipal solicitor recommends a survey be completed to determine what extent the project may entail before moving forward. He estimates the survey cost to be in the range of \$20,000.00.

Communication from the solicitor has not been sent to the residents as per motion 2025-76 until Council considers the recommendations from the solicitor.

By-Law 2017-015, Section "Criteria for Council" asks if there is a reference plan prepared by an Ontario Land Surveyor which the answer is no.

Council Considerations:

1. Receive a quote to survey the lands.
 2. Do not proceed.
-

RECOMMENDATION:

WHEREAS at a meeting of Council on February 25th, 2025, through motion number 2025-76, Council directed staff to "Council instructs staff to seek legal opinion of the title and the risk of assuming the road to better inform Council of the processes needed to proceed",

AND FURTHERMORE, the Council of the Municipality of Calvin has received and considered Mr. Davis' legal opinion and advice on the matter,

NOW THEREFORE BE IT RESOLVED THAT _____.

Appendix: Letter from Thomas Davis Law, April 10th, 2025

Respectfully yours,

Ann Carr, Public Works Superintendent

I concur with this report,

Donna Maitland, C.A.O., Clerk/Treasurer



Thomas J. Davis SLt(N) (ret.), B.A.(H), J.D.
Jaimee L. Washburn B.A.(H), J.D.
Christine M. Nickel B.A.(H), M.A., L.L.B.
Sara Larochelle (Student at law)

April 10, 2025

VIA EMAIL

Calvin (Township of)
1355 Peddlers Drive
MATTAWA, ON P0H 1V0

**RE: Legal Opinion – Stewarts Rd.
Our File No. 22-1982**

You have asked me to provide an opinion with respect to any encroachment and/or private ownership concerns respecting the potential expansion and/or modification of Stewarts Rd. Unfortunately, the only way to know precisely what sort of issues may exist at this time with the current footprint is to obtain a completely up to date survey, which given the extent of territory we're dealing with I would expect to potentially cost in the range of \$20,000. Based on the dated information I have available, as well as a review of the crown land atlas (which by no means is a legal survey in any respect) it would appear that a portion of the road currently traverses private property. This will obviously prove problematic in the event the Township were to decide to open the road and begin performing any upgrade work to bring it up to a four-season road.

I'm happy to look into this further but really you need to obtain an up-to-date survey first before venturing down that path. A word of caution; from my experience on these matters from having acted on them for other municipalities, the opening and upgrading of roads never ends up being a cheap endeavour and I expect you will find given the very limited number of taxpayers along that stretch of road, this endeavour will cost the Township as a whole dearly.

Yours very truly,

Thomas Davis Law

Per:

Thomas J. Davis
TJD:jl

tjd@thomasdavislaw.ca

Dictated but not read

Barristers, Solicitors & Notary Public

690 McKeown Avenue, North Bay, Ontario P1B 7M2
T: 705-478-1293 F: 705-707-1387 E: admin@thomasdavislaw.ca

7 Cain Avenue, Kapuskasing, Ontario, P5N 1S8
T: 705.478.1293 F: 705-707-1387 E: adminkap@thomasdavislaw.ca

W: www.thomasdavislaw.ca



THE MUNICIPALITY OF CALVIN

REPORT TO COUNCIL

PUBLIC WORKS DEPARTMENT

To: Mayor and Council
Subject: Stewarts Road
Author: Ann Carr, Public Works Superintendent
Date: February 25th, 2025

Purpose:

To present Council with the information to further the inquiry regarding assuming Stewarts Road.

Background:

1. Zoning By-Law Amendment 2024-67 was passed and carried to amend the zoning by-law to discontinue the use of road use agreements.
2. Shoreline and Road Allowance Closure and Sale By-Law 2025-04 was passed and carried to include the purchase of unopened road allowances.
3. By-Law 2017-015 Being a by-law to establish guidelines for property owners requesting year-round municipal road services on existing gravel seasonal roads, unassumed road allowances or private roads remains in effect.

Current roads deemed as seasonal roads, and specifically those that currently have year-round, occupied dwellings on those roads.

Analysis/Financials:

Using the actual costs from 2024 of material that was used on other capital projects within the Municipality and performing the work in house with staff and rental of equipment:

Stewarts Road (900 meters)-to the bridge only.

900 tonnes of gravel @ \$21.25 per tonne/belly dumped	\$21,250.00
2 culverts @ \$1,200.00 per culvert	\$ 2,400.00
Ditching for 1800 meters-staff time/rent excavator	\$12,000.00
Survey of the road	need verification of Clean Title
Total Cost to bring Stewarts Road to Year-Round (to the bridge)	\$35,650.00

Stewarts Road bridge is inefficient to allow development to occur beyond it. The bridge study indicates that it will cost \$81,500.00 to install approved traffic barriers and to install code complaint approach barrier and end treatments. This investment will not support any extra load capacity on the deck of the bridge. The bridge has a load capacity of 18 tonnes, which will not permit the weight of a truck full of sand to plow or a pumper truck full of water for fire services. However, currently we are not considering the road allowance beyond the bridge.

If Council wishes to go beyond the bridge a survey of the land will be required as well as property owners will be required to sell the Municipality lands required for a turn around for municipal equipment as per By-Law 2017-015

Current council members report that for decades residents on Stewarts Road have been requesting year-round maintenance on this road.

Currently, there are 5 individual roll numbers assigned to Stewarts Road. Of these, 2 contain full-time housing development and are situated before the bridge; 2 are beyond the bridge.



THE MUNICIPALITY OF CALVIN

REPORT TO COUNCIL

PUBLIC WORKS DEPARTMENT

Additionally, known to the Municipality, 1 property located beyond the municipal boundaries is accessed via Stewarts Road.

Currently there is a turn around for the plow trucks to be able to turn around and we currently use the turn around for the grader. The road is already existing and would be considered a forced road.

Other than the road needing gravel, Stewarts Road could be assumed immediately even with the slight surface width deficiencies.

By-Law 2017-015 Being a By-Law to Establish Guidelines for Property Owners Requesting Year-Round Municipal Services on Existing Gravel Seasonal Roads, Unassumed Road Allowances or Private Roads

Criteria For Council:

- a) Does the road serve, or will it serve 5 separate and distinct Parcels of Land which are being used, or have the capability of being used for the purposes permitted within the zone? **yes**
- b) Does the road provide access to a municipally maintained boat launch, beach or other facility promoted by the Municipality for public use? **no**
- c) Would the assumption of the road overextend existing municipal roads maintenance programs, operations and resources? **A decision to assume the road would need to be prefaced by budget commitments in the year it would begin to be assumed.**
- d) Was the road constructed to the standards as stated in Schedule "B", thus avoiding costly future repairs? **no**
- e) Will the assumption of the road promote further desired development? **There are currently no unowned properties located on Stewarts Road. Future development of the lands owned will be dependent on their plans. This includes the development of homes and/or businesses.**
- f) Would further development require the road to be extended? **Potentially. If development requiring year-round access to their land situated beyond the bridge was planned by current owners, the road would need to be extended. There are several additional (and required) steps that would need to take place prior to Council being able to support that development. This report does not delve into the assumption of Stewarts Road beyond the bridge as for the purpose of this investigation, the report only deals with analyzing the cost of assuming Stewarts Road to provide year-round access to residents who occupy four season homes situated on the road. Would the road further facilitate the safe and efficient movement of goods and people? yes**
- g) Council must be satisfied that North Bay Mattawa Conservation Authority has been consulted and that all regulations are followed where there could be any interference with wetlands or any alterations to shoreline or water courses? **Not applicable in this instance. This would be applicable for consideration of the assumption of the road beyond the bridge.**
- h) Has a reference plan been prepared by an Ontario Land Surveyor documenting the lands affected by the proposed assumption? **No**
- i) Has the Municipality received a legal opinion on the ownership status of the subject road and a risk assessment of assuming or not assuming the road? **No. This is required prior to the assumption of any portion of Stewarts Road.**



THE MUNICIPALITY OF CALVIN

REPORT TO COUNCIL

PUBLIC WORKS DEPARTMENT

- j) Has the proponent provided original deeds and certification of title for the lands in question prepared by the proponents solicitor? **no**

NEXT STEP:

If Council finds it desirous to continue looking into the possibility of assuming Stewarts Road, to the bridge (or beyond it in the future), the Municipality should proceed first with obtaining a legal opinion on the ownership of the road as well as the risks associated with assuming it. The Municipality should engage a legal opinion on the ownership status of the subject road as well as a risk assessment of assuming the road. If it is found that the road is not on Municipal lands, there would be a need for a survey and the possibility of having to receive lands from adjacent property owners. This exercise would provide the information to bring back to Council the process that would need to occur to move forward in the assumption of Stewarts Road. Without a legal opinion Council puts the municipality at great risk.

RECOMMENDATION:

WHEREAS Council directed staff to investigate the cost of assuming seasonal roads where residential development has occurred,

AND WHEREAS By-Law 2017-015 provides that a legal opinion to be sought to ensure the validation of the title of the lands required to assume a seasonal road, Stewarts Road to the bridge in this instance,


FURTHERMORE, Council instructs staff to seek the legal opinion of the title and the risk of assuming the road to better inform Council of the processes needed to proceed,

AND FURTHERMORE, Council hereby approves of this recommendation.

Appendix: By-Law 2017-015

Respectfully yours,

I concur with this report,


Ann Carr
Public Works Superintendent


Donna Maitland
CAO, Clerk Treasurer



THE CORPORATION OF THE MUNICIPALITY OF CALVIN

Planning Report

TO: Council
SUBJECT: Zoning By-Law Amendment 2022-67-Road Maintenance Agreements
AUTHOR: Ann Carr, Public Works Superintendent
DATE: November 26, 2024

RECOMMENDATION:

WHEREAS the Council of the Corporation of the Municipality of Calvin has passed by resolution of Council to discontinue the practice of receiving requests for and issuing road use or maintenance agreements, Resolution 2024-77;

AND WHEREAS the Council of the Corporation of the Municipality of Calvin requested staff to provide guidelines and policies for a transparent formal process, by Resolution 2024-98;

AND WHEREAS the Council of the Corporation of the Municipality of Calvin instructed staff to prepare an amendment to the Zoning By-Law 2022-19, to remove the language for issuing new or future road use/maintenance agreements within the zoning by-law, by Resolution 2024-376;

NOW THEREFORE, the Council of the Municipality of Calvin will enact by-law 2024-67 being a by-law to amend by-law 2022-19 to remove section 4.11.2.1 and the example on page 93.

PROPOSAL:

Zoning By-Law 2022-19 Section 4.11.2.1 reads "In addition to Section 4.11.1, development including the issuance of a building permit shall only be permitted where frontage is on a road that is defined by By-Law No. 2016-020 and is maintained by the Municipality or is maintained under a road maintenance agreement approved by the Municipality."

The example on Page 93 reads "Example: a road classified as a "seasonal road" will only be permitted where the road is maintained on a seasonal basis (i.e. summer season) and development on the road shall only be permitted where the road is maintained by the Municipality or under a road maintenance agreement approved by the Municipality. The Municipality assumes no responsibility for providing maintenance or emergency services in the off-season period or winter months."

The proposed amendment will remove the ability to obtain a road maintenance agreement on a seasonal road for the purpose of residential development to prevent added maintenance cost to the taxpayers of the Municipality of Calvin, it will ensure that development is encouraged on existing year-round infrastructure as well as permit the Municipality of Calvin to provide emergency services to all residential development within its borders as per the Provincial Planning Statement, 2024.

PROVINCIAL PLANNING STATEMENT 2024 (PPS):

"The Provincial Planning Statement provides policy direction on matters of provincial interest related to land use planning and development. As a key part of Ontario's policy-led planning system, the Provincial Planning Statement sets the policy foundation for regulating the development and use of land province-wide, helping achieve the provincial goal of meeting the needs of a fast-growing province while enhancing the quality of life for all Ontarians.

In respect of the exercise of any authority that affects a planning matter, Section 3 of the Planning Act requires that decisions affecting planning matters shall be consistent with policy statements issued under the Act." Page 2 of the Provincial Planning Statement, 2024.

2.6 Rural Lands in Municipalities

2.6.2. Development that can be sustained by rural service levels should be promoted.

2.6.3. Development shall be appropriate to the infrastructure, which is planned or available, and avoid the need for the uneconomical expansion of this infrastructure.

The proposed zoning amendment will support the PPS and encourage development on existing municipally year-round maintained roads/streets to prevent uneconomical expansion of infrastructure.



THE CORPORATION OF THE MUNICIPALITY OF CALVIN

Planning Report

2.7 Territory Without Municipal Organization

2.7.2 Development shall be appropriate to the infrastructure, which is planned or available, and avoid the need for the unjustified and/or uneconomical expansion of infrastructure.

2.7.4 In areas to and surrounding municipalities, only development that is related to the sustainable management or use of resources and resource-based recreational uses (including recreational dwellings not intended as permanent residences) shall be permitted. Other uses may only be permitted if:

- b) the necessary infrastructure and public service facilities are planned or available to support the development and are financially viable over their lifecycle; and
- c) it has been determined that the impacts of development will not place undue strain on the public service facilities and infrastructure provided by adjacent municipalities, regions and/or the province.

The proposed zoning amendment will support the PPS regarding development in Territory Without Organization by not issuing road maintenance agreements to allow travel over underserved municipal infrastructure which is provided by the Municipality of Calvin to permit development within the Territory Without Municipal Organization, Lauder Township.

3.1 General Policies for Infrastructure and Public Service Facilities

3.1.2 Before consideration is given to developing new infrastructure and public service facilities:

- a) the use of existing infrastructure and public service facilities should be optimized; and
- b) opportunities for adaptive re-use should be considered, wherever feasible.

3.1.3 Infrastructure and public service facilities should be strategically located to support effective and efficient delivery of emergency management services, and to ensure the protection of public health and safety in accordance with the policies in Chapter 5: Protecting Public Health and Safety.

The proposed zoning amendment will ensure that residential development will occur on year-round maintained roads to allow optimization of existing infrastructure to support effective and efficient emergency management services. Currently road maintenance agreements have been issued for the purpose of residential development and the agreements state that there is a limitation of emergency services and jeopardizes the protection of Public Health and Safety.

EAST NIPISSING OFFICIAL PLAN

2.2 Growth and Development Concept

"... The intent of the Plan is to maintain rural character of the Planning Area where low density residential development will prevail intermixed with resource-based activities resource-based recreational uses and other land uses. Development is intended to occur on large lots (having a minimum of .8 hectares) with large frontages (30m). The focus of development will be infill on vacant lots or record and in areas serviced by existing roads and municipal services."

"...The Planning Area will continue to depend on the public services facilities in Mattawa and North Bay in meeting the educational, health care and to a lesser extent recreational and social services needed by area residents and businesses. Emergency and protective services will continue to be delivered individually and, on a cost-shared basis among area Municipalities. Development will continue to be directed to the existing network of roads whose service levels, life-cycle maintenance and reconstruction is governed by Municipal Asset Management Plans."

The proposed zoning amendment will further confirm the growth and development concept intent of the Official Plan to encourage development in areas serviced by existing roads and municipal services.



THE CORPORATION OF THE MUNICIPALITY OF CALVIN

Planning Report

2.6 Lot Access Criteria

Access to development shall be by one of the following means:

- Frontage on an improved year-round maintained municipal road.
- Frontage on a seasonally maintained road for seasonal land uses only.
- Frontage on a provincial highway subject to obtaining all required approvals from MTO for land use entrances, drainage and implementing any highway or entrance improvements resulting from any required traffic or drainage or stormwater management studies. Wherever feasible, access shall be via an interconnecting improved Municipal Road.
- Frontage for infill development on an existing private road or legal right-of-way/easement or unassumed road allowance, which meets appropriate maintenance standards right-of-way width, travelled surface width, height clearances, and slope required for regular and emergency vehicle use. A Municipality or Planning Board may require a maintenance agreement or may govern matters under Section 35 of the Municipal Act as a condition of development. Lots on unassumed roads shall be zoned limited service rural in the zoning by-law.
- Frontage on a municipally unopened road allowance may be permitted for infill development only where the road meets appropriate maintenance standards right-of-way width, travelled surface width, height clearances and slope required for regular and emergency vehicle use and only where the abutting property owner(s) have entered into a maintenance agreement under Section 35 of the Municipal Act as a condition of development.
- Frontage on a private road servicing a condominium where the private road servicing a condominium where the private road connects directly with an improved public road and meets appropriate construction and maintenance standards.
- Frontage may be exempted for land uses for infrequent or private access (e.g. farm field, hunt/fish camp, public utility, communications facility, passive recreational use).
- Landlocked access for new development shall not be permitted.
- Access may be exempted for development on an island or water access only lot where access to a parking area on the mainland or same lake, owned or described in a registered easement and being in the same name and interest in the island or water-access lot.
- A Municipality may establish a by-law to classify roads for the purposes of controlling access. For the purposes of this Plan, the road classification for the Township of Papineau-Cameron and the Municipality of Calvin is set out in appendix 4 to this plan.

The proposed zoning amendment will ensure that residential development will occur on municipal year-round maintained roads. In accordance with the Official Plan, road maintenance agreements are to be issued when the road met the appropriate maintenance standards, right-of-way width, travelled surface width, height clearances and slope required for regular and emergency vehicle use.

The intent of the road maintenance agreement within the Official Plan is to permit travel over a road for the purpose of developing the road to the standard described in the Official Plan. It was never intended to be issued to permit residential development on a road that is not year-round maintained or not brought to the maintenance standard that is indicated in the Official Plan or to allow residential development to occur where emergency services are not able to be provided. Furthermore, requests for



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road maintenance agreements were being asked for on unopened road allowances which are not maintained by the Municipality at all.

5.3.2 Township Roads

5.3.2.1 In addition to the policies of Section 2.6, the primary access for development in the planning area will be via the existing road network. Municipalities are authorized to classify roads and restrict or control access for any development or a change of land use on the basis of the classification (see road classification for the Township of Papineau Cameron and the Municipality of Calvin in Appendix 4). The classification may include the designation of roads for scenic or cultural resource purposes including measures to govern or conserve a cultural heritage landscape. The land use schedules to the Official Plan set out road classification system which generally coincides with the road classification set out in by-laws passed by the Municipality of Calvin (By-Law 2016-020) and the township of Papineau-Cameron (By-Law 2018-04). For the purposes of the Official Plan, the by-laws shall be used in correlating land use decisions with the accessibility requirements or standards of the respective Municipality.

The proposed zoning amendment coincides with the classification of roads provided for in the Official Plan. The zoning amendment will further control access for any development or change of land use.

7.20 Land Division, Part Lot Control and Deeming (Sections 50-53, Planning Act)

7.20.6 Lots shall have frontage on and direct access to a year-round maintained public road, except for islands or water access only lots and where applicable to a provincial highway or as otherwise provided in section 2.6 of this Plan.

*The proposed amendment is in line with the Official Plan that lots **shall** have frontage on and direct access to a year-round maintained road as part of the provisions for land division, Part Lot Controls and Deeming.*

Zoning By-Law 2022-19

Definition: road/street

Means an improved public throughfare, lane, road, or highway affording principal means of access or entrance to abutting properties, and which has been assumed and is maintained year-round by a public authority.

The amendment coincides with the definition of a road or street.

4.11 Frontage on a Public Street or Public Road

No person shall erect any building or structure or use any land in any zone unless the lot upon which such building or structure is to be erected or the land to be used has access to and meets the minimum lot frontage on a **street**.

The proposed zoning amendment will further strengthen 4.11 of the Zoning By-law 2022-19 as the definition of a road or street is that of a year-round maintained road.

4.11.1 Exceptions

Despite the above access to a lot shall be permitted:

1. For a permitted use located on an existing private road, existing easement and for a permitted use located in a registered condominium located on an internal private road;
2. For any permitted use on an island provided a public access point is available on the main land;
3. Infill on a private road existing on the day of the passing of this by-law;
4. A camp;
5. For a farm field;



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6. For a resource related use located on Crown Land;
7. For a communications facility;
8. For a public utility;
9. For a wayside pit or quarry;
10. For a water access lot;
11. For any passive outdoor recreational use or activity such as skiing, snowmobiling, hiking, mountain biking or similar activities, and
12. Provided all other applicable zone regulations are met.

The proposed zoning amendment will allow for recreational uses and the provision of a camp for the purposes of recreational use as per the intention of the zoning by-law.

4.11.2 Road Maintenance Agreements

1. To be removed from the Zoning By-Law 2022-19 as per proposed zoning amendment.

2. In addition to Section 4.11.1, where road maintenance agreement exists between the municipality and one or more landowner and is registered on title, frontage on a private road, a private unassumed road, an unassumed road or provisions of this section, provided that such frontage is in conformity with the standards set out in the corresponding zone or any exception thereto.

Where road maintenance agreements have previously been issued and are registered on title the zoning amendment will not affect the current road maintenance agreements that are registered on title.

4.11.3 Exception for Access

Despite Section 4.11.1, where an access easement registered on title between or amongst one or more landowners provides for right-of-way to an existing lot of record, or the lot has water access only, the access requirements shall be deemed to conform with the provisions for access of this By-law.

The provisions for access to property through registered rights-of-ways and water access conform to the Zoning By-Law and will not be affected by the proposed zoning amendment.

COMMENTS/REPORTS/STUDIES

As required under the Planning Act circulation to the appropriate agencies/bodies for comment was completed on November 07, 2024.

North Bay Mattawa Conservation Authority: *No comments at the time of this report.*

East Nipissing Planning Board: *Meeting to be held on November 25th, 2024, will provide comments when received.*

Public: *No written submissions at the time of this report.*

Township Departments:

Public Works: *Reported to Council on October 29th, 2024.*

Fire Department: *The Fire Department has concerns for development past the bridge on Stewarts Road due to the weight restrictions of the bridge at the southerly end of Stewarts Road. LSR having limited emergency services may need to be reviewed considering the Provincial Planning Policy 2024 that was introduced in October 2024.*

Chief Building Official: *I concur with the report and would add that currently there is confusion about when/what a building permit can be issued for when dealing with unmaintained roads. Our current zoning by-law is vague and contradictory. This would eliminate confusion.*

Legal: *2021 Russel Christie; "The Municipality should stay vigilant in ensuring that private individuals do not work on property that is used by the public and owned by the Municipality."*

2024 Thomas Davis; "... the liability for the Township has potential to be significant..."



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Municipal Engineer: *"Bridge is rated for 18 tonne delivery vehicles would object to crossing a bridge while overloaded and will require a letter of exemption from the Municipality which for diligence should not be issued".*

ANALYSIS:

The proposed Zoning Amendment is in line with the intent of the Provincial Planning Statement, 2024 and the East Nipissing Official Plan. The amendment will further support the recently released Provincial Planning Statement, 2024 by ensuring development to occur where emergency management services can be delivered and will conform to the changes implemented in the Provincial Planning Statement. It is the responsibility of the Municipality of Calvin to ensure that development occurs on existing maintained infrastructure for the purposes identified in the Provincial Planning Statement 2024 and to allow optimization of existing infrastructure to support efficient emergency management services.

Road maintenance agreements identified in the East Nipissing Official Plan describes that a road maintenance agreement is to be entertained when the road/street is brought to a maintenance standard and is not meant to be used to issue building permits for residential development. The Official Plan also identifies that part lot controls (consents/severances) are not permitted on roads/streets that do not have frontage on "direct access to a year-round maintained public road. (7.20 of the East Nipissing Official Plan)

The Municipality of Calvin's By-Law 2017-015 "being a by-law to establish guidelines for property owners requesting year-round municipal road services on existing gravel, seasonal roads, unassumed road allowances or private roads" provides policy for an agreement to upgrade roads to the standard identified in the Official Plan. This by-law can serve as the policy to issue road maintenance agreements for the purpose of upgrading a road/street to permit residential development and the need for a road maintenance agreement will be prepared by the Municipal Solicitor as per section 5 of by-law 2017-015.

The Municipality has been informed through various law firms that the use of road maintenance agreements should not be issued or used and "should stay vigilant in ensuring that private individuals do not work on property that is used by the public and owned by the Municipality."

*A primary example with the case of R. v City of Greater Sudbury:
(A contracted grader operator struck and killed a pedestrian)*

The Supreme Court of Canada published the long-awaited decision of R. v. Greater Sudbury (City) on November 10, 2023. This landmark decision has a significant impact on how projects are managed in Ontario municipalities by changing the framework, and the liabilities, of "owners", "employers", and "constructors", on municipal projects.

Here are some key details of the case:

The City of Greater Sudbury put out a tender for a construction project for road and water main repairs. The general contractor agreed to serve as the "constructor" for the project, therefore, assuming control over day-to-day management of the project. As is very typical in municipal tenders such as this, the contract between the City and the general contractor called for minimal involvement from the City.

- 1. In September 2015, a grader operated by an employee of the contractor struck and killed a pedestrian. The contractor was charged and prosecuted as the "constructor"; however, the*



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City was also charged for breaching its obligations as a “constructor” under the OHSA, and more notably, breaching its obligations as the “employer”, despite its involvement on the project being limited to occasional visits by the City’s contract compliance inspector.

2. The Provincial Offenses Court judge acquitted Sudbury, stating that it was not an “employer” in the project, and therefore, had acted with due diligence. The Ministry of Labour appealed to the Provincial Offenses Appeal Court, which upheld the decision. The Ministry of Labour then appealed to the Provincial Court of Appeal, which overturned the decision, finding in fact that the City was an “employer”.
3. The City then appealed to the Supreme Court of Canada, and the case was argued a year ago. The decision released showed a 4/4 split of the judges, resulting in a rejection of the appeal. This means, the Supreme Court of Canada has found that the city is in fact an “employer” in relation to the project, and therefore charged and prosecuted by the Ministry of Labour.

The *R. v. Greater Sudbury (City)* will bring about a significant shift in how Ontario municipalities will need to approach their operations, particularly in terms of managing contractors involved in projects. For decades, municipalities have successfully managed risks associated with OHSA violations by ceding the control of projects to reputable general contractors. However, the Supreme Court decision defies that practice now.

The decision essentially places a greater responsibility on municipalities to proactively assess and manage the safety practices of contractors, suggesting a more hands-on and vigilant role in overseeing projects to prevent incidents like the one described in the case. It also underscores the importance of legal considerations in shaping safety management programs, recognizing the potential legal consequences for municipalities if safety standards are not met.

These operational changes collectively underscore a shift toward a more proactive and preventative approach to safety management. Municipalities should consider implementing a stringent process for selecting, monitoring, and if necessary, disciplining contractors to create a safer working environment and mitigate legal risks.

Jolene Ingribelli, Public Sector Risk Manager for [BFL Canada](#), explains “from a risk management perspective, this decision highlights the importance and need for municipalities to have a strong risk management plan in place. We suggest this includes a review of your municipality’s current contract templates with legal counsel to ensure there is a clear division of responsibilities between parties and expectations of the vendor with respect to occupational health and safety regulations. It will be important for procurement to ensure their processes are being followed, such that vendor contracts or purchase orders are in place with your municipality’s terms and conditions including appropriate insurance requirements, WSIB, indemnification clauses etc. We also recommend that your municipality revisit their internal training, and that staff are appropriately trained on established policies and procedures. If your municipality does not currently have a Vendor Management Program or similar system in place, consideration needs to be given to implementing this type of program that ensures there is appropriate vendor pre-qualification, and monitors vendor performance e.g. violations or safety breaches and that corrective actions were taken. Municipalities need to exercise a level of due diligence with respect to on site health and safety which is commensurate with their level of resources and experience. Record keeping becomes increasingly important to show that your municipality took all



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reasonable precautions to protect the health and safety of workers and to establish a due diligence defence, if needed.”

COUNCIL DECISIONS:

1. *Accept the recommendation for a proposed zoning by-law amendment to be inline with the recently released Provincial Planning Statement, 2024, to strengthen the East Nipissing Official Plan, and to provide concise language for staff regarding development on roads/streets that are not year-round maintained.*
 2. *Council to accept the risk that is placed on the Municipality when permitting private people to work on public property and to continue the use of road maintenance agreements on seasonal roads for the purpose of residential development.*
-

RECOMMENDED ACTION: *To accept the recommendation of the Public Works Superintendent in conjunction with the comments received from stakeholders, legal authorities and the CAO in previous reports to Council.*

Respectfully yours,

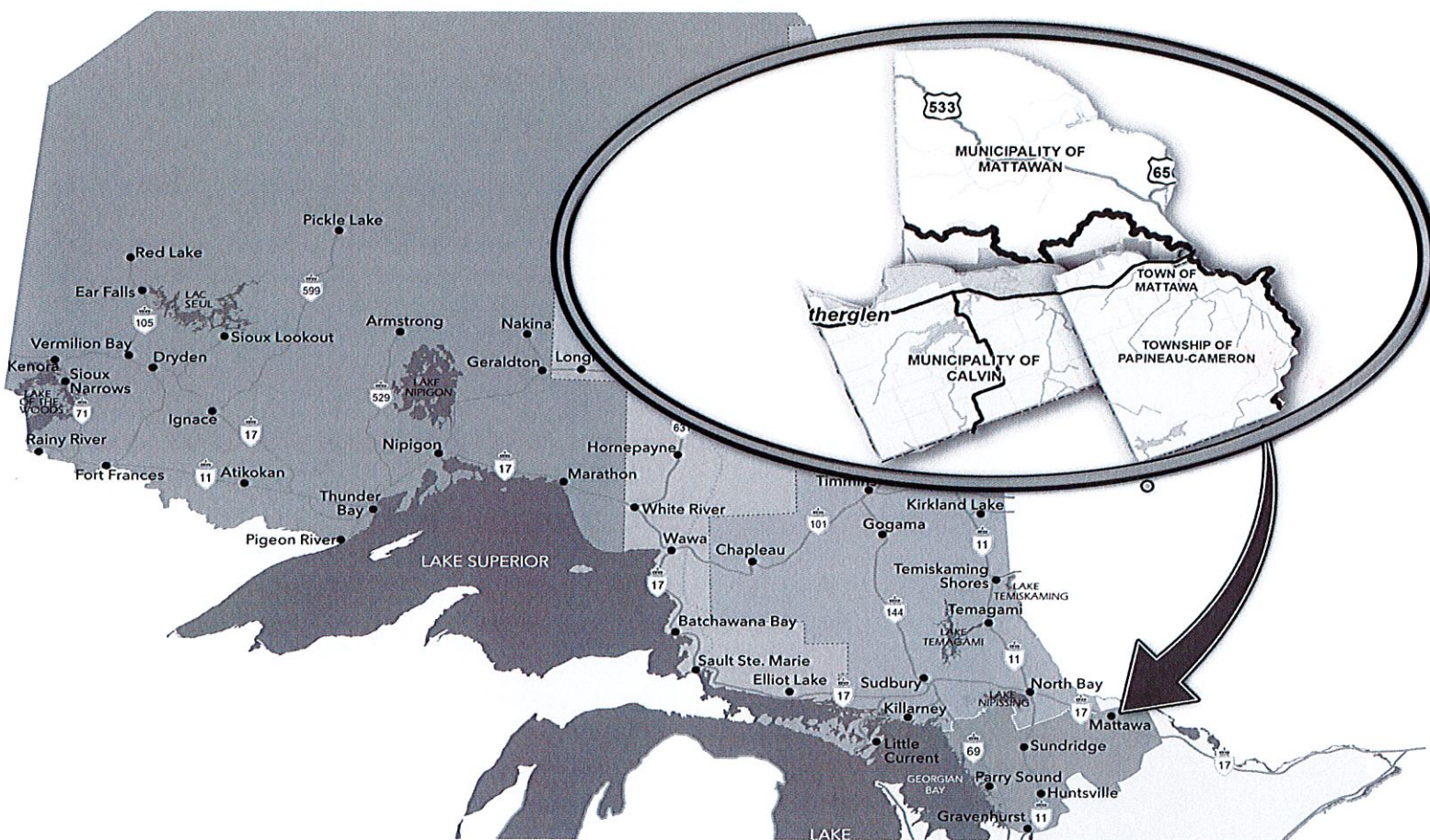
I concur with this report,

Ann Carr, Public Works Superintendent

Donna Maitland, CAO

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Mattawa River Area Development Group Business Plan



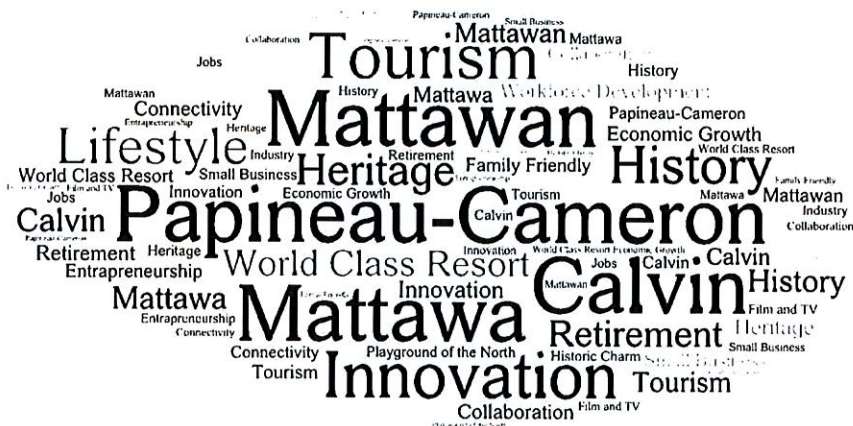
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May 2025
V2

Mattawa River Area Development Group

*Connecting communities, empowering enterprise, and
driving sustainable prosperity across
Calvin, Mattawa, Mattawan, and Papineau-Cameron*

*One River. Four Communities. Shared Future.
Endless Possibility.*



Executive Summary

Mattawa River Area Development Group (MRADG) is a proposed incorporated, non-profit regional economic development corporation serving the municipalities of Mattawa, Papineau-Cameron, Calvin, and Mattawan.

Guided by a volunteer Board of Directors and a Community Advisory Committee (CAC), MRADG's mission is to foster inclusive and sustainable economic development. It will achieve this through targeted business support, tourism promotion, workforce development, and investment attraction. A full-time Executive Director (ED) will oversee daily operations, acting as the primary liaison between stakeholders and the organization.

MRADG will function as a centralized hub, coordinating regional efforts to enhance prosperity and collaboration across the Mattawa area.

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Vision

To position the area as a vibrant, resilient economic hub where sustainable development aligns with our natural beauty and cultural heritage. Through support for entrepreneurship, local business growth, and coordinated regional efforts, we will create long-term prosperity while preserving the character and quality of life that define our communities.

Mission

To deliver tailored business advisory services, attract investment, promote tourism and local enterprise, and expand workforce development opportunities across the four partner municipalities.

Purpose of the Organization

Mattawa River Area Development Group(MRADG) will act as a centralized, strategic development body with the following core purposes:

- Supporting the retention, expansion, and creation of local businesses.
- Attracting investment aligned with community values and goals.
- Building and marketing the area's tourism potential.
- Coordinating workforce development initiatives to meet employer needs.
- Fostering collaboration across municipalities, business sectors, and community stakeholders.

Market Analysis & Key Statistics

The area spans four municipalities strategically located along the Trans-Canada Highway at the confluence of the Mattawa and Ottawa Rivers. With a population of over 3,573 and more than 150 small to mid-sized businesses—most employing fewer than 20 people—the local economy is resilient and entrepreneurial.

The area's economy is transitioning from traditional resource reliance to diversified sectors including outdoor recreation, cultural tourism, and remote work. Seasonal tourism, particularly around the Mattawa River and Voyageur heritage sites, is a key contributor.

Mattawa, Mattawan, Papineau-Cameron and Calvin's location within a four-hour drive of over five million people—including North Bay, Sudbury, Ottawa, Barrie, and Toronto—offer significant growth potential. With direct highway access and the anticipated return of the Ontario Northlander rail line, the area is well-positioned for investment.

Over 60% of businesses are independently owned. Many would use the offered support in digital marketing, business planning, and funding navigation—services MRADG will provide.

Market Objectives

- Facilitate the launch and growth of 10 new businesses in five years.
 - Increase local tourism engagement by 25%.
 - Attract at least two anchor employers or co-investment projects.
- These objectives will be supported through outreach, strategic partnerships, and marketing campaigns.

Organizational Structure

Board of Directors

- Provides governance, strategic direction, and financial oversight.
- Includes an Executive Committee (Chair, Vice-Chair, Secretary, Treasurer) and 1–3 Directors.
- Responsible for hiring and supervising the ED.

Executive Director (ED)

- Full-time, salaried position (\$85,000 + benefits).
- Leads program delivery, stakeholder relations, grant acquisition, and reporting.
- Acts as the organization's primary contact.
- Reports directly to the board

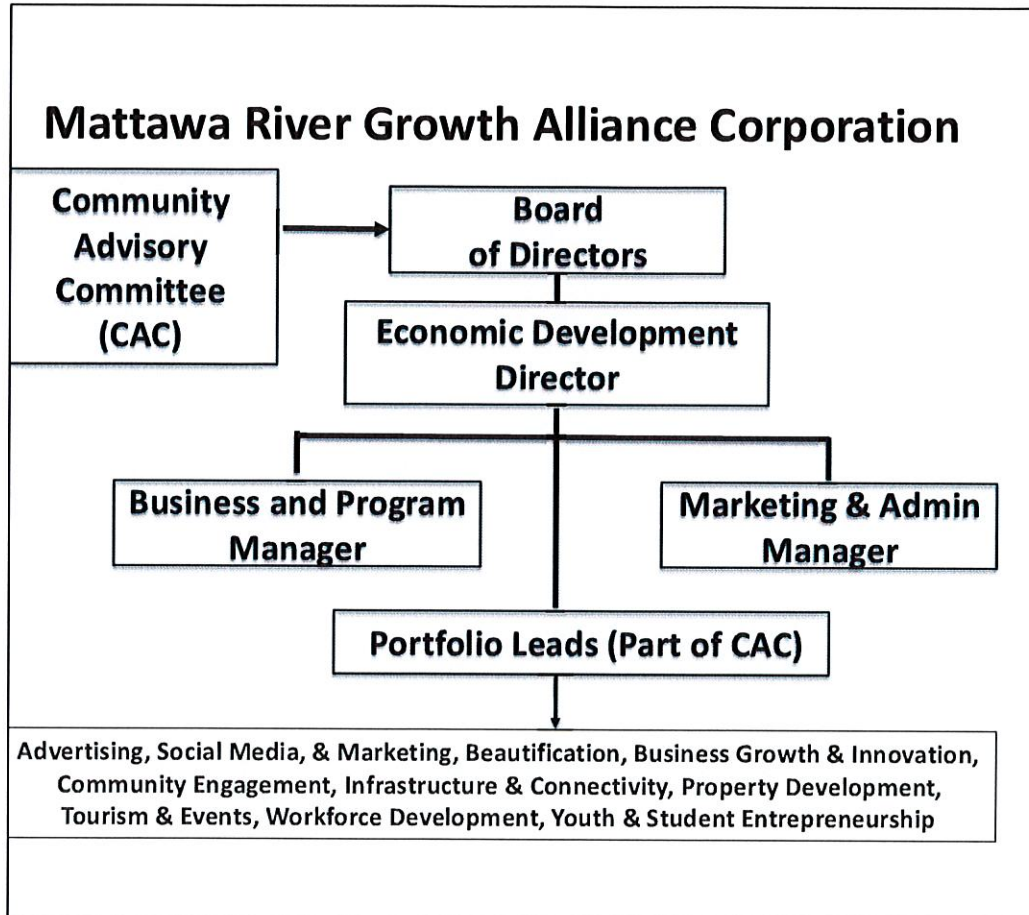
Community Advisory Committee (CAC)

- Volunteer-based advisory body with leads for functional areas.
- Provides crucial ground-level input
- Supports program delivery and local engagement of portfolios
- Provides insight to the ED; does not hold governance authority.
- Reporting progress through the ED to the Board.

Portfolios

- Advertising, Marketing & Social Media
- Beautification & Community Enhancement
- Business Growth & Innovation
- Community Engagement
- Infrastructure & Connectivity
- Property Development
- Tourism & Events
- Workforce Development
- Youth Entrepreneurship

Organizational Chart



Strategy

Phase 1: Foundation (2025)

- Incorporate MRADG, recruit Board, hire ED
- Establish office and CAC
- Begin outreach and grant writing
- Launch basic business services including branding and marketing

Phase 2: Growth (2026–2027)

- Launch targeted programs in tourism, mentorship, and business support
- Expand marketing and workforce development partnerships
- Secure project-specific grants

Phase 3: Sustainability (2028–2029)

- Evaluate KPIs, refine services
- Develop long-term economic roadmap
- Explore revenue-generating models and succession planning

Operations Plan

The ED will manage operations from a central office in Mattawa, supported by CAC volunteers. Core operations include:

- Administrative and Financial Management
- Business and Tourism Advisory Services
- Business Development & Market Growth
- CAC and Volunteer Coordination
- Event & Project Management
- Grant Writing and Fundraising
- Marketing and Digital Engagement
- Non-Profit Community Organizations Support Services
- Ongoing Program Development
- Program Design and Delivery
- Reporting & Performance Metrics
- Stakeholder and Municipal Relations
- Team Leadership & Organizational Management

Funding Model

Budget and Finance

To support Mattawa River Economic Development's mission of driving sustainable economic growth, a detailed and diversified financial plan has been developed. This budget outlines a balanced model based on municipal contributions, private sector support, and grant funding. It is designed to ensure operational stability, unlock new investment opportunities, and deliver measurable benefits across the area. Strategic financial management practices, risk mitigation measures, and long-term sustainability planning are built into the model to safeguard the organization's success well into the future.

Municipalities

A five-year municipal funding commitment is requested based on \$30 per capita annually, using 2021 census data.

Municipality	Population (2021 Census)	Rate	Annual Contribution	5-Year Contribution
Calvin	557	\$30	\$16,710	\$83,550
Mattawa	1,881	\$30	\$56,430	\$282,150
Mattawan	153	\$30	\$4,590	\$22,950
Papineau-Cameron	982	\$30	\$29,460	\$147,300
Total	3,573		\$107,190	\$535,950

Justification:

- Enables core operations.
- Unlocks matching and supportive grants (NOHFC, FedNor, OTF, etc.).
- Supports strategic initiatives.
- Provides a unified regional voice and efficient service delivery.

Timely, multi-year commitments will strengthen applications to major funding agencies and enable long-term planning.

Businesses and Individuals

In addition to municipal funding, annual memberships and donations from businesses, non-profits, and individuals will further support operational sustainability.

Category	Fee	Year 1 Target	Revenue
Business (1–5 employees)	\$75	20	\$1,500
Business (6–20 employees)	\$150	20	\$3,000
Business (21–100 employees)	\$400	6	\$2,400
Business (101+ employees)	\$750	4	\$3,000
Non-Profit Organization	\$50	12	\$600
Individual Supporter	\$75	20	\$1,500
Community Champion	\$1,000	13	\$13,000
Total			\$25,000

(Reference: [Mattawa Business Directory](#))

Grants and External Funding

In addition to municipal and private sector contributions, MRADG will pursue a comprehensive external funding strategy to leverage available grants. Target agencies include FedNor, NOHFC, OTF, Digital Mainstreet, Statistics Canada's Accessibility Fund, and NECO Community Futures.

Grant funding will support a wide range of initiatives, including workforce development, infrastructure improvements, business support services, and tourism marketing. Projections assume a mix of one-time project grants and recurring program funding. MRADG's proactive grant strategy will allow the organization to deliver enhanced value to the region while protecting core operational stability.

Income and Expenses (5-Year Overview)

Category	Year 1	Year 2	Year 3	Year 4	Year 5
Income					
Municipal Contributions	\$107,190	\$107,190	\$107,190	\$107,190	\$107,190
Business, Non-Profit, Private Contributions	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
NOHFC Internships	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Non-Profit Organization Grants	\$35,000	0	0	0	0
Other Grants (TBD*)	\$100,000	\$200,000	\$200,000	\$200,000	\$200,000
Total Income	\$337,190	\$402,190	\$402,190	\$402,190	\$402,190
Expenses					
Staffing (EDO, Interns, Benefits, Bonuses)	\$138,500	\$142,275	\$146,711	\$151,289	\$156,013
Office, Equipment, Rent	\$35,000	\$7,000	\$12,000	\$9,000	\$8,000
Marketing, Website & Communications	\$25,000	\$10,000	\$10,000	\$10,000	\$10,000
Travel & Community Outreach	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Professional Services	\$8,000	\$4,000	\$4,000	\$4,000	\$4,000
Planning New Programs	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Projects (from Grants)	\$100,000	\$215,000	\$200,000	\$200,000	\$200,000
Contingency & Reserve	\$15,000	\$8,500	\$14,000	\$12,000	\$9,000
Total Expenses	\$336,500	\$401,775	\$401,711	\$401,289	\$402,013
Surplus/Deficit	\$690	\$415	\$479	\$901	\$177

**Note: "TBD" grant applications will target agencies such as FedNor, NOHFC, Ontario Trillium Foundation (OTF), Digital Mainstreet, StatsCan Accessibility Fund, and NECO.*

Assumptions and Notes

All projections are based on 2021 census data and current market costs. Inflationary adjustments of approximately 3% annually are included for salaries. Grant revenues are based on targeted applications but are not guaranteed. Annual budget reviews will account for real-world changes and allow for course correction if necessary.

Financial Management Practices

MRADG will maintain strict financial controls to ensure transparency and accountability:

- Quarterly financial reports to municipalities and major stakeholders.
- Annual audited financial statements prepared by an independent third party.
- Separate accounting for grant-funded projects.
- A financial policies manual will govern expenditures, procurement, and reporting practices.

Reserve Strategy

A reserve fund will be maintained to ensure stability during unexpected funding delays or emergencies. The target is to maintain 3–5% of annual operational expenses in reserve, reviewed and replenished annually as necessary.

Risk and Mitigation Plan

Grant funding is competitive and variable. To mitigate risks:

- Core operations will primarily rely on secured municipal and membership funding.
- Grant-funded projects will only proceed once funding is secured.
- Expenditures will be adjusted as needed without compromising essential services or operations.

Long-Term Sustainability Plan

Beyond the initial five years, MRADG's financial model will evolve through:

- Sustained municipal contributions.
- Increased private sector engagement.
- Growth of earned revenues through workshops, events, and services.
- Continued pursuit of provincial and federal grants.

Notes for Future Updates

Budget projections and funding strategies will be reviewed annually to reflect changes in costs, population, economic conditions, and available opportunities. Regular updates will ensure long-term viability and responsiveness to community needs.

Value Proposition to Municipalities, Businesses, and Community

- **Business Support:** 12 hours annually of free advisory assistance
- **Funding Navigation:** Help applying for grants and loans and other operational assistance.

- **Networking & Training:** Events tailored to local needs
- **Marketing:** Inclusion in regional promotions and support with marketing material
- **Advocacy:** Unified voice for local business concerns
- **Community Projects:** Support for beautification, infrastructure advocacy
- **Resource Hub:** Tools, templates, and connections to regional resources
- **Non-Profit Community Organization Support:** – 6 hours annually of free advisory assistance
- **A minimum of 4 hours per year of free, hands-on support to the taxpayers** of the four communities in help with navigating government forms when the intent aligns with our community development vision i.e., assistance with zoning applications, etc.
- **Office and board room space:** 12 hours of free use of space – via advanced booking.

Projected Outcomes & ROI: 5-Year Targets

- 5–10% net increase in local businesses
- \$1.5M–\$2M in external funding secured
- 3–5 new regional events
- 30–50 businesses assisted annually
- Measurable job growth and youth engagement
- Improved broadband and infrastructure coordination

Estimated ROI per Municipal Dollar: ¹

- Business Growth: \$1.50–\$2.50
- Job Creation: \$0.75–\$1.50
- Tourism: \$1.00–\$2.00
- Grant Leveraging: \$2.00–\$4.00
- Property Value (Indirect): \$0.50–\$1.00
- **Total Estimated ROI: \$5.75–\$11.00+**

Performance & Governance

KPIs Will Include:

- Hours of support delivered
- Businesses assisted
- Grants secured
- Tourism metrics
- Website/social media growth

¹ FedNor (Federal Economic Development Initiative for Northern Ontario)

Accountability & Reporting:

- Quarterly activity reports to municipalities
- Annual public performance and financial report
- Public communications via newsletters, town halls, and website
- Board oversight with published minutes
- Regular Council presentations

Complaint Handling:

- Formal, respectful process
- Timely investigation and response
- Lessons integrated into service improvement

People, Culture, Technology:

- Collaborative, integrity-based workplace
- Ongoing training
- CRM and cloud systems for efficiency

Surveys:

- Regular surveys to measure satisfaction and program impact
- Surveys will be short, accessible (online and in print), and bilingual where applicable.
- Publicly reported results

SWOT Analysis

Strengths:

- Strong local leadership and volunteer base²
- Rich tourism and cultural assets³
- Inter-municipal collaboration and strategic location

² Canadian Rural Revitalization Foundation, 2022

³ Ontario Ministry of Heritage, Sport, Tourism and Culture Industries

Weaknesses:

- Limited startup capital – Access to stable seed funding is critical during the first 3 years.⁴
- Infrastructure gaps⁵
- Rural location challenges

Opportunities:

- Federal/provincial funding
- Remote worker attraction⁶
- Tourism growth potential⁷
- Regional partnerships

Threats:

- Municipal budget constraints
- Regional competition
- Internet access gaps
- Volunteer burnout⁸

Value Summary

The Mattawa River Area Development Group(MRADG) offers high-value, cost-effective economic development services that deliver real, measurable returns for residents, businesses, and the regional economy. By building on existing municipal investments and consolidating efforts under a single, coordinated organization, MRADG strengthens the capacity for innovation, sustainability, and shared prosperity across the Mattawa area.

Our work delivers value in several keyways:

- **Support for Small Businesses:** Through hands-on advisory services, grant navigation, marketing guidance, and business development programming, we directly strengthen the foundation of our local economy—our independent business sector.
- **Tourism Development:** By promoting the region’s natural assets, cultural heritage, and recreation opportunities, we drive increased tourism spending, extend the visitor season, and stabilize year-round business activity.

⁴ Federation of Canadian Municipalities, 2021

⁵ CRTC Broadband Report, 2023

⁶ Brookfield Institute for Innovation +Entrepreneurship, 2022

⁷ Destination Canada, 2023

⁸ Volunteer Canada, 2022

- **Workforce Attraction and Retention:** We support efforts to attract remote workers, new residents, and entrepreneurs by highlighting lifestyle advantages, promoting improved connectivity, and helping close key service gaps.
- **Regional Collaboration:** MRADG fosters partnerships between businesses, nonprofits, educational institutions, and community groups, allowing for shared resources, innovative ideas, and expanded funding opportunities.
- **Access to Larger Markets:** Our strategic marketing efforts open the Mattawa area to Ontario's and Quebec's broader markets, reaching over 5 million people within a four-hour drive and strengthening ties to major urban centers.
- **Community Empowerment:** Through accessible programming, community events, business support for non-profit groups, and opportunities to volunteer with the Community Advisory Committee (CAC), we empower residents to shape and drive local development.
- **Attraction of Investment and Funding:** As a professionally operated organization with a clear strategy and measurable outcomes, MRADG is positioned to secure new grants, private investments, and government funding that individual businesses or municipalities cannot access alone.

Ultimately, MRADG adds value by making the Mattawa area a more vibrant, resilient, and opportunity-rich place to live, work, invest, and visit—ensuring that growth is locally driven, regionally coordinated, and nationally connected.

Success Factors and Pitfalls: Insights from Similar Initiatives

What Makes Similar Projects Successful

1. **Strong Local Leadership & Partnerships**
 - Success often starts with a respected local champion or core team.
 - Collaborations with municipalities, Chambers of Commerce, First Nations, and regional development organizations amplify impact.
 - Example: *Shediac Bay Watershed Association (NB)* A community-led initiative driven by volunteers, small businesses, and environmental groups—not municipalities. They partnered with universities, local tourism operators, and NGOs to protect the watershed and promote eco-tourism. Success came from shared leadership, clear goals, early wins (like cleanups and signage), and leveraging external grants.
2. **Clear Focus & Achievable Goals**
 - Winning projects define 2–4 priority goals and pursue them with discipline.
 - They avoid spreading resources too thin across too many initiatives.
 - Example: *Island Coastal Economic Trust (BC)* focused early on digital connectivity and tourism branding, avoiding scope creep.
3. **Dedicated Staff with Accountability**
 - Hiring a high-performing Executive Director with clear KPIs is key.
 - Support staff or rotating task teams help sustain momentum.

- Example: Revelstoke hired an **Executive Director**, to lead their economic revitalization. The ED was responsible for managing tourism growth, supporting small business development, and coordinating partnerships. Their success was tied to clear accountability: the ED had measurable goals (like number of businesses supported, grants secured, and events hosted) and reported to a volunteer board made up of local business owners and citizens. The strong leadership and clear performance expectations helped drive major growth in tourism and downtown revitalization.
- 4. **Community Engagement & Buy-in**
 - Transparency, public updates, and visible wins early on help secure local trust.
 - Successful projects often include advisory committees, town halls, and volunteer-led initiatives.
 - Example: *The Wabano Centre in Ottawa* grew by actively involving the urban Indigenous community at every stage.
- 5. **External Funding & Leveraged Investment**
 - Successful initiatives secure municipal “anchor” funding, then leverage it with provincial/federal grants or private sector partnerships.
 - Matching funds or in-kind support stretch limited budgets.
- 6. **Measurable Impact Tracking**
 - Ongoing data collection (surveys, KPIs, testimonials) supports continuous improvement and attracts future investment.
 - Example: *Cape Breton Partnership* publishes annual impact reports and regional scorecards.

What Makes Projects Unsuccessful

1. **Lack of Focus or Overly Ambitious Scope**
 - Trying to do too much too fast—without a phased plan or defined success metrics—leads to burnout and limited outcomes.
2. **Poor Communication or Transparency**
 - Lack of updates, unclear reporting, or perceived exclusivity erodes trust.
 - Failure to communicate the “why” and “how” behind the initiative alienates stakeholders.
3. **Unstable Funding or Short-Term Thinking**
 - Without a 3–5 year funding plan, efforts stall when startup funds dry up.
 - One-time grant projects often disappear without sustained local support.
4. **No Dedicated Staff**
 - Volunteer-led projects without administrative or coordination support tend to fizzle out due to time constraints.
5. **Political Interference or Turf Wars**
 - Competing municipal priorities or personality conflicts can block collaboration.
 - Success is undermined when politics override the economic vision.
6. **Failure to Demonstrate Early Wins**
 - If stakeholders don’t see tangible benefits within the first year (even small ones), support often wanes.

Frequently Asked Questions (FAQ)

This section addresses common questions raised by residents, business owners, and municipal leaders regarding the purpose, structure, funding model, and anticipated outcomes of the proposed regional economic development initiative. It is intended to provide clear, transparent information and support informed decision-making as the project moves forward. If you have further questions not covered here, please contact us at ymb@belterworks.com (Vala Monestime Belter) or gibw@spenergycertified.com (Gib Wood).

Q: What is MRADG and why is it being formed?

A: MRADG is a proposed regional, non-profit economic development organization serving Mattawa, Papineau-Cameron, Calvin, and Mattawan. It is being formed by a group of over 30 individuals to streamline business support, promote and grow economic development and tourism, and attract investment through a coordinated, locally driven effort.

Q: What will MRADG do for local businesses and organizations?

A: It will provide advisory services, grant-writing support, help with digital marketing, access to shared resources (like boardroom space), and year-round promotion of local businesses and attractions.

Q: How is this different from what municipalities are already doing?

A: MRADG fills a gap. While each municipality may have limited economic development capacity, this organization consolidates regional efforts, attracts larger funding, and supports cross-municipal collaboration that can't achieve individually.

Q: How is MRADG funded?

A: We are seeking a five-year funding commitment from the four municipalities based on a \$30 per capita model, and will also apply for federal and provincial grants. Membership fees and sponsorships will supplement municipal funding.

Q: Who governs MRADG?

A: A volunteer Board of Directors will oversee the organization, supported by a Community Advisory Committee (CAC) made up of leaders in business, tourism, and community sectors across the region.

Q: Will MRADG duplicate services already offered by the North Bay District Chamber of Commerce or municipal staff?

A: No. MRADG complements these efforts by filling gaps, enabling strategic projects, and serving the broader region. Where partnerships exist, we'll align and leverage them.

Q: What does success look like?

A: Success includes new businesses launched, tourism traffic increased, external funding secured, measurable job creation, more supported businesses and organizations, and stronger regional collaboration.

Q: What happens if one municipality doesn't participate?

A: The organization may still consider operating with the support of participating municipalities, however regional strength and grant eligibility improve significantly when all communities are represented.

Q: Is this a permanent organization?

A: The initial commitment is for five years. Ongoing support will depend on results, stakeholder feedback, and regional priorities at that time. We will incorporate a succession plan.

Q: Who can get involved and how?

A: Residents, business owners, and community leaders are welcome to join initiative teams, provide feedback, or contribute financially. Reach out to us or attend our next meeting to learn more.

Q: Why have similar efforts failed in the past?

A: Past initiatives at times lacked steady and sustainable funding. MRADG addresses these gaps by securing multi-year funding.

Q: Can the per capita funding amount be lowered?

A: The \$30 per capita model is designed to ensure a strong foundation and leverage matching grants. A lower contribution would reduce core services and make it harder to meet grant eligibility thresholds or hire high-caliber staff.

Q: What type of agreement should a municipality write up with MRADG?

A: A simple five-year Memorandum of Understanding (MOU) or Service Agreement outlining the funding commitment, performance reporting expectations, and opt-out clauses for non-performance would provide clarity and protection for both sides.

Q: What happens if the project doesn't achieve results?

A: MRADG will provide regular progress reports to all funding municipalities. If measurable progress is not demonstrated, municipalities can reassess their support based on the terms outlined in their agreement.

Q: How will transparency and accountability be ensured?

A: Quarterly and annual public reports will detail activities, financials, outcomes, and strategic adjustments. An independent annual financial review or audit will be conducted.

Q: How is success being measured?

A: Success will be tracked using key performance indicators (KPIs) such as: number of businesses supported, grants secured, new businesses attracted, tourism metrics, jobs created or retained, and stakeholder satisfaction.

Q: Will MRADG lobby for businesses or act as a political organization?

A: No. MRADG is a non-partisan, apolitical organization focused strictly on economic development, tourism growth, and community support.

Q: Will residents see a direct benefit?

A: Yes. Beyond business growth and job opportunities, initiatives will improve quality of life through more events, revitalized spaces, expanded services, and increased economic resilience.

Q: How is the Community Advisory Committee (CAC) involved?

A: The CAC ensures community voices are at the table. It provides project ideas, supports initiatives, and gives ongoing feedback to the Board. It also builds grassroots support and volunteer capacity.

Voiced Concerns

Concern: Isn't this just another committee of well-meaning volunteers?

Response: This initiative is different. MRADG will be professionally staffed and performance-based. While the vision was initiated by community leaders, the operational plan includes hiring an experienced Executive Director, with a track record of delivering measurable outcomes in economic and tourism development and growth. Volunteers guide vision; professionals drive results.

Concern: Are we going to be stuck funding this forever?

Response: No. A five-year commitment is being requested up front — not an open-ended obligation. After that term, each municipality will have the option to renew based on documented results, performance reviews, and community feedback.

Concern: Is this mostly benefiting Mattawa?

Response: No. While Mattawa has more population density, the project is regional by design. Each municipality will have a voice, and programs will be tailored to support the strengths, challenges, and development priorities of all four communities: Mattawa, Papineau-Cameron, Calvin, and Mattawan.

Concern: Why hire another expert? Aren't consultants expensive?

Response: We are not hiring consultants. We are hiring a results-driven, accountable employee with defined key performance indicators. The goal is to build sustainable capacity, not bring in temporary outside help.

Concern: What happens if this doesn't work?

Response: If after two years, measurable outcomes are not being achieved, municipalities can reassess their contributions. This is a performance-based model, not a blank cheque.

Concern: What do volunteers actually do in this model?

Response: Volunteers serve on the Community Advisory Committee and initiative teams. They bring ideas, help guide direction, and ensure community needs are reflected — but they do not manage operations. That's the role of the professional staff.

Concern: How is this organization different from just giving the town more money to do this work?

Response: MRADG allows for multi-municipal coordination, access to broader grant funding, and delivery of services across the region — which municipalities often can't do alone due to staff limits, jurisdictional boundaries, or resource constraints.

Commitment to Community

At the end of the day, the success we strive for is measured in the quality of life experienced by every resident. It's about cultivating a deep-seated sense of belonging, security, and opportunity. It's about ensuring that the region - Calvin, Mattawa, Mattawan, Papineau-Cameron - is more than just coordinates on a map – it's a place where individuals and families feel genuinely connected, supported, and profoundly proud to declare, *“Whether I live on Main Street, a sprawling farm, a rural road, or in a forest home off the grid — this is where I belong. It's a place where I can shop, sell what I grow or create, find entertainment, and be part of a community that values who I am and how I live.”* That shared pride, that collective sense of a thriving home – that is the ultimate return on investment we are working together to achieve.

Growing Stronger, Together!

References

Business & Economic Development Resources

1. **North Bay & District Chamber of Commerce (NBDCC)**
A leading organization supporting business growth and economic development in the region.
[NBDCC Website](#)
2. **Ontario Ministry of Economic Development, Job Creation and Trade**
Provides information on business support services, investment opportunities, and economic policies in Ontario.
<https://www.ontario.ca/page/ministry-economic-development-job-creation-trade>
3. **Nipissing East Community Futures – NECO**
Supports community economic development and small business growth through funding and advisory services.
<https://neco.on.ca/community-development/>
4. **Ontario Chamber of Commerce**
Offers insights into business trends, policy advocacy, and economic reports relevant to Ontario businesses.
<https://occ.ca>

Comprehensive Guides & Toolkits

5. **Envisio – 5 Steps to a Successful Economic Development Plan**
This guide outlines a structured approach to creating an actionable economic development plan, emphasizing community assessment, strategic planning, and performance measurement.
<https://envisio.com/blog/5-steps-to-a-successful-economic-development-plan/>
6. **National Association of REALTORS® – Economic Development Toolkit**
Designed for associations and economic developers, this toolkit provides insights into building collaborative relationships with local and state economic development organizations.
<https://www.nar.realtor/commercial/economic-development-toolkit>
7. **HUD Exchange – Economic Development Toolkit Manual**
A practical guide for constructing economic development programs, focusing on leveraging Community Development Block Grants (CDBG) for economic revitalization.
<https://files.hudexchange.info/resources/documents/Economic-Development-Toolkit-Manual.pdf>

Economic & Demographic Data

8. **Statistics Canada**
Provides comprehensive data on population, labor force, and economic indicators for Canadian municipalities.
<https://www.statcan.gc.ca>
9. **Ontario Ministry of Northern Development**
Offers regional economic profiles, funding programs, and development strategies pertinent to Northern Ontario.
<https://www.ontario.ca/page/ministry-northern-development>
10. **FedNor (Federal Economic Development Initiative for Northern Ontario)**
Details federal programs and initiatives aimed at fostering economic growth in Northern Ontario communities.
<https://fednor.gc.ca>

Rural & Place-Based Development Resources

11. **Outdoor Recreation Roundtable – Rural Economic Development Toolkit**
Focuses on leveraging outdoor recreation for economic diversification and resilience in rural communities.
<https://recreationroundtable.org/programs/rural-development/>
12. **Heartland Forward – Place-Based Economic Development: A Guide for Implementation**
Provides tools to help regions capitalize on unique opportunities through regional profiling, industry targeting, and partnership building.
<https://heartlandforward.org/case-study/place-based-economic-development-a-guide-for-implementation/>

Strategic Frameworks & Best Practices

13. **U.S. Economic Development Administration – Comprehensive Economic Development Strategy (CEDS)**
Offers a strategy-driven plan for regional economic development, emphasizing capacity building and economic resilience.
<https://www.eda.gov/resources/comprehensive-economic-development-strategy>
14. **EPA – Framework for Creating a Smart Growth Economic Development Strategy**
A step-by-step guide for small and mid-sized cities to build place-based economic development strategies.
<https://www.epa.gov/smartgrowth/framework-creating-smart-growth-economic-development-strategy>
15. **Pew Charitable Trusts – Economic Development Incentives Evaluation Toolkit**
Provides resources to help policymakers and researchers understand and evaluate the impact of economic development incentives.
<https://www.pewtrusts.org/en/research-and-analysis/data-visualizations/2024/economic-development-incentives-evaluation-toolkit>

Tourism & Regional Development

16. **Destination Northern Ontario**
Provides tourism research, marketing strategies, and development resources specific to Northern Ontario.
<https://destinationnorthernontario.ca>
17. **Ontario Ministry of Tourism, Culture and Sport**
Offers data and resources on tourism trends, cultural initiatives, and sport development in Ontario.
<https://www.ontario.ca/page/ministry-tourism-culture-sport>