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**APPROVAL OF
PREVIOUS
MINUTES**



Corporation of the Municipality of Calvin

REGULAR MEETING OF COUNCIL

Date: October 14, 2025

Time: 6:00 pm

1355 Peddlers Drive, Calvin, ON

Attendance: Mayor Gould, Councillors Grant, Latimer, Manson, Moreton; Staff: CAO D Maitland, PW Superintendent A Carr and Fire Chief J Whalley.

Regrets:

Guests: BDO-D Decaire, S Graham

1. CALL TO ORDER

Resolution Number: 2025- 286

Moved By: Councillor Manson

Seconded By: Councillor Moreton

NOW THEREFORE BE IT RESOLVED THAT this October 14th, Regular Meeting of Council be called to order @6:01p.m. by Mayor Gould who indicates that quorum has been achieved

Result: Carried

2. APPROVAL OF AGENDA

Resolution Number: 2025-287

Moved By: Councillor Moreton

Seconded By: Councillor Manson

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 – NONE

4. APPROVAL OF PREVIOUS MEETING MINUTES

Resolution Number: 2025- 288

Moved By: Councillor Moreton

Seconded By: Councillor Latimer

NOW THEREFORE BE IT RESOLVED THAT the minutes for the Regular Council Meeting of September 23rd, be approved as presented and circulated.

Result: Carried

5. DELEGATIONS TO COUNCIL - NONE

6. BUSINESS ARISING FROM PREVIOUS COUNCIL MEETINGS-NONE

7. CONSENT AGENDA ITEMS FOR INFORMATION PURPOSES

Resolution Number: 2025-289

Moved By: Councillor Grant

Seconded By: Councillor Moreton

- 7.1 For Council, Reminder: Northeast Municipal Council Workshop
- 7.2 City of Dryden Swim-to-Survive Education
- 7.3 City of Brighton -Motion COU-2025-390
- 7.4 City of Kitchener -Letter – Postage
- 7.5 Letter from the Honourable Michael S. Kerzner, Solicitor General
- 7.6 Casselholme - Board Meeting Minutes for Website - August 28, 2025
- 7.7 Building Official Report September
- 7.8 City of Pickering-Elect Respect
- 7.9 FONOM Elects New Leadership at Perry Sound Board Meeting
- 7.10 AORS-Bill 9
- 7.11 Bonfield Public Library-Regular Meeting Minutes Oct 06

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

Result: Carried

8. ADMINISTRATIVE MATTERS:

8.1 2024 Audit – BDO

Resolution Number:2025-290

Moved by: Councillor Moreton

Seconded by: Councillor Manson

WHEREAS BDO presented the draft audited financial statements for the Corporation of the Municipality of Calvin for the fiscal year ending December 31, 2024,;
AND WHEREAS Council has reviewed the audited financial statements and the auditor's report;
NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Municipality of Calvin hereby accepts the audited financial statements for the fiscal year ending December 31, 2024;
AND FURTHER THAT the Mayor and Chief Administrative Officer are hereby authorized to sign the audited financial statements on behalf of Council,
AND FURTHER THAT Council re-appoint BDO as the auditor for the fiscal years 2025 to 2028 inclusively.

Result: Carried

8.2 Fire Protection Services Reimbursement Transfer Payment Agreement

By-Law Number:2025-43

Resolution Number:2025-291

Moved by: Councillor Manson

Seconded by: Councillor Grant

WHEREAS the Office of the Fire Marshal has established a reimbursement program to compensate municipalities for providing fire protection services in unincorporated areas of Ontario based on eligible call type criteria as set out by the Fire Marshal;

And whereas the previous agreement to deliver fire protection services to neighbouring unincorporated areas expired in March 2025;

And whereas the Office of the Fire Marshal's has only recently submitted a new annual agreement for presentation to Council;

And whereas the Municipality of Calvin wishes to enter into such an agreement for the provision of fire protection services to neighbouring unincorporated areas for the period March 17, 2025, to March 15, 2026;

Now therefore be it resolved that the Council of the Corporation of the Municipality of Calvin enacts as follows:

That the Mayor and CAO are hereby authorized to execute a Fire Protection Services Reimbursement Transfer Payment Agreement with His Majesty the King in right of Ontario, as represented by the Office of the Fire Marshal, for the term March 17, 2025, to March 15, 2026.

That the Fire Chief shall have full discretion to determine if and when to respond to fire calls in unincorporated areas and shall ensure all eligible incidents are reported in accordance with the Agreement.

Result: Carried

8.3 Mutual Aid Agreement – Papineau-Cameron

By-Law Number: 2025-44

Resolution Number: 2025-292

Moved by: Councillor Moreton

Seconded by: Councillor Grant

WHEREAS the Calvin Township Fire Department was established by By-law No. 565;
AND WHEREAS the Papineau-Cameron Township Fire Department was established by By-law No. 92-05;
AND WHEREAS section 20 of the Municipal Act, 2001, S.O. 2001, c. 25, and subsection 2(6) of the Fire Protection and Prevention Act, 1997, as amended from time to time, authorize an agreement between the said parties respecting the co-operative use of certain firefighting resources to improve response time and fire protection services within their respective territories;
AND WHEREAS both parties desire to enter into an Automatic Aid Agreement;
NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin authorizes the Mayor, CAO, and Fire Chief to enter into an Automatic Aid Agreement with the Township of Papineau-Cameron as outlined in By-law 2025-44;
AND FURTHER THAT any prior Automatic Aid or Mutual Aid Agreements between the parties be repealed;
AND FURTHER THAT By-law 2025-44 shall come into force and effect immediately upon the signing thereof by all parties.

Result: Carried

8.4 September 2025 Fire Chief Report

Resolution Number: 2025-293

Moved By: Councillor Moreton

Seconded By: Councillor Grant

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin received and accepts the September 2025 Fire Chief Report.

Result: Carried

8.5 Remembrance Day Ceremony

Resolution Number: 2025-294

Moved By: Councillor Grant

Seconded By: Councillor Manson

Whereas the Township of Bonfield and the Municipality of East Farris have invited the Corporation of the Municipality of Calvin to participate in their Remembrance Day Ceremonies;
And Whereas the Mattawa Legion's service is one that the Municipality has traditionally participate at (no invitation);
And Whereas The Township of Bonfield's Ceremony will be held on Sunday November 09th at 10:45am;
And Whereas The Municipality of East Ferris' Ceremony will be held on Monday November 10th at 10:30am;
And whereas the Town of Mattawa's Ceremony will be held on November 11th, 2025
Now therefore be it resolved that by way of this resolution, to represent the Municipality, Councillor Moreton will attend the ceremony in Bonfield, Councillor Manson will attend the ceremony in East Farris, Mayor Gould will attend the ceremony in Mattawa, as a representative of The Corporation of the Municipality of Calvin;
And Furthermore that their time and mileage be compensated as a meeting as per Council remuneration policies;
And Furthermore, that Council direct staff to purchase wreathes for each ceremony spending up to a maximum of \$75.00 per wreath.

Result: Carried

8.6 CAO Report CAO34-2025 Regulatory Amendments Made to Amount Payable by Municipalities for OPP Policing

Resolution Number: 2025-295

Moved By: Councillor Moreton

Seconded By: Councillor Latimer

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin accepts the report entitled CAO Report CAO34-2025 Regulatory Amendments Made to Amount Payable by Municipalities for OPP Policing for information purposes.

Result: Carried

8.7 CAO Report CAO35-2025-Application for Funding-Community Emergency Preparedness Grant 2025-26

Resolution Number: 2025-296

Moved By: Councillor Manson

Seconded By: Councillor Moreton

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin accepts the CAO report entitled CAO35-2025 and authorizing the submission of an application for funding to the Community Emergency Preparedness Grant 2025-26 in the amount of \$45,400.00.

Result: Carried

8.8 Public Works Superintendent's Report PWS-2025-21

Resolution Number: 2025-297

Moved By: Councillor

Seconded By: Councillor Manson

WHEREAS, the Public Works Superintendent has provided a report for Council,
AND THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin accepts the report entitled PWS-2025-21

Result: Carried

9. AGENCIES, BOARDS, COMMITTEES

Resolution Number: 2025-298

Moved By: Councillor Manson

Seconded By: Councillor Moreton

- 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 Reports and/or Minutes provided by Council members at this meeting.

Result: Carried

10. CLOSED MEETING –

Resolution Number: 2025-299

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 7:56 p.m. to discuss:

- 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: 2025-300

Moved By: Councillor Latimer

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 9:06 p.m. and report that it discussed:

- 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

12. CONFIRMATORY BY-LAW

By-Law # 2025-45

Resolution Number: 2025-301

Moved By: Councillor Moreton

Seconded By: Councillor Manson

NOW THEREFORE BE IT RESOLVED THAT By-Law 2025-45 being a By-Law to confirm the proceedings of Council be approved.

Result: Carried

12. ADJOURNMENT

Resolution Number: 2025-302

Moved By: Councillor Grant

Seconded By: Councillor Moreton

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin now be adjourned @9:07 p.m.

Result: Carried

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**BUSINESS
ARISING FROM
PREVIOUS
COUNCIL
MEETINGS**

6

**BUSINESS
ARISING FROM
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6.1

THE MUNICIPALITY OF CALVIN

REPORT TO COUNCIL

PUBLIC WORKS DEPARTMENT

To: Mayor and Council
Subject: Public Works Superintendent's Report
Author: Ann Carr, Public Works Superintendent
Date: October 14, 2025
Report No.: PWS-2025-21

Purpose:

To update Council of the operations of the Public Works, Landfill and Recreational Departments.

Public Works:

- Winter Sand was delivered and on budget.
- Met with Municipal Engineer and Labonte for reconsideration of design for repair of Hackenbrooke Bridge.
- Working with Jp2g for upcoming Roads Needs Study. Jp2g scheduled for October 15 through 17 for visual inspection of roads systems.
- Completed ditching on Adams Road from Landfill up to and including Adams Hill applied more gravel.
- Roadside brushing was completed for Donalds Road and Suzanne's Road. This will help dry the gravel roads in the spring.
- Completed all culvert installations because of the June storm.
- Preparing equipment for winter, ensuring plows are ready.
- MDRAP application has consumed considerable amount time preparing "forensic" file.
- NORDS funded project allocated for Moreau Road reconstruction has been completed, waiting for final invoice.
- Adam Kasprzak Surveying Services has been to Stewart's Road. Awaiting survey results.

Landfill/Recycling:

- Circular Materials Ontario has presented a draft change order to the agreement for recycling. The change order consists of the municipality receiving a lessor reimbursement for recycling costs as well as less funds for providing CMO promotion and education material. We have provided CMO with the actuals and wait for their comments or changes to be made to the "Change order" for the agreement.
- There have not been any changes to the acceptance of "non-eligible sources" (commercial, places of worship, or the municipal office.) A report will be provided to Council for next steps moving forward into 2026.

Recreation:

- Grounds maintenance hopefully has been completed for the season.
- Renovations for washrooms at the recreation sports center went well and on budget, need to finish painting the outside of the doors.
- Will be preparing the rink for the season.

Equipment Repairs:

- Backhoe. The transmission failed to engage into third gear moving forward and second gear in reverse we also lost all brakes again. Had to float the machine to Sudbury for the repair. Had to replace transmission in the backhoe. Remanded transmission was not available in Canada, purchasing one from the US was going to be approximately \$31,000.00 (fluctuating tariff costs) plus the cost of installation. Purchasing a new one and installing it cost \$34,720.12 (includes all HST). Budgeted for \$25,000.00 for the 2017 Backhoe, costs to repair and maintain the Backhoe is now \$50,781.51, a deficit \$25,781.51.
- 2015 International Plow Truck. Would not start. Changed fuel filters did not change failure to start. Hired mobile mechanic, erased codes, tested injectors, was unable to verify why it would not start. Towed it to Lewis Motors, received a quote for \$23,500.00 to replace 6 injectors and fuel lines, however the quote also stated that changing the injectors was to help continue the diagnostics. To not start replacing parts to cancel out what it



THE MUNICIPALITY OF CALVIN
REPORT TO COUNCIL
PUBLIC WORKS DEPARTMENT

"might" be, Lewis Motors was asked to bench test the injectors before replacement. The cost for the injector test will be \$7,084.95. The approved budget for the 2015 International Plow is \$10,000.00 and currently we have spent \$4505.81. Without repairing the issue, the test will place the budget at a deficit of \$1590.76, the injector test will provide the costs of next steps.

Recommendation:

WHEREAS, the Public Works Superintendent has provided a report for Council,
AND THEREFORE, be it resolved that Council accepts the report.

Respectfully yours,

I concur with this report,

Ann Carr
Public Works Superintendent

Donna Maitland
CAO, Clerk Treasurer

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**CONSENT AGENDA
ITEMS FOR INFORMATION
PURPOSES**

CAO report to Council – CAO36-2025–AMCTO Fall 2025 Meeting**PURPOSE:**

To provide Council with information about the CAO's participation in the AMCTO Fall 2025 Zone 7 meeting,

BACKGROUND

"The Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) represents excellence in local government, management, and leadership. Since 1938, we have provided education, accreditation, leadership, and management expertise for Ontario municipal professionals. With 2,200+ members working in municipalities across the province, we are Ontario's largest association of local government professionals and the premier organization for professional development in the sector."

Zone 7 encompasses the Districts of Algoma, Manitoulin, Nipissing and Sudbury. Its Fall meeting was held in Elliot Lake, Oct 8-10.

INFORMATION

This meeting's agenda included presentations from MMAH, Strong Mayor Legislation; KPMG Municipal Finances and Sustainability; MMAH- Emergency Management Legislation, Town of Blind River – preparing your emergency management plan; Bonfield CAO and Calvin CAO presented "Emergency Management, When Disasters Happen". Our session was very well received. Elections Ontario and MMAH and Clerks on Call presented on Elections Legislation, helping us to prepare for the 2026 election.

Recommendation to Council

-to accept the information report CAO36-2025, AMCTO Fall 2025 Meeting.



Donna Maitland, CAO October 14, 2025



THE CORPORATION OF THE **TOWN OF COBALT**

7.2
June 22, 2023

Municipality of North Perth
330 Wallace Ave North
Listowel, ON N4W 1L3

Please be advised that at the Regular Meeting of Council on October 14, 2025, the Town of Cobalt adopted the following resolution:

RESOLUTION No. 2025-162

MOVED BY: Councillor Starchuk
SECONDED BY: Councillor Anderson

BE IT RESOLVED THAT the Council of the Town of Cobalt supports the Township of Larder Lake's resolution respectfully requesting that the Province of Ontario, through the Ministry of the Solicitor General and the Office of the Fire Marshal, extend the compliance deadlines outlined in Ontario Regulation 343/22 to a minimum of two years beyond the final release date of the Ontario Seal programs offered in the regulation for all affected certification categories;

AND THAT the Province consider implementing a phased or regionally adaptive approach to certification deadlines, taking into account the availability of training programs and the unique challenges faced by volunteer fire services in Rural Ontario;

AND THAT this resolution be forwarded to the Minister of the Solicitor General, the Ontario Fire Marshal, the Association of Municipalities of Ontario (AMO), the Rural Ontario Municipal Association (ROMA), the Ontario Association of Fire Chiefs (O AFC), MPP John Vanthof, and all municipalities in Ontario for support and endorsement.

CARRIED

Kind Regards,

Steven Dalley

Town Manager, Clerk/Treasurer

Tel: (705) 679-8877

Email: sdalley@cobalt.ca

cc: Hon, Michael Kerzner, Minister of the Solicitor General, michael.kerzner@pc.ola.org
Ontario Fire Marshal
the Association of Municipalities of Ontario (AMO), resolutions@amo.ca
the Rural Ontario Municipal Association (ROMA), roma@roma.on.ca
the Ontario Association of Fire Chiefs (O AFC), info@oafc.on.ca
MPP, John Vanthof, jvanthof-co@ndp.on.ca,



www.springwater.ca

**2231 Nursery Road
Minesing, Ontario
L9X 1A8 Canada**

October 16, 2025

Sent via email: resolutions@amo.on.ca

Association of Municipalities of Ontario (AMO)
800 – 155 University Avenue
Toronto, ON M5H 3B7

RE: Elect Respect Pledge

Please be advised that at its Regular meeting on October 1, 2025, Council of the Township of Springwater passed the following resolution:

C371-2025

Moved by: Councillor Moore

Seconded by: Councillor Thompson

Be it resolved that the correspondence from the Township of Southgate regarding the Elect Respect pledge; be received and supported as outlined below:

Whereas democracy is healthy when everyone is able to participate fully and safely and contribute to the well-being of their community; and

Whereas we are witnessing the dissolution of democratic discourse and respectful debate across all levels of government and in neighbouring jurisdictions; and

Whereas Ontario's municipally elected officials and municipal staff are dealing with increasingly hostile, unsafe work environments facing threats and harassment; and

Whereas social media platforms have exacerbated disrespectful dialogue, negative commentary, and toxic engagement which disincentivizes individuals, especially women and candidates from diverse backgrounds from running for office; and

Whereas better decisions are made when democracy is respectful and constructive and the voices of diverse genders, identities, ethnicities, races, sexual orientation, ages and abilities are heard and represented around

Phone: 705-728-4784
Ext. 2304

Clerk's Department

Fax: 705-728-6957

municipal council tables; and

Whereas the Association of Municipalities of Ontario's Healthy Democracy Project has identified concerning trends with fewer people voting in local elections and running for municipal office; and

Whereas in 2024, female elected representatives from across Halton formed a group called H.E.R. (Halton Elected Representatives) which pledged to speak out against harassment and negativity in politics and called on elected officials to uphold the highest standards of conduct; and

Whereas H.E.R. Halton has launched a campaign called Elect Respect to promote the importance of healthy democracy and safe, inclusive, respectful work environments for all elected officials and municipal staff that encourages individuals to participate in the political process.

Now Therefore Be It Resolved That the Council of the Township of Springwater supports the Elect Respect pledge and commits to:

- Treat others with respect in all spaces—public, private, and online
- Reject and call out harassment, abuse, and personal attacks,
- Focus debate on ideas and policies, not personal attacks,
- Help build a supportive culture where people of all backgrounds feel safe to run for and hold office,
- Call on relevant authorities to ensure the protection of elected officials who face abuse or threats, and
- Model integrity and respect by holding one another to the highest standards of conduct; and

Be It Further Resolved That the Township of Springwater Council calls on elected officials, organizations and community members to support the Elect Respect campaign and sign the online pledge at www.electrespect.ca; and

Be It Further Resolved That a copy of this resolution be sent to the Association of Municipalities of Ontario, the Federation of Canadian Municipalities, MP Doug Shipley and MPP Hon. Doug Downey, the Ontario Provincial Police, and all Ontario Municipalities.

Carried



www.springwater.ca

**2231 Nursery Road
Minesing, Ontario
L9X 1A8 Canada**

Yours Truly,

Jennifer Marshall

Jennifer Marshall, AMP
Clerk

cc: Federation of Canadian Municipalities,
MP Doug Shipley,
MPP Honourable Doug Downey,
Ontario Provincial Police
All Ontario Municipalities

From: FONOM Office/ Bureau de FONOM <fonom.info@gmail.com>

Sent: October 17, 2025 2:39 PM

Subject: FONOM commend collaboration to protect jobs, families, and regional stability

Please find attached a joint media release from the Federation of Northern Ontario Municipalities (FONOM) and the Northwestern Ontario Municipal Association (NOMA).

The release expresses our thanks to both the federal and provincial governments for their coordinated efforts to keep the Kapuskasing Paper facility operating. This partnership protects jobs, supports families, and strengthens Northern Ontario's forestry sector — a cornerstone of Canada's economy.

We invite you to review the release for further details.

Talk soon, Mac.

Mac Bain
Executive Director
The Federation of Northern Ontario Municipalities
665 Oak Street East, Unit 306
North Bay, ON, P1B 9E5
Ph. 705-498-9510

Helen Keller once said, *"Alone we can do so little; together we can do so much"*.

FONOM
Federation of Northern Ontario Municipalities

**Thank you to our
partners for making the
NORTHERN HOSPITALITY SUITE
a great success!**



FOR IMMEDIATE RELEASE

October 10, 2025

**FONOM and NOMA Thank the Federal and Provincial Governments
for their Partnership to Keep Kap Paper Operating**

Northern leaders commend collaboration to protect jobs, families, and regional stability

KAPUSKASING / MARATHON, ON – The Federation of Northern Ontario Municipalities (FONOM) and the Northwestern Ontario Municipal Association (NOMA) are expressing their sincere appreciation to the Government of Canada, Premier Doug Ford, and the Province of Ontario for their coordinated efforts to keep the Kapuskasing Paper facility operating.

This joint support provides much-needed stability to families, workers, and businesses across Northeastern Ontario. The decision ensures that a cornerstone of the regional forestry supply chain — vital to Canada’s housing and construction goals — continues to operate and support communities that depend on its success.

FONOM President **Dave Plourde** said the announcement reflects the power of collaboration between governments and Northern communities:

“On behalf of FONOM and the people of Northeastern Ontario, I want to thank both the federal and provincial governments for stepping up for Kapuskasing and the entire forestry sector. This partnership demonstrates what’s possible when all levels of government collaborate to protect jobs and ensure a sustainable future for the North. The continued operation of Kap Paper means stability for families and hope for the next generation.”

NOMA President **Rick Dumas** echoed those sentiments, emphasizing the regional and national significance of the mill:

“This is a win not only for Kapuskasing but for all of Northern Ontario and Canada’s housing sector. The forestry industry is the backbone of our northern economy, and Kap Paper is a critical link in that chain. We deeply appreciate the leadership shown by the federal government, Premier Ford, and Ministers Harris and Holland in finding a path forward that keeps people working and our communities strong.”

The forestry sector remains one of Northern Ontario’s most important economic drivers, connecting sawmills, trucking operations, contractors, and service providers across the region. The continued operation of Kap Paper protects thousands of direct and indirect jobs, reinforcing the importance of the North’s contribution to national priorities, including affordable housing and sustainable economic growth.

FONOM and NOMA also acknowledged the constructive engagement from federal and provincial officials throughout the process, noting that their responsiveness and cooperation made this outcome possible.

“When Northern voices are heard, the results speak for themselves,” added Plourde. “This outcome is a clear example of partnership in action — and a model for how governments can work together to strengthen our communities.”

—30—

Media Contacts:

Dave Plourde, President, FONOM
705-335-1615 | fonom.info@gmail.com

Rick Dumas, President, NOMA
807-683-6662 | admin@noma.on.ca

From: AMO Communications <communicate@amo.on.ca>

Sent: October 17, 2025 2:30 PM

To: CAO <CAO@calvintownship.ca>

Subject: AMO President's Board Update - Sept 2025



AMO President's Update - September 2025

The AMO Board met on September 26th at the AMO office in Toronto. Discussions were shaped around the Premier's move to ban speed cameras, and AMO's continued efforts in support of your key priorities. We also looked ahead to some key upcoming events in October.

Watch AMO President, Robin Jones's recap of key board meeting updates below.



Automated Speed Enforcement

The AMO Board supported AMO's continued push to the Province to work with municipalities to strengthen the Automated Speed Enforcement program – which they brought in five years ago – rather than ban it outright.

We know speed cameras work. They are an effective tool that supports safer streets, efficient enforcement and fair enforcement. And, it's appropriate for speeders to pay fines to be reinvested in traffic safety measures, rather than law-abiding taxpayers.

Ultimately, this should be a local decision. Municipal councils are an accountable, elected order of government and can be trusted to use all available road safety tools responsibly.

Code of Conduct & Integrity Commissioner Process

The AMO Board had approved a proactive advocacy position and approach to the implementation of Bill 9, the Municipal Accountability Act, which is likely to be passed by the legislature this fall.

Health Survey

AMO staff received approval to develop a report to release key findings regarding municipal spending in health services. This report will inform AMO's broader advocacy on access to health and the need for a new provincial-municipal framework.

Other Priorities

Meanwhile, the AMO team remains focused on your key priorities. Stay tuned for updates on our advocacy on matters like advice to the province on Building Faster Fund improvements, and opposition to Bill 30's proposed overreach into local municipal decision making, and more.

Upcoming Events

Healthy Democracy Forum - Oct 18 & 19th

Offering practical ways of making democracy stronger -- including improving turn out for the 2026 municipal election, encouraging candidate participation, and improving civility. More information [linked here](#).

Local Government Week - Oct 19-25th

Check out Local Government Week resources to celebrate and spread the word about why municipalities matter. Get the [resources here](#).

AMO's Trade and Tariff Forum - Oct 24th

Get an in-depth look at the impact of economic uncertainty on Ontario municipalities and gain expert insights on how to manage those challenges. Program and registration information [linked here](#).

*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.

Association of Municipalities of Ontario

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CAO report to Council – CAO37-2025–Municipal Finance Officers Association of Ontario (MFOA) Northern Finance Workshop

PURPOSE:

To provide Council with information about the CAO's participation in MFOA's Northern Finance Workshop

BACKGROUND

The Municipal Finance Officers' Association of Ontario (MFOA), established in 1989, is the professional association of municipal finance officers with more than 2,300 individual members. They represent individuals who are responsible for handling the financial affairs of municipalities and who are key advisors to councils on matters of finance policy.

The annual workshop was held in Sudbury Oct 15-17. MFOA, through sponsorships, reimburses participating municipalities for staff travel (mileage), pays directly for hotel accommodations and provides breakfast and lunch at no cost.

INFORMATION

With over 30 CAOs/Clerks/Treasurers from Northern Ontario in attendance, this meeting's agenda included presentations and workshops:

-The impact of tariffs on municipalities; things to consider when procuring and how to (best) align budgets and procurement bylaws with the new reality

-KMPG's presentation on Orange County's insolvency and how the presenter sees similar financial challenges and risks in the North, how financial benchmarking and other data-driven analysis highlight how and why municipalities in the North are actually at risk, particularly in ways that are not readily apparent

-Property Tax By-Laws and Property Tax Updates – modernizing and refining the by-laws to set tax policy and levy and collect property taxes.

-Asset Management Planning: The Report is not the Goal. We discussed approaches to make better use of the findings as practical tools for Council (budget) decision making; heard about good and bad experiences with a goal to guide technical reports (examples: bridge and road needs studies) toward better demonstrations of investment needs and informing long-term financial strategies.

-Municipal Investment Governance – Legislation, Policy and Options

-Long term financial planning – the principles, challenges and practical approaches to achieving long-term financial stability in Ontario Municipalities; what is keeping municipal finance professionals up at night; what financial stability means in the municipal context, and how to build a robust financial policy framework; what is needed to move Ontario's municipalities along the path to long-term financial sustainability.

Recommendation to Council

-to accept the information report CAO37-2025, –Municipal Finance Officers Association of Ontario (MFOA) Northern Finance Workshop



Donna Maitland, CAO October 20, 2025



Elizabeth Roy
Mayor
 T 905.430.4300 x2203
mayor@whitby.ca



October 17, 2025

The Honorable Todd McCarthy, MPP (Durham)
 Minister of the Environment, Conservation and Parks
 Via email: minister.mecp@ontario.ca

Re: Extended Producer Responsibility for Blue Box Recycling Collection and Impacts to Small Businesses located in Mixed-Use Properties

Dear Minister McCarthy,

Please be advised that at its meeting held on October 6, 2025, the Council of the Town of Whitby adopted the following as Resolution # 191-25:

Whereas in 2016 the Waste-Free Ontario Act was enacted, which also enacted the Resource Recovery and Circular Economy Act (RRCEA) and the Waste Diversion Transition Act; and,

Whereas the RRCEA and its associated regulations focus on strengthening Extended Producer Responsibility for materials like used tires and blue box recycling; and,

Whereas on November 23, 2020, Town Staff submitted comments to the Environmental Registry of Ontario on the proposed blue box regulation, which highlighted concerns about the lack of a requirement for blue box recycling collection for certain "non-eligible" sources like small businesses located in mixed-use properties which are prevalent in Business Improvement Areas; and,

Whereas in the Town of Whitby there are approximately 200 small businesses in mixed-use properties who currently receive blue box collection and are impacted by the blue box regulation and will potentially lose blue box collection services; and,

Whereas in June 2021 the Province of Ontario released Blue Box Regulation O. Reg. 391/21, under the RRCEA which transitions the financial and operational responsibility of recycling from municipalities to the producers of packaging and paper products; and,

Whereas Circular Materials Ontario (CM) was named the Producer Responsibility Organization taking on all blue box recycling responsibilities in Ontario over a three-year transition period; and,

Whereas the Region of Durham has indicated that the estimated costs to continue to provide blue box recycling for small businesses after the 2026 transition date to CM was exorbitant and no longer a core responsibility of the Region pursuant to Provincial legislation; and,

Whereas on July 1, 2024, the Town of Whitby and all local area municipalities in Durham Region transitioned from the Regional blue box program to the CM blue box program; and,

Whereas the Region of Durham and CM negotiated a temporary agreement to continue providing blue box collection services to small businesses in mixed-use properties during the blue box transition period from June 30, 2024 to December 31, 2025, however, CM will not service these small businesses or any non-residential properties effective January 1, 2026, as they are not included as “eligible sources” under Blue Box Regulation 391/21; and,

Whereas on October 17, 2024, Mayor Roy sent a letter to the Honourable Andrea Khanjin, who was at that time the Minister of Environment, Conservation and Parks, advocating for changes to the blue box regulation as it related to blue box collection for small businesses; and,

Whereas on June 4, 2025, the Ministry of Environment, Conservation and Parks proposed amendments to the RRCEA through the Environmental Registry of Ontario and staff comments were submitted jointly to the Municipal Waste Association and Regional Public Works Commissioners of Ontario on June 13, 2025 highlighting concerns with the blue box regulation and impacts to small businesses located in mixed-use properties; and,

Whereas on August 15, 2025, CM hosted a municipal engagement session with members of a Municipal Working Group, reviewing a proposal for blue box recycling for non-eligible sources; and,

Whereas it is not clear how the recycling collector will differentiate commercial recycling from residential recycling at mixed-residential locations as they are typically set out together; and,

Whereas the proposal submitted by CM must be agreed to by all three Producer Organizations before it will be considered by the Ministry of Environment, Conservation and Parks; and,

Whereas on October 1, 2025, all three Producer Organizations, which includes CM, Ryse Solutions, and Landbell Canada, provided a letter to Mayor Roy outlining their decision to not proceed with blue box collections for small IC&I locations, citing, “system capacity limitations, current regulatory obligations, and time constraints that make it impractical for CCS to provide (blue box) collections from IC&I locations”; and,

Whereas on October 1, 2025, the Honourable Todd McCarthy, Minister of the Environment, Conservation, and Parks provided a letter to the Town of Whitby advising that the Producers will not voluntarily continue to offer blue box services to municipalities for small business locations.

Now therefore, be it resolved:

1. That the Council of the Town of Whitby requests that the Ministry of Environment, Conservation and Parks amend Blue Box Regulation 391/21 to require Producers to provide blue box collection services to businesses located in mixed-use properties;

and,

2. That the Mayor be requested to author a letter to the Minister of Environment, Conservation and Parks advocating for changes to Blue Box Regulation 391/21, and that a copy of this letter be forwarded to all Ontario Municipalities, Ontario Big City Mayors (OBCM), the Association of Municipalities of Ontario (AMO), and the Ontario Business Improvement Area Association (OBIAA).

Should you require further information, please do not hesitate to contact mayor@whitby.ca.

Sincerely,


Elizabeth Roy
Mayor

Town of Whitby
Office of the Mayor
575 Rossland Road East
Whitby, ON L1N 2M8
whitby.ca

cc Mayor Marianne Meed Ward, Chair Ontario's Big City Mayors - chair@obcm.ca
Ontario's Big City Mayors – info@obcm.ca
Ontario Business Improvement Area Association - info@obiaa.com
Association of Municipalities of Ontario - resolutions@amo.on.ca
All Ontario Municipalities
Karey Anne Large, CEO, Whitby Chamber of Commerce – Karey@whitbychamber.org
info@whitbychamber.org
Downtown Whitby BIA – info@whitbybia.org
Lorne Coe, MPP, Whitby - lorne.coe@pc.ola.org
Matthew Gaskell, CAO, Town of Whitby – gaskellm@whitby.ca



Representing the Districts of Kenora, Rainy River and Thunder Bay
 P.O. Box 10308, Thunder Bay, ON P7B 6T8
www.noma.on.ca
 p 807.683.6662 e. admin@noma.on.ca

NOMA and FONOM welcome federal support for Kap Paper, urge all governments to secure long-term stability for Northern Ontario's forestry sector

KAPUSKASING, ON and THUNDER BAY, ON — October 17, 2025 —The Northwestern Ontario Municipal Association (NOMA) and the Federation of Northern Ontario Municipalities (FONOM) welcome the statement from the Honourable Patty Hajdu, Minister of Jobs and Families and Minister responsible for FedNor, reaffirming the federal government's support for Kap Paper and the workers and families of Kapuskasing.

Both organizations extend their appreciation to Minister Hajdu and the Government of Canada for recognizing the critical importance of the forestry and pulp & paper sector to Northern Ontario's economy. This commitment underscores the value of sustained federal engagement in supporting communities that form the backbone of Canada's resource economy.

"We appreciate Minister Hajdu's leadership and the federal government's continued attention to the challenges facing Kap Paper," said **Rick Dumas, NOMA President and Mayor of Marathon**. "The North's workers, businesses, and communities have proven time and again that when governments step up, they deliver. This recognition of Kapuskasing's vital role in the regional and national economy is a positive step forward."

At the same time, both associations stress that **urgent and coordinated action** is required to ensure long-term stability across Northern Ontario's forestry and resource sectors. With the recent announcement of the idling of the Ear Falls sawmill, the vulnerability of Northern industries has once again been brought into sharp focus.

"Now more than ever, we need the Government of Canada — led by Prime Minister Mark Carney — and the Province of Ontario, under Premier Doug Ford, to work at lightspeed to secure a fair and durable trade agreement with the United States that protects, strengthens, and rebuilds lasting economic viability for sawmills like Ear Falls and mills like Kap Paper," said **Dave Plourde, FONOM President and Mayor of Kapuskasing**. "The people of Northern Ontario deserve stability and certainty — and we cannot afford to lose another cornerstone industry."

NOMA and FONOM continue to call on all levels of government — federal, provincial, municipal, and Indigenous — along with labour and industry partners to remain united and focused on developing a comprehensive, long-term strategy that safeguards jobs, fosters innovation, and ensures the future of Northern Ontario's forestry sector for generations to come.

The forestry and pulp & paper industries remain pillars of Northern Ontario's economy, supporting thousands of direct and indirect jobs, local businesses, and community services. Both associations reaffirm their commitment to advocating for a sustainable, modern, and competitive forestry sector that continues to drive growth and opportunity across the North.



Representing the Districts of Kenora, Rainy River and Thunder Bay

P.O. Box 10308, Thunder Bay, ON P7B 6T8

www.noma.on.ca

p 807 683 6662 e admin@noma.on.ca

Media Contacts:

Dave Plourde, President, FONOM

705-335-1615 | fonom.info@gmail.com

Rick Dumas, President, NOMA

807-683-6662 | admin@noma.on.ca

7.9

CAO

From: AMO Policy <policy@amo.on.ca>
Sent: October 21, 2025 3:41 PM
To: CAO
Subject: AMO Policy Update - Bill 56 Introduced, Building Code Amendments Submission and Advocacy on Removing Building Code Enforcement from Provincial Courts



AMO Policy Update – Bill 56 Introduced, Building Code Amendments Submission and Advocacy on Removing Building Code Enforcement from Provincial Courts

Top Insights

- The province has introduced Bill 56, a red tape reduction bill including changes to as-of-right labour mobility, speed cameras, drinking water approvals, and forest management approvals. The province has also announced a review of Ontario's economic development permit system, a "Made-in-Ontario" vehicle procurement policy and streamlined mining approvals.
- AMO provided the province with advice on how to best implement the plan to defer residential development charge payments until occupancy.
- AMO continues advocacy to reduce the burden on Provincial Offenses Courts by supporting the use of an Administrative Monetary Penalty System (AMPS) for building code enforcement.

Bill 56, *Building a More Competitive Economy Act*, 2025

Yesterday, the government tabled its newest red tape reduction bill. The bill and additional communications include a number of initiatives of interest to the municipal sector including:

Items in Bill 56

- Changes to require professional regulators to deem skilled workers certified in other provinces eligible to work in Ontario within 10 days. Municipalities are listed in the *Ontario Labour Mobility Act*. While AMO found no municipally regulated professions, local licensing practices may be affected; municipalities may wish to review their local licencing practices to determine if they are impacted by this proposal.
- Changes to allow health professionals from 16 additional regulated professions to work as-of-right in Ontario up to six months while applying for registration with their regulatory College.
- Despite significant concerns from municipalities, police chiefs, schools, and health care experts, the province has moved ahead with amendments to the *Highway Traffic Act*. The changes would remove municipal authority to operate Automated Speed Enforcement systems, permit the Minister to direct municipalities to install signs in school zones, and provide authority for the province to install signs where a municipality does not comply. Red light cameras are not implicated in this change and will still be permitted.
- Changes to the *Clean Water Act* to streamline drinking water approvals by allowing source protection authorities to approve routine updates to source protection plans, and regulatory updates to simplify and accelerate the process for creating new drinking water sources.
- Changes to the *Crown Forest Sustainability Act* to reduce administrative burdens by eliminating annual wood harvest approvals and enabling the forest industry to prepare a single forest management plan spanning multiple management units.
- Amendments to the *Species Conservation Act* to address a lack of clarity and consistency of language for species-at-risk and habitat protection orders.
- Technical corrections to the *Ontario Heritage Act* to reflect the current trade agreement.

Additional Narrative Items

- Conducting a review of Ontario's economic development permits to identify duplicative, outdated, or unnecessary permits or approvals that could be removed or streamlined through a digital portal.
- Proclaiming sections of the *Mining Act* to implement the One Project One Process approvals process.
- Consulting on a "Made-in-Ontario" vehicle procurement policy for the public sector including municipalities.

Building Code Amendments Submission

AMO submitted comments to the Regulatory Registry advising the province on how to best implement the plan to defer residential development charge payments until occupancy, introduced under Bill 17 in the spring. To mitigate the risk of non-payment, top recommendations emphasized that municipalities must receive and verify the development charge payment before occupancy permit approval. AMO developed recommendations in consultation with municipal financial staff as well as Chief Building Officials.

AMO Supports Advocacy to Remove Building Code Enforcement from Provincial Courts

AMO has sent a letter to the Minister of Municipal Affairs and Housing supporting advocacy from Ontario's Building Officials and homebuilding sector calling on the province to allow municipalities to use an Administrative Monetary Penalty System for building code enforcement. This builds on AMO's broader advocacy to reduce the burden on Provincial Offences Courts to address backlogs. It would also free up the capacity of building officials to focus on issuing building permits to deliver homes faster.

An online version of this Policy Update is also available on the [AMO Website](#).

*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.

Association of Municipalities of Ontario

To unsubscribe, please| [Opt Out](#)

155 University Ave Suite 800 | Toronto, ON M5H 3B7 CA

Sent by email to: minister.mah@ontario.ca

October 14, 2025

The Honourable Rob Flack
Minister of Municipal Affairs and Housing
College Park
777 Bay Street, 17th Floor
Toronto, ON M7A 2J3

Dear Minister Flack,

Association of Municipalities of Ontario (AMO) supports your government and the housing development industry in taking collective action to meet Ontario's housing targets. We have also supported the work the province has done and continues to take to address concerns regarding the shortage of qualified building inspectors needed to deliver homes.

In pursuit of this important work, I am writing to express support for providing flexibility to municipalities to use an Administrative Monetary Penalty System (AMPS) for Building Code enforcement. AMO has previously endorsed this approach, and we understand that similar recommendations have also been advanced to you by the Ontario Building Officials Association (OBOA), Large Municipalities Chief Building Officials Association (LMCBO), Ontario Home Builders' Association (OHBA), and the Residential Construction Council of Ontario (RESCON).

Municipalities already use AMPS as an effective tool to manage parking and by-law enforcement. The *Building Code Act* has been amended to allow the use of AMPS but the enabling section has not yet been proclaimed. Until it is, municipal building officials have to pursue enforcement through the courts under the *Provincial Offences Act* – a process that is costly and time intensive for municipal officials, builders, and homeowners.

Enabling AMPS would remove this administrative burden, reduce the number of cases taking up time and resources in the courts, and free up the capacity of building officials to focus on issuing building permits. This would in turn reduce red tape and improve the efficiency of municipal building departments to deliver homes faster.

AMO is pleased to support OBOA's recommendation and looks forward to working with you and partners in the development sector to continue delivering much needed housing to our communities.

Sincerely,



Robin Jones
AMO President

cc: The Honourable Michael Kerzner, Solicitor General
The Honourable Andrea Khanjin, Minister of Red Tape Reduction
Martha Greenberg, Deputy Minister, Ministry of Municipal Affairs and Housing

Mario Di Tommaso, Deputy Solicitor General
Maud Murray, Deputy Minister, Ministry of Red Tape Reduction
Andy Jones, President, Ontario Building Officials Association
Lawrence Wagner, CEO, Ontario Building Officials Association



CORPORATION OF THE TOWNSHIP OF ZORRA

163 Brock Street, PO Box 189 Thamesford, ON, N0M 2M0
Ph. 519-485-2490 • 1-888-699-3868 • Fax 519-485-2520

7.10

Item 10(a)

Date: October 15, 2025

16-10-2025

Moved by *Katie Shrygg*
Seconded by *Cynthia Fick*

WHEREAS, democracy is strengthened when all individuals can participate fully, safely, and without discrimination, contributing to the well-being of their communities;

AND WHEREAS, democratic discourse and respectful debate are under pressure across all levels of government, including municipal councils in Ontario;

AND WHEREAS, elected officials are increasingly facing harassment, threats, intimidation, and unsafe work environments, which undermine personal safety, deter civic participation, and erode public confidence in democratic institutions;

AND WHEREAS, social media platforms, while enabling legitimate discourse, have also amplified abusive, discriminatory, or threatening behaviour for many, often disproportionately affecting marginalized populations, discouraging many from seeking or remaining in public office;

AND WHEREAS, freedom of expression is a cornerstone of democracy and must be safeguarded, even as we combat unlawful harassment, violence, and hate;

AND WHEREAS, the Association of Municipalities of Ontario's Healthy Democracy Project has identified troubling trends in declining voter turnout and a reduction in candidate participation at the municipal level;

AND WHEREAS, grassroots and national initiatives such as Halton Elected Representatives (H.E.R.) campaign and the Parliamentary Civility Pledge led by the Canadian Association of Feminist Parliamentarians, demonstrate a growing commitment to fostering respectful, safe, and inclusive environments in political life;

Now therefore be it resolved that the Council of Zorra Township:

1. Supports the principles of the Elect Respect pledge to:

- Treat all persons with dignity and respect in public, private, and online spaces;
- Reject and call out harassment, threats, unlawful discrimination, and personal abuse;
- Focus public debate on policies and ideas, rather than personal attacks or identity-based commentary;
- Build a culture of safety and inclusion, ensuring that individuals of all genders, identities, backgrounds, races, sexual orientations, ages, and abilities feel empowered to run for and serve in public office;

- Call on relevant authorities to investigate and respond to threats or harassment directed at elected officials, in accordance with applicable laws;
- Model accountability and integrity by holding ourselves and one another to clear, transparent, and legally grounded standards of conduct;
- Defend freedom of expression while actively opposing abuse and intimidation in all forms;

2. Encourages elected officials, political organizations, municipalities, and members of the public to sign and support the Elect Respect pledge by visiting: electrespect.ca; and,

3. Directs that a copy of this resolution be sent to the Association of Municipalities of Ontario (AMO), Ontario's Big City Mayors, the Federation of Canadian Municipalities (FCM), Members of Provincial and Federal Parliament (MPPs and MPs), the Ontario Provincial Police (OPP), the Royal Canadian Mounted Police (RCMP), all municipalities in Ontario, Halton Elected Representatives (H.E.R.), and Canadian Association of Feminist Parliamentarians

☒ Carried

☐ Defeated

☐ Recorded Vote

☐ Deferred

Recorded Vote:

	Yea	Nay
Mayor Ryan		
Councillor Stewart		
Councillor Grigg		
Councillor Mitchell		
Councillor Finch		



Mayor



CAMSafE

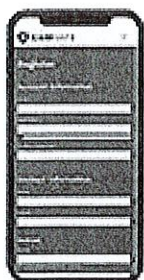
Join us in creating a safer community

CAMSafE is a CCTV and security video registry aimed at keeping our community safe and assisting police solve crime.

- Volunteer registry of security cameras, CCTV systems & doorbell cameras
- Delete your information or account at any time
- CAMSafE does not have access to footage or cameras
- Only basic contact information & address required to sign up
- Only police have access to the registry information



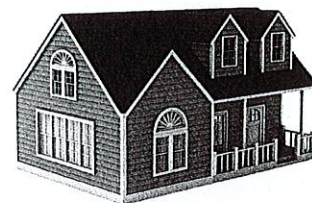
Register



Add

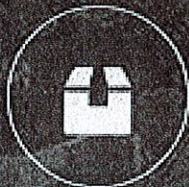


Protect



We all play a part in keeping our community safe in this age of connected technology.

Your participation helps to provide a stronger defence against:



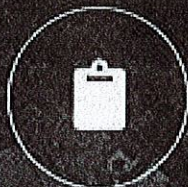
Theft



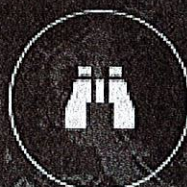
Arson



Vandalism



Fraud



Stalking



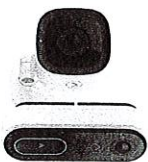
Kidnapping

For more information, visit camsafe.ca

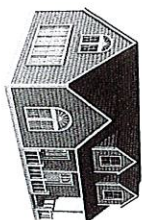
Register Your Security Cameras in Two Easy Steps



Register



Add



Protect

Find out more at cansafe.ca

CAO Report to Council: CAO42-2025 – Request for Proposals – Municipal Insurance Policies**PURPOSE:**

To provide Council with information with regards to initiating a Request for Proposals (RFP) for the Municipality's insurance policies, including liability, cyber, property, vehicle, and other coverage, to ensure continued comprehensive protection at competitive rates.

BACKGROUND

Council previously approved Resolution 2022-047, which authorized the Municipality to enter into a three-year contract with the current insurance provider, beginning in 2022 with an option to renew for 2 additional years.

With the initial three-year term expired, an additional renewal year underway and increases in policy costs throughout the term, it is now appropriate and timely to go to tender for insurance coverage. Issuing an RFP will ensure:

The Municipality maintains comprehensive insurance coverage for its operations and assets;

Competitive pricing is obtained through a transparent procurement process;

Council has the opportunity to consider options and award the contract in accordance with municipal policies.

ANALYSIS

Issuing an RFP at this time allows the Municipality to:

Confirm coverage adequacy: Ensure all municipal assets, operations, and liabilities are properly insured.

Evaluate cost-effectiveness: Compare premiums and coverage options from multiple providers.

Plan for timely renewal: Ensure sufficient time to evaluate proposals and award a contract before the current coverage expires.

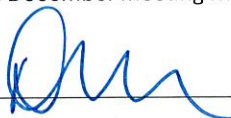
Ensure transparency and accountability: Follow best practices for municipal procurement.

FINANCIAL IMPACT

A competitive RFP process may confirm the current provider is supplying the best insurance solutions for the best price, or result in cost savings or improved coverage compared to the current contract. The successful tendered amount will form part of the 2026 and future year budgets.

RECOMMENDATION TO COUNCIL:

That Council receive information that the Chief Administrative Officer will initiate a Request for Proposals (RFP) for municipal insurance policies, including liability, cyber, property, vehicle, and other required coverage, and report back to Council at its December meeting with recommendations for awarding the contract.



Donna Maitland October 22, 2025

7.13



CORPORATION OF THE MUNICIPALITY OF SOUTH HURON

322 Main Street South P.O. Box 759

Exeter Ontario

N0M 1S6

Phone: 519-235-0310 Fax: 519-235-3304

Toll Free: 1-877-204-0747

www.southhuron.ca

October 23, 2025

Via email: doug.fordco@pc.ola.org

Premier's Office
Room 281
Main Legislative Building, Queen's Park
Toronto, ON M7A 1A5

Dear Hon. Doug Ford,

Re: Ontario Community Infrastructure Fund

Please be advised that South Huron Council passed the following resolution at their October 20, 2025, Regular Council Meeting:

418-2025

Moved By: Aaron Neeb

Seconded by: Jim Dietrich

That South Huron Council supports the Township of Edwardsburgh Cardinal September 29, 2025, Resolution regarding Ontario Community Infrastructure Fund (OCIF); and

That this supporting resolution and originating correspondence be circulated to the Premier, Minister of Infrastructure, Minister of Municipal Affairs and Housing, Minister of Finance, MPP Thompson, AMO, OSUM, FCM, all Ontario municipalities.

Result: Carried

Please find attached the originating correspondence for your reference.

Respectfully,

Kendra Webster, Legislative & Licensing Coordinator
Municipality of South Huron
kwebster@southhuron.ca
519-235-0310 x. 232

Encl.

cc: Minister of Infrastructure Hon. Kinga Surma, kinga.surma@pc.ola.org;
Minister of Municipal Affairs and Housing, Hon. Rob Flack,
rob.flack@pc.ola.org; Minister of Finance, Hon. Peter Bethlenfalvy,
peter.bethlenfalvy@pc.ola.org; MPP Lisa Thompson,
lisa.thompson@pc.ola.org; AMO, resolutions@amo.on.ca; OSUM,
osum@osum.ca; FCM, resolutions@fcm.ca; and all Ontario Municipalities



EDWARDSBURGH CARDINAL

Phone: 613-658-3055
Fax: 613-658-3445
Toll Free: 866-848-9099
E-mail: mail@twpec.ca

P.O. Box 129,
18 Centre St.
Spencerville, Ontario
K0E 1X0

VIA EMAIL

Tuesday, October 14, 2025

The Honourable Doug Ford, Premier of Ontario
The Honourable Kinga Surma, Minister of Infrastructure
The Honourable Rob Flack, Minister of Municipal Affairs and Housing
The Honourable Francois-Phillipe Champagne, Minister of Finance
Association of Municipalities of Ontario (AMO)
Ontario Small Urban Municipalities (OSUM)
Federation of Canadian Municipalities (FCM)
The United Counties of Leeds and Grenville
All Upper- and Lower-Tier Municipalities in Ontario

Please be advised that at its Regular Council meeting held on Monday, September 29, 2025, the Council of the Township of Edwardsburgh Cardinal unanimously adopted the following resolution:

RESOLUTION: Ontario Community Infrastructure Fund (OCIF)

WHEREAS the Township of Edwardsburgh Cardinal acknowledges that municipal infrastructure—roads, bridges, water and wastewater systems—underpins public safety, economic vitality and quality of life in Ontario's rural and small urban communities;

WHEREAS the Ontario Community Infrastructure Fund (OCIF) was created in 2015 to assist small and rural municipalities facing infrastructure deficits that exceed their local revenue capacities;

WHEREAS in 2022 the Government of Ontario committed to increase the annual OCIF envelope from \$100 million to \$400 million over a five-year term, with that commitment scheduled to expire at the end of fiscal 2026;

WHEREAS fixed funding levels amid rising labour, materials and climate resilience costs have eroded the purchasing power of the \$400 million envelope, jeopardizing municipalities' ability to deliver and sustain essential services without incurring unsustainable debt;

WHEREAS predictable, multi-year funding indexed to real-world cost drivers is critical for municipalities to develop, finance and execute long-term asset management plans, reduce emergency repairs and leverage complementary federal and private infrastructure financing;

WHEREAS the Township of Edwardsburgh Cardinal requires a steadfast provincial partner to extend and enhance OCIF beyond 2026, ensuring infrastructure resilience, fiscal sustainability and equitable access for all small and rural municipalities;

NOW THEREFORE BE IT RESOLVED THAT

1. The Township of Edwardsburgh Cardinal calls upon the Government of Ontario to extend the annual OCIF envelope at not less than \$400 million beyond its current five-year term ending in 2026, with no reductions in subsequent provincial budgets.
2. The Province be requested to index the total annual OCIF envelope—and each individual municipal allocation—to the Ontario Consumer Price Index (CPI), calculated on a calendar-year basis and disbursed in the first quarter of each fiscal year.
3. The Ministry of Infrastructure establish a new five-year OCIF funding framework that guarantees annual envelopes and allocation percentages by municipality, enabling long-term capital planning and stable cash-flow management.
4. The Province undertake a formal review of the OCIF allocation formula at least once every four years, incorporating current municipal asset management data, demographic projections, climate resilience metrics and rural equity considerations.
5. A dedicated contingency reserve equal to 5 percent of the annual OCIF envelope be created within the fund to address extraordinary cost escalations, emergency repairs or project overruns without reallocating core funding.

6. The Ministry of Infrastructure publish an annual OCIF performance report—including program disbursements, allocation adjustments and reserve expenditures—in a transparent, publicly accessible online dashboard.
7. The Clerk of the Township of Edwardsburgh Cardinal forward this resolution to:
 - The Honourable Doug Ford, Premier of Ontario
 - The Honourable Kinga Surma, Minister of Infrastructure
 - The Honourable Rob Flack, Minister of Municipal Affairs and Housing
 - The Honourable Francois-Phillipe Champagne, Minister of Finance
 - Association of Municipalities of Ontario (AMO)
 - Ontario Small Urban Municipalities (OSUM)
 - Federation of Canadian Municipalities (FCM)
 - The United Counties of Leeds and Grenville
 - All upper- and lower-tier municipalities in Ontario

If you have any questions, please contact me at the email address below.

Sincerely,



Natalie Charette
Interim Clerk
clerk@twpec.ca

8

ADMINISTRATIVE MATTERS



Municipal Donation Request Application Form

Applicant Information

Name of Applicant Organization:

Contact Person:

Title/Position:

Type of Organization:

Incorporated Not for Profit _____

Unincorporated Community Group _____

Another Municipality Mattawa

None of the above _____

Address:

City: 450 Hurdman St, Mattawa

Province: Ontario

Postal Code: P0H1V0

Phone Number: 705-744-5611 ext 141

Email Address: Sheri.wahie@Mattawa.ca

Website (if applicable):

Project/Event Information:

Name of Project/Event: NHL Alumni Hockey Game

Description of Project/Event (include purpose, objectives, target audience, expected outcomes, etc.): please see previous email

Date(s) of Project/Event: Jan 17, 2026

Location of Project/Event: Mike Rodden Arena

Expected Number of Calvin Resident Participants/Beneficiaries: ? lots of hockey fans in Calvin!

How will the project/event benefit the community of Calvin and/or its residents? Will give them an evening of great entertainment.

Is there a cost to participate in this project/event? Yes X No _____

If yes, please provide details:

tickets will be sold to come to the game.
price of ticket will depend on sponsorship (how many ppl sponsor)

Donation Request Details:

Type of Donation Requested (cash, in-kind, or both): cash

Amount/Value of Donation Requested: \$500

Specific Items/Services Requested (if requesting in-kind donations):

Intended Use of Donation (how will the donation be used to support the project/event?):

to help keep ticket prices down for residents
Have you ever received funding from the Municipality in the past for this project, initiative, event, etc.
offered in the past? Yes No X

If yes, when and in what form and if cash, what was the value of that donation?

Why is the Municipality's support necessary to the success of your project, initiative, event etc.?

it will help keep ticket prices down for our residents & everyone going.

How specifically will the Municipality's donation be acknowledged?

Yonjet - 2 tickets to the event
- full page advertisement in the program
- recognized as a sponsor
on all social media advertisements.

Supporting Documents:

If desired, you may attach any supporting documents that provide additional information about the project/event/initiative etc. that would help us to know more about your initiative.

Declaration:

already sent in previous email

By submitting this application, I/we hereby certify that the information provided is true and accurate to the best of my/our knowledge. I/we understand that submission of this application does not guarantee approval of the donation request and that all decisions regarding donations are subject to review and approval by Council as a whole. I understand that the Municipality's consideration of all applications is subject to the availability of its limited donation fund as assigned during its annual budget exercise.

Authorized Organization Representative's Signature:

[Signature]

Date: Oct 17/25

Hand deliver or mail to: 1355 Peddlers Drive, Mattawa ON P0H 1V0

Or

Email to: administration@calvintownship.ca

Internal Office Only

Received By: _____ Date: _____

Deputy Clerk

From: Administration
Sent: October 17, 2025 11:27 AM
To: Deputy Clerk
Subject: FW: NHL Alumni Hockey game in Mattawa
Attachments: Program Sponsor.docx; NHL_Alumni_Game_Sponsorship_Form.docx

This goes along with the donation request form from Sheri

D.

Danielle Albright
Administrative Assistant
Corporation of the Municipality of Calvin
1355 Peddlers Dr., R.R.#2, Mattawa, ON. P0H 1V0
Ph: 705-744-2700 Ext. 201 | Fax: 705-744-0309
administration@calvintownship.ca

From: Sheri Wabie <Sheri.Wabie@mattawa.ca>
Sent: October 16, 2025 7:34 PM
To: 'reservations@antlerskingfisherlodge.com' <reservations@antlerskingfisherlodge.com>
Subject: NHL Alumni Hockey game in Mattawa

Good evening!!

I hope you're doing well.

You are receiving this email because you are valuable to The Town of Mattawa, and without amazing people and businesses such as yourselves, these really awesome events would not be able to happen.

January is officially *Hockey Month in Mattawa!* We're planning a number of exciting hockey-related events, including visits from the **North Bay Battalion** the **Powassan Voodoos** and **Ted Nolan**, a **Card Trading Evening**, and a **Winter Classic Skate**, just to name a few.

As part of the celebration, I am hosting an **NHL Alumni Game** at the Mike Rodden Arena — featuring former NHL players facing off against a team of Mattawa residents. Mattawa is definitely a hockey town, and I think this will be a really special experience for our community.

Of course, hosting an event of this magnitude comes with a price tag of about **\$25,000**. I'm reaching out to you to see if you would consider coming on board as a program sponsor. The different levels are outlined in the enclosed attachment.

I don't mean to be pushy, but this matter is **time sensitive** as I need to confirm details with the **NHL Alumni representative** soon. I'd love the chance to discuss this further at your earliest convenience.

Thank you so much for considering this opportunity to support hockey in Mattawa and help bring an incredible experience to our town!

Warm regards,

Sheri Wabie

Parks & Recreation Supervisor

Corporation of the Town of Mattawa

450 Hurdman St. P.O. Box 390

Mattawa, ON P0H 1V0

(P) 705-744-5611 ext 141

sher.wabie@mattawa.ca

www.mattawa.ca

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Subject: Sponsorship Opportunity – Hockey Month in Mattawa

We are excited to announce that January is **Hockey Month in Mattawa**, and we are planning a series of exciting events to celebrate our community's passion for the sport. Activities will include visits from the **North Bay Battalion** and the **Powassan Voodoos**, a **Card Trading Evening**, and a **Winter Classic Skate**, among others.

As part of these celebrations, we are organizing a very special event — an **NHL Alumni Game** at the Mike Rodden Arena, where former NHL players will face off against a team of local Mattawa residents. This promises to be a remarkable and memorable experience for our town, highlighting the pride and strong hockey spirit that Mattawa is known for.

To help make this event accessible and affordable for everyone, we are seeking **Program Sponsors** at the following levels:

Gold Sponsor – \$500

- Two complimentary tickets to the event
- Full-page advertisement in the event program
- A branded puck
- Prominent recognition throughout the event, including signage, announcements, and media mentions

Silver Sponsor – \$250

- One complimentary ticket to the event
- Half-page advertisement in the event program
- A branded puck
- Recognition throughout the event, including signage, announcements, and media mentions

Bronze Sponsor – \$100

- Advertisement in the event program
- A branded puck
- Media mentions and recognition throughout the event

Your sponsorship will not only support this exciting community initiative but also demonstrate your business's commitment to fostering local pride and community spirit.

Thank you for considering this opportunity to partner with us in making **Hockey Month in Mattawa** a success. I would be happy to discuss sponsorship details or answer any questions you may have.

Sheri Wabie
Parks & Rec Supervisor, Town of Mattawa



Town of Mattawa – NHL Alumni Game Sponsorship Commitment Form

Event: NHL Alumni Hockey Game

Location: Mike Rodden Arena, Mattawa

Date: Saturday January 17, 2025

Thank you for supporting the NHL Alumni Game in Mattawa! Your sponsorship helps make this exciting community event possible. Please complete the form below and return it with your sponsorship contribution.

Sponsor Information

Business Name: _____

Address: _____

Phone Number: _____

Email: _____

Sponsorship Level (please check one)

☐ Gold Sponsor – \$500

☐ Silver Sponsor – \$250

☐ Bronze Sponsor – \$100

☐ Community Sponsor – \$500

Payment Information

Cheques can be made payable to: The Town of Mattawa

Memo line: NHL Alumni Hockey Game

Contact Information

If you have any questions, please contact: Sheri Wabie

Email: sheri.wabie@mattawa.ca

Phone: 705-218-0813

Thank you for your generous support! Your contribution helps celebrate Mattawa's proud hockey spirit and brings our community together.

CAO report to Council CAO38-2025: 2026 Municipal Elections – Association of Municipalities of Ontario (AMO) FREE candidate training

PURPOSE:

To provide Council and the General Public with information about AMO's free workshops for returning, potential and new candidates.

BACKGROUND

"As Ontario heads toward the 2026 municipal elections, elected officials and aspiring candidates are being tested like never before. From navigating divisive politics and social media toxicity to maintaining personal wellbeing under constant public scrutiny, the demands of leadership can feel overwhelming."

INFORMATION

Join AMO's new online workshop series for leaders seeking re-election or first-time aspiring candidates—offered at no charge for participants

Developed in partnership with Nominee, Stronger Leaders, Stronger Communities is designed to equip you with the tools, resilience, and confidence to meet these challenges head-on — and to rediscover the purpose that brought you to public service in the first place.

Through expert facilitation, guided peer-to-peer discussion, and practical takeaways, you'll leave each session with fresh insight, renewed energy, and a stronger foundation for leadership.

This workshop series is offered through AMO's Healthy Democracy Project, please find additional research and resources on the Project's website, <https://www.amo.on.ca/amos-healthy-democracy-leaders-series-stronger-leaders-stronger-communities>

This workshop series is being offered for no charge in two streams:

Stream 1: For elected officials at the municipal level across Ontario who are considering re-election in 2026 and preparing their path forward.

Stream 2: For community members considering a run for municipal office in 2026—first-time candidates who want to build confidence before launching a campaign. Civic-minded leaders who want to explore whether elected office is right for them.

Each stream includes four inspiring sessions (you can register for the full series or individual sessions):

Session 1— Finding Your Why – Leading with Purpose and Authenticity

Session 2— Praise Your Rivals – Managing Conflict and Building Effective Relationships

Session 3— What Matters Most – Prioritizing Mental Health and Wellbeing

Session 4— Building Your Movement – Turning Values into Action

What you'll gain by attending these sessions:

Clarity of Purpose: reconnect with your values and what drives you to serve

Resilience in Conflict: handle tough situations with skill and confidence

Personal Wellbeing: prevent burnout and create sustainable leadership practices

Stronger Communication: inspire trust and mobilize authentic community support

Practical Tools & Resources: customized workbooks, scripts, and templates you can use immediately

Peer Connection: build relationships with others also preparing to run in 2026

Dates: Workshops are 6:30 - 8:00pm on the following dates (you can register for the full series or individual sessions):

Stream 1:

November 26, 2025

January 28, 2026

February 25, 2026

March 25, 2026

Stream 2:

December 3, 2025

February 4, 2026

March 4, 2026

April 1, 2026

Registration is free.”

Note: This information is shared on our website and Facebook page.

Recommendation to Council

-to accept as information CAO report to Council CAO38-2025: 2026 Municipal Elections – Association of Municipalities of Ontario (AMO) FREE candidate training.



Donna Maitland, CAO October 20, 2025



Date: 8 October 2025 2

Moved By: Councillor Kristen Rodrigues

Seconded By: Councillor Alex Boughen

Whereas conservation authorities serve a critical function in safeguarding Ontario's natural heritage, overseeing watershed management, mitigating flood risks, and advancing climate resilience;

And whereas the Province of Ontario's recent mandate to freeze conservation authority fees has significantly hindered their capacity to deliver essential services;

And whereas Conservation Authorities are now expected to process an increasing volume of permit applications under a fee structure that remains frozen, despite rising costs of living and wage pressures, further compounding operational and fiscal challenges;

And whereas municipalities are increasingly compelled to absorb the resulting financial shortfalls, leading to unsustainable downloading of costs onto local taxpayers;

And whereas the intent behind the provincial fee freeze was to reduce development-related expenses and accelerate housing supply;

And whereas this policy has inadvertently shifted the financial burden from a user-pay cost recovery model to the municipal tax base, thereby straining local budgets and compromising the principle of fair and equitable funding;

Now Therefore, be it resolved that the Council of the Town of Plympton-Wyoming urges the Province of Ontario to reconsider the fee freeze mandate and to implement a funding framework that protects municipal taxpayers from cost recovery deficits, while supporting a sustainable and balanced approach to conservation authority financing.

✓
Carried

Defeated

Deferred

	Yay	Nay
Gary L. Atkinson	☐	☐
Netty McEwen	☐	☐
Alex Boughen	☐	☐
Kristen Rodrigues	☐	☐
John van Klaveren	☐	☐
Mike Vasey	☐	☐
Bob Woolvett	☐	☐

Report to Council: CAO39-2025 - Rural Ontario Municipal Association (ROMA) Conference 2026

PURPOSE:

For Council to decide on representation and attendance at the Conference, including requests for delegations to Ministries.

BACKGROUND:

Where/When: Toronto, January 18 to 20, 2026.

What:

As the first gathering for municipal leaders of the year, the ROMA Conference offers a powerful opportunity to connect with others who understand the unique challenges and opportunities facing rural communities in Ontario -- and to advocate for rural priorities. The 2026 conference starts Sunday morning January 18 and runs to mid-day on Tuesday Jan. 20. Registration is open - with early bird rates available until October 31 at 4 p.m. Visit the www.roma.on.ca to learn more.

Delegation meetings with Cabinet Ministers are a key feature of the ROMA Conference experience. These meetings are a unique opportunity for Councils to engage with Ministers, Parliamentary Assistants and senior Ontario Government officials on local matters that impact their municipality. Only paid conference delegates have access to the delegation meetings. The deadline for submitting requests is Tuesday November 18th, at 5:00 PM EST.

Currently developing educational programming, networking opportunities to ensure that this year's conference is another annual event whereby coming together, Ontario's municipal leaders will strengthen local leadership and municipal advocacy for all of our social and economic prosperity.

Registration: Early Bird to Oct 31st, \$670 for full conference or approx. \$300 per individual day. Approx. 20% after Oct 31.

Budget Implications: Costs to attend will be incorporated into the 2026 Budget.

RECOMMENDATION TO COUNCIL:

- That Council approve the attendance of the CAO;
- That Council decide how many members of Council will attend ROMA 2026 and that members of Council committed to attending inform the CAO prior to the early bird discounted rate date expires on Oct 31st;
- That the CAO be instructed to make delegation requests to the Minister of Long Term Care (Ministry of Municipal Affairs and Housing (Municipal Disaster Relief Funding Application Criteria and Process), Minister of Solicitor General & Minister of the Environment, Conservation and Parks (current municipal disaster response responsibilities and financial implications);
- That Council discuss to decide on other delegation requests, if any, they would like to make-- who, what, why.



Donna Maitland October 21, 2025

8.5

Report to Council: CAO40-2025 – Backup generator – Fire Hall

PURPOSE:

To discuss the purchase and installation of a backup generator at the Fire Hall

BACKGROUND:

Hydro services are often interrupted in Calvin. Traditionally, interruptions occur even more frequently during the winter months. The Storm of 2025 proved more than ever that the fire hall needs to be equipped with a backup generator. With no power, no phones, there was literally no way for 911 to communicate with the fire hall; for the fire hall personnel to communicate with emergency control group. Had it not been for the loan of a personal generator there would have been no lights, no power in the fire hall.

RESOLUTION:

To purchase and install a backup generator system, which would sit on a cement pad outside, to ensure uninterrupted Emergency Services during what are frequent power interruptions within the municipality. This uninterrupted communication is vital for coordinating rescue efforts, managing on-scene operations, and maintaining responder safety.

BUDGET IMPLICATIONS:

With the exception of internal labour costs associated with purchase of materials and pouring of the cement pad, which would be minimal, the generator costs (estimated to be approximately \$25,000) would be 100% funded by CCBF (formerly known as Gas Tax). Eligibility and pre-approval of the use of CCBF funds from CCBF Team was sought and confirmed.

RECOMMENDATION TO COUNCIL:

That Council approve of the use of CCBF for the purchase and installation of a generator at the fire hall and internal staff costs associated with the installation of a cement pad on which it will sit.



Donna Maitland October 22, 2025

Report to Council: CAO Report to Council CAO41-2025: Banking Transition and Freightliner Refinancing – Caisse Alliance

PURPOSE:

To seek Council approval to open a new bank account with Caisse Alliance and to formally apply for refinancing of the 2024 Freightliner, as well as to establish Caisse Alliance as the Municipality's primary financial institution going forward.

BACKGROUND:

The Municipality of Calvin has historically maintained its primary banking relationship with Scotiabank. However, after nearly two months of attempting to negotiate with Scotiabank, where we currently bank, Scotiabank declined to provide the Municipality with a bridge loan and declined to refinance the 2024 Freightliner due to the level of debt currently reflected on the Municipality's financial statements. This increased debt position is primarily a result of the Cassellholme Redevelopment obligation now appearing as a municipal liability on our audited financial statements.

As previously directed by Council, staff explored alternative financing through Caisse Alliance (formerly Caisse Populaire). This included provisions for bridge financing of up to \$500,000, which was intended to cover interim funding needs until such time as a Municipal Disaster Recovery Assistance (MDRA) grant would be approved by the Ministry of Municipal Affairs and Housing for disaster-related remediation costs. With final property tax revenues now being received, bridge financing is no longer required, and the focus of the proposed financing is limited to refinancing the 2024 Freightliner and establishing banking arrangements with Caisse Alliance.

Following a review of the Municipality's financial position, Caisse Alliance confirmed its willingness to provide financing and banking services. The proposed rates are comparable to those previously offered by Scotiabank.

Refinancing the 2024 Freightliner through Caisse Alliance will also allow the Municipality to restore approximately \$200,000 in previously used cash contributions back into municipal reserves, improving overall liquidity and financial flexibility.

ANALYSIS

Transitioning to Caisse Alliance will provide the Municipality with several key benefits:

Access to essential financing – The Municipality will be able to refinance the 2024 Freightliner and maintain access to other lending options through a local financial institution experienced in municipal lending.

Reserve fund replenishment – Refinancing will allow approximately \$200,000 in previously used cash contributions for the Freightliner to be returned to municipal reserves, improving liquidity and financial flexibility for future capital needs.

Comparable borrowing terms – The interest rate offered by Caisse Alliance is similar to Scotiabank's previous terms. However, because the loan will now include the additional \$200,000 returned to reserves, total debt servicing costs may be slightly higher than the original loan.

Financial stability – Overall, the refinancing provides a practical solution to address current debt levels, maintain manageable payments, and support long-term financial planning.

FINANCIAL IMPACT

Refinancing the 2024 Freightliner through Caisse Alliance will:

Restore approximately \$200,000 previously used for the Freightliner purchase back into municipal reserves;

Provide improved liquidity and financial flexibility;

Maintain debt servicing at manageable levels, though total payments may be slightly higher due to the increased loan amount;

Offer interest rates comparable to previous Scotiabank financing.

RECOMMENDATION TO COUNCIL:

1. That Council authorizes the opening of bank accounts with Caisse Alliance, and that the necessary signing authorities be established in accordance with municipal policy.
2. That Council further authorize an application to Caisse Alliance for the refinancing of the 2024 Freightliner, under such terms and conditions as may be deemed appropriate and in the best interest of the Municipality.
3. The Mayor or Deputy Mayor and Chief Administrative Officer/Clerk-Treasurer are hereby authorized to execute all necessary documents and agreements on behalf of the Corporation to give effect to this resolution.



Donna Maitland October 22, 2025

CAO Report to Council: CAO43-2025 – Strategic Plan – Request for Council Direction.

PURPOSE:

To seek Council's authorization to initiate the development of a Municipal Strategic Plan, to be funded through the Canada Community-Building Fund (CCBF) and/or FedNor, ROD, and to engage a qualified consultant to facilitate the process with Council and community involvement at every key stage.

BACKGROUND:

The Municipality of Calvin is a small rural community in Northeastern Ontario with a population of under 600 residents. Established over 100 years ago, the municipality provides local government services through an elected Council and, supported by a small, professional administrative team.

Calvin is a close-knit community with limited local amenities — including no schools, grocery stores, or gas stations, and few businesses. The municipality is experiencing new residents moving in and recently, Council made the decision to re-engage in a regional community economic development partnership, to support sustainable growth, economic and community development.

In recent years, the Municipality has faced significant administrative and organizational challenges. Following the 2022 municipal election, all senior administrative and public works staff had departed, and no members of the previous Council were re-elected. This resulted in a complete turnover of both elected officials and staff, leaving no institutional continuity or historical administrative knowledge.

The new administration inherited numerous issues requiring urgent attention, which altogether were all-consuming, and in addition to responding to day-to-day activities. These included, but were not limited to:

- Rebuilding financial records and systems;
- Addressing legal and labour matters;
- Negotiating and implementing the first collective agreement;
- Updating many outdated bylaws and policies;
- Completing several overdue provincial reports and compliance requirements;
- Advancing an incomplete Asset Management Plan;
- Managing overdue property tax accounts; and
- Recently, responding to and recovering from a major storm event that required significant administrative follow-up.

In mid-2024, a Strategic Planning Committee was initiated, however, shortly afterwards, work was paused by Council due to the Mayor's extended medical leave.

With strong staff now in place, financial and operational functions stabilized, and most reporting obligations current, the Municipality is ready to refocus on long-term direction-setting and community engagement.

Discussion/Rationale

A Strategic Plan will provide a roadmap for Council and staff, aligning community priorities, resources, and opportunities to achieve measurable outcomes. It will include key elements such as detailed community analysis (demographic, economic, infrastructure, services), measurable goals, and implementation strategies will result in a robust and actionable plan. The Strategic Plan will be created through research, council and staff input, and community engagement, providing the baseline data needed to guide Council's decisions and future term planning. The Strategic Plan will define the community's shared vision, mission, and values, and guide policy, budgeting, and service delivery decisions.

A professionally facilitated process will:

- Engage residents, stakeholders, and community organizations to identify shared goals and values;
- Support the development of brand identity to strengthen community pride and recognition;
- Establish a foundation for Council's remaining term priorities and provide guidance for future Councils in designing their term plans, allocating resources effectively, and maintaining continuity in pursuing long-term community goals;
- Help focus limited resources on achievable objectives with the greatest impact; and

-Improve transparency and accountability to the public.

While the Municipality has a capable and qualified administrative team, staff are fully engaged with ongoing operational responsibilities, compliance reporting, continuing to resolve some of the issues previously mentioned; and community service delivery.

Council members are actively engaged in their personal and professional commitments, with more than half working full-time outside of municipal duties. Coordinating meetings, workshops, and community engagement to progress the Strategic Plan efficiently is therefore challenging. Engaging a consultant will help ensure the process remains focused, timely, and productive, while accommodating Council's schedules and maximizing participation.

Developing a comprehensive Strategic Plan is a time-intensive process that cannot be completed effectively within regular operational duties. Engaging an experienced consultant will provide a faster and more efficient approach, allowing the Municipality to meet timelines, ensure best practices, and produce a high-quality Strategic Plan, while staff continue to focus on essential municipal operations. Committees and staff can still provide input, but the overall process requires professional facilitation and dedicated time to be successful.

Council's direct involvement is essential to the success of this project. Council will:

- Review and approve the draft Request for Proposals (RFP) prior to issuance;
- Meet with the selected consultant during the project's initial phase to confirm goals, timelines, and engagement expectations;
- Participate in consultation sessions with the consultant and community;
- Review progress updates and draft materials at key milestones; and
- Approve the final Strategic Plan upon completion.

In addition, Council has recently approved the Municipality's participation in a regional economic development entity. A Strategic Plan will provide the Municipality with a clear understanding of its priorities, strengths, and areas for growth, ensuring that our participation in regional initiatives is aligned with community goals. It will allow Council and staff to determine how best to contribute to the regional organization, communicate our interests effectively, and ensure that the Municipality's voice is represented in decision-making. Without a Strategic Plan, we cannot guarantee that our involvement in regional activities will reflect the needs, aspirations, and priorities of the community.

This collaborative process will ensure the final document reflects both Council's leadership vision and the community's collective aspirations.

Financial Impact

There are no direct impacts to the municipal tax levy. The Strategic Plan project will be fully funded through existing Canada Community-Building Fund (CCBF) allocations, and/or Fednor and ROD grants. A detailed scope of work and estimated cost will be developed and presented to Council prior to issuing the formal RFP.

It is anticipated that the project will span approximately six to eight months, depending on consultant availability and the level of public engagement desired by Council. The process would typically include a combination of Council workshops, community surveys, and public open house sessions, supported by administrative coordination and consultant facilitation.

Next Steps

If authorized by Council, staff will:

- Prepare a draft Request for Proposals (RFP) for Council's review and approval;
- Issue the approved RFP and recommend award of contract to the preferred consultant;
- Coordinate community engagement activities and provide administrative support to the consultant;
- Schedule regular updates and working sessions with Council; and
- Present the final Strategic Plan to Council for formal adoption.

RECOMMENDATION TO COUNCIL

THAT Council directs staff to proceed with the development of a Municipal Strategic Plan, to be funded through the Canada Community-Building Fund (CCBF) and/or FedNor/ROD grants;

AND THAT staff be directed to prepare a Request for Proposals (RFP) for Council's review and approval to retain professional consulting services to lead the strategic planning process;

AND THAT Council shall participate actively throughout the process, including approval of the RFP, consultation with the selected consultant, review of draft deliverables, and adoption of the final Strategic Plan upon completion.



Donna Maitland October 23, 2025

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AGENCIES

BOARDS

COMMITTEES