

CORPORATION OF THE MUNICIPALITY OF CALVIN

**AGENDA**  
**REGULAR COUNCIL MEETING**  
**Tuesday August 24, 2021 at 7:00 p.m. - ELECTRONICALLY**

- 1. CALL TO ORDER**
- 2. WRITTEN DISCLOSURE OF PECUNIARY/CONFLICT OF INTEREST**
- 3. PETITIONS AND DELEGATIONS** Mr. Shawn Flindall, Gallagher Benefit Services Canada  
Mr. George Cuff, Municipal Consultant
- 4. REPORTS FROM MUNICIPAL OFFICERS** None
- 5. REPORTS FROM COMMITTEES** None
- 6. ACTION LETTERS**
  - A) Minutes of Council Meeting Adopt Minutes of Tuesday, August 3, 2021 Special Council Meeting – Strategic Plan
  - B) Minutes of Council Meeting Adopt Minutes of Tuesday, August 9, 2021 Special Council Meeting – Go Forward Strategy – Mr. George Cuff
  - C) Minutes of Council Meeting Adopt Minutes of Tuesday, August 10, 2021
  - D) Councillor Dan Maxwell Comments from Last Meeting
  - E) Municipality of Calvin – Landfill Dept. Landfill Attendant Position
  - F) Municipality of Calvin - Administration National Day for Truth and Reconciliation (September 30)
  - G) Report from Clerk-Treasurer 2021CT43 – VOTE BY MAIL
  - H) Municipality of Calvin – Administration Vote By Mail
  - I) East Nipissing Planning Board Consent No. 2021-23 - Bridgen
  - J) Municipality of Calvin – Administration Agreement with Infrastructure Program (ICIP) for funding for Roof and Siding for Public Works Garage
  - K) Municipality of Calvin – Administration Agreement with PSD Citywide Inc. for O. Reg 588 Compliant Asset Management Plan and Data Enhancements
  - L) Municipality of Calvin-Administration Agreement with VS Marketing for Website Upgrades
  - M) Report from Clerk-Treasurer 2021CT41 – Consolidation of Council Ideas for Zoning By-Law
  - N) Report from Clerk-Treasurer 2021CT42 – Social Media Policy Review
  - O) Municipality of Calvin – Educational Municipal World – Is the “Great Resignation” Real?

P) Municipality of Calvin – Educational Municipal World – Voter and Candidate Engagement Tools  
<https://www.municipalworld.com/podcasts/voter-and-candidate-engagement-tools-in-newfoundland-and-labrador/>

## **7. INFORMATION LETTERS**

- |    |  |   |
|----|--|---|
| A) | Municipality of Chatham-Kent   | Support Motion M-84 Anti-Hate Crimes and Incidents and Private Member's Bill C313 Banning Symbols of Hate Act       |
| B) | City of Mississauga  | Marking Canada Day Visually and Provide Reflection for Truth and Reconciliation Calls to Action                     |
| C) | County of Perth  | Relationship with MPAC  |
| D) | Municipality of Chatham-Kent   | Support for Affordable Internet   |
| E) | Township of Huron-Kinloss  | Support for Government of Canada to terminate its appeal of the 2019 Human Rights Tribunal Ruling                   |
| F) | Township of Huron-Kinloss  | Support for Motion M-84 Anti-Hate Crimes and Incidents and Private Members Bill C-313 – Banning Symbols of Hate Act |
| G) | Federation of Northern Ontario Municipalities                          | Media Release – Discussion with the Provincial Government RE: Homelessness, Mental Health and Opioid Crisis         |
| H) | Federation of Northern Ontario Municipalities                          | FONOM had a productive meeting with members of Premier Ford's Cabinet during the AMO Conference                     |
| I) | Ministry of Northern Development, Mines Natural Resources and Forestry | Minor Amendment to the Nipissing Forest 2019-2029 Forest Management Plan  |
| J) | Association of Municipalities of Ontario                               | Annual Report   |
| K) | Ministry of Municipal Affairs and Housing                              | Third Intake of Municipal Modernization Program   |
| L) | Municipality of Leamington   | Joint and Several Liability – AMO Recommendations Support   |
| M) | Ministry of Agriculture, Food and Rural Affairs                        | Rural Economic Development (RED) Program  |

## **8. INFORMATION LETTERS AVAILABLE**

## **9. OLD AND NEW BUSINESS**

## **10. ACCOUNTS APPROVAL REPORT**

## **11. CLOSED PORTION**

## **12. BUSINESS ARISING FROM CLOSED SESSION**

## **13. NOTICE OF MOTION**

## **14. ADJOURNMENT**

CORPORATION OF THE MUNICIPALITY OF CALVIN  
MINUTES OF THE SPECIAL MEETING TUESDAY AUGUST 3, 2021

The special meeting of Council was held electronically (by Zoom) on this date. Present were Mayor Ian Pennell, Deputy Mayor Sandy Cross, Coun Dan Maxwell, Coun Heather Olmstead, Coun Shippam, Jacob Grove and Cindy Pigeau.

Regrets: 0                      Guests: 0

The meeting was called to order at 7:00 p.m. by Mayor Pennell

PECUNIARY/CONFLICT OF INTEREST:                      None  
PRESENTATIONS/DELEGATIONS:                              None

A review of the potential goals for the Strategic Plan took place. Each Member of Council was requested to state whether they felt that each goal should be included in the Strategic Plan. This information is to be used to prepare the DRAFT Strategic Plan for the next special meeting of Council for the Strategic Plan on October 5<sup>th</sup>, 2021.

2021-182                      STRATEGIC PLAN – Next Steps

Moved by Coun Shippam and seconded by Coun Maxwell that the next meeting for the development of the Municipality of Calvin’s Strategic Plan will be held October 5, 2021 as a Special Meeting of Council;

Directives to Clerk-Treasurer – To finalize the list of Strategic Initiatives as per the discussion this evening for the next meeting. As per the Strategic Planning Workbook, the October 5, 2021 Meeting a draft of the Strategic Plan will be brought to Council.

Recorded Vote as per Electronic Meeting Best Practices

Councillor Cross	Yea
Councillor Maxwell	Yea
Councillor Olmstead	Yea
Councillor Shippam	Yea
Mayor Pennell	Yea

Carried

2021-183                      ADJOURNMENT

Moved by Coun Cross and seconded by Coun Olmstead that this special meeting of Council now be adjourned at 9:48 p.m.

Recorded Vote as per Electronic Meeting Best Practices

Councillor Cross	Yea
Councillor Maxwell	Yea
Councillor Olmstead	Yea
Councillor Shippam	Yea
Mayor Pennell	Yea

Carried

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Mayor

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Clerk

CORPORATION OF THE MUNICIPALITY OF CALVIN  
MINUTES OF THE SPECIAL MEETING TUESDAY AUGUST 9, 2021

The special meeting of Council was held electronically (by Zoom) on this date. Present were Mayor Ian Pennell, Deputy Mayor Sandy Cross, Coun Heather Olmstead, Coun Shippam, Chris Whalley and Cindy Pigeau.

Regrets: 1 – Councillor Dan Maxwell

Guests: Mr. George Cuff and Ms. Peggy Young-Lovelace

The meeting was called to order at 6:30 p.m. by Mayor Pennell, Councillor Cross had technical difficulties but joined the meeting at 6:33pm.

PECUNIARY/CONFLICT OF INTEREST: None

PRESENTATIONS/DELEGATIONS: None

The Mayor passed the meeting over to Ms. Peggy Young-Lovelace at 6:35pm. Ms. Young-Lovelace introduces Mr. George Cuff, Consultant in Municipal Affairs with many years' of experience in this sector. Mr. George Cuff then provided Council, Staff and the Public with a presentation of topics such as but not limited to: the Role of Council and Staff, helpful hints to Council and Staff, Advice on how to have a productive Council, Respect inside and outside the Council Chambers.

2021-184 CLOSED PORTION

Moved by Coun Olmstead and seconded by Coun Shippam that this portion of the meeting be now closed under the Municipal Act, 2001, as per Section 239 (3.1) - Educational or Training Session – RE: Education Session with Mr. George Cuff for Council as part of the “Go Forward” Strategy, E4M is hosting for us.

Recorded Vote as per Electronic Meeting Best Practices

Councillor Cross	Yea
Councillor Maxwell	Absent
Councillor Olmstead	Yea
Councillor Shippam	Yea
Mayor Pennell	Yea

Carried

2021-185 OUT OF CLOSED PORTION

Moved by Coun Olmstead and seconded by Coun Cross that be it resolved that the Council for the Corporation of the Municipality of Calvin arise from Closed Session at 8:28pm and report as follows: That Council was provided with an education session from Mr. George Cuff as part of the “Go Forward” Strategy that E4M is providing for us.

Recorded Vote as per Electronic Meeting Best Practices

Councillor Cross	Yea
Councillor Maxwell	Absent
Councillor Olmstead	Yea
Councillor Shippam	Yea
Mayor Pennell	Yea

Carried

2021-186 ADJOURNMENT

Moved by Coun Shippam and seconded by Coun Olmstead that this special meeting of Council now be adjourned at 8:29 p.m.

Recorded Vote as per Electronic Meeting Best Practices

Councillor Cross      Yea

Councillor Maxwell    Absent

Councillor Olmstead   Yea

Councillor Shippam    Yea

Mayor Pennell        Yea

Carried

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Mayor

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Clerk

CORPORATION OF THE MUNICIPALITY OF CALVIN  
MINUTES OF THE REGULAR COUNCIL MEETING TUESDAY, AUGUST 10, 2021

The regular meeting of Council was held this date by Zoom electronic meetings (due to Covid-19 pandemic). Present were Mayor Ian Pennell, Deputy Mayor Sandy Cross, Coun Dan Maxwell, Coun Heather Olmstead, Coun Christine Shippam, Fire Chief, Dean Maxwell, Recreation, Landfill and Cemetery Manager, Jacob Grove and Clerk-Treasurer, Cindy Pigeau.

Regrets: Roads Superintendent, Chris Whalley

Guests: 1 – Antoine Boucher, Acting Municipal Engineer

The meeting was called to order at 7:00 p.m. by Mayor Ian Pennell

PECUNIARY/CONFLICT OF INTEREST: None

PRESENTATIONS/DELEGATIONS: None

2021-187 MINUTES OF TUESDAY, JULY 27, 2021

Moved by Coun Maxwell and seconded by Coun Olmstead that the minutes of the regular meeting of Council held on Tuesday, July 27, 2021 be hereby adopted and signed as circulated.

Recorded Vote as per Electronic Meeting Best Practices

Councillor Cross	Yea
Councillor Maxwell	Yea
Councillor Olmstead	Yea
Councillor Shippam	Yea
Mayor Pennell	Yea
Carried	

2021-188 SEASONAL ROADS, UNASSUMED ROAD ALLOWANCES AND PRIVATE ROADS

Moved by Coun Cross and seconded by Coun Shippam that WHEREAS Stewarts Road has been inspected by the Roads Superintendent regarding the concerns brought forth from a property owner on Stewarts Road July 28, 2021; AND WHEREAS the Municipality of Calvin performs maintenance on all roads as required and as per the Minimum Maintenance Standards set out by the Province of Ontario, in most cases exceeding them; AND WHEREAS requests for year round maintenance on seasonal roads, unassumed road allowances and private roads should be following the existing By-Law No. 2017-015; AND WHEREAS Property Owners who wish to perform maintenance on seasonal roads or unassumed road allowances themselves should enter into a road agreement or contractor agreement (depending on the season) with the Municipality as seasonal roads and unassumed road allowances are Municipal property; Be It Resolved that Council hereby acknowledges that no additional maintenance is required on Stewarts Road at this time; Further Be it Resolved that requests for year round maintenance follow By-Law # 2017-015, property owners who wish to do maintenance on seasonal roads or unassumed road allowances are required to enter into road agreements or contractors agreements (depending on the season) and any additional requests for maintenance will only be entertained if deemed necessary by our Roads Superintendent; And Further Be it Resolved that individuals who perform road maintenance on municipal property without appropriate consent, would be considered in violation of the Trespass to Property Act, are therefore guilty of an offence and appropriate steps will be taken to seek retribution.

Recorded Vote as per Electronic Meeting Best Practices

Councillor Cross	Yea
Councillor Maxwell	Nay
Councillor Olmstead	Nay
Councillor Shippam	Yea
Mayor Pennell	Yea
Carried	

2021-189 CONTRACT FOR GUIDERAILS FOR THREE (3) BRIDGES

Moved by Coun Cross and seconded by Coun Olmstead That Council of the Corporation of the Municipality of Calvin hereby approves the recommendation of the Roads Superintendent and the Acting Municipal Engineer to authorize Staff (Clerk-Treasurer, Acting Municipal Engineer and Roads Superintendent) to negotiate with the single contractor (Centennial Contracting Ltd) who responded to RFP CAL-2021-02 – Bridges Guiderail Improvements to proceed with a reduced scope project to remain within the budgeted project amount.

Recorded Vote as per Electronic Meeting Best Practices

Councillor Cross Yea  
Councillor Maxwell Yea  
Councillor Olmstead Yea  
Councillor Shippam Yea  
Mayor Pennell Yea  
Carried

2021-190 CHANGES TO ESTABLISHMENT AND REGULATING BY-LAW FOR FIRE DEPT.

Moved by Coun Maxwell and seconded by Coun Shippam that Council hereby requests the Clerk-Treasurer to proceed with the required changes to By-Law #2018-009 – the establishing and regulating by-law for the Calvin Volunteer Fire Department, to incorporate Animal Rescue from Motor Vehicles as a service that the Fire Department will provide.

Recorded Vote as per Electronic Meeting Best Practices

Councillor Cross Yea  
Councillor Maxwell Yea  
Councillor Olmstead Yea  
Councillor Shippam Yea  
Mayor Pennell Yea  
Carried

2021-191 SUPPORT LETTER FOR BILL C-6

Moved by Coun Maxwell and seconded by Coun Shippam that WHEREAS Council considered the Memo from the Secretary of the Equity, Diversity and Inclusion Committee regarding support for Bill C-6 An Act to amend the Criminal Code (Conversion Therapy); NOW THEREFORE BE IT RESOLVED THAT Council send a letter of support be sent to all Ontario municipalities, Anthony Rota, Member of Federal Parliament for Nipissing/Timiskaming and Vic Fedeli, Member of Provincial Parliament for Nipissing.

Recorded Vote as per Electronic Meeting Best Practices

Councillor Cross Yea  
Councillor Maxwell Yea  
Councillor Olmstead Yea  
Councillor Shippam Yea  
Mayor Pennell Yea  
Carried

2021-192 POTENTIAL CHANGES TO PROPERTY STANDARDS BY-LAW

Moved by Coun Cross and seconded by Coun Olmstead that Whereas recent concerns regarding property conditions within the Municipality of Calvin have brought to light that there may be potentially missing components of our current Property Standards By-Law; Be It Resolved that Council hereby requests the Clerk-Treasurer to research and develop a draft Property Standards By-Law which includes the exterior of the property as well.

Recorded Vote as per Electronic Meeting Best Practices

Councillor Cross        Yea  
Councillor Maxwell     Yea  
Councillor Olmstead    Yea  
Councillor Shippam     Yea  
Mayor Pennell          Yea  
Carried

2021-193        DISBURSEMENTS

Moved by Coun Shippam and seconded by Coun Maxwell that the disbursements dated August 5, 2021 in the amount of \$49,799.86 and August 10, 2021 in the amount of \$15,173.02 be hereby authorized and passed for payment.

Recorded Vote as per Electronic Meeting Best Practices

Councillor Cross        Yea  
Councillor Maxwell     Yea  
Councillor Olmstead    Yea  
Councillor Shippam     Yea  
Mayor Pennell          Yea  
Carried

2021-194        CLOSED PORTION

Moved by Coun Cross and seconded by Coun Olmstead that this portion of the meeting be now closed under the Municipal Act, 2001, as per Section 239 (2)(b) – personal matters about an identifiable individual, including municipal or local board employees and Section 239 (2)(f) – advice that is subject to solicitor-client privilege, including communications necessary for that purpose - for the purposes of considering confidential workplace matters and under Section 239 (2)(d) – labour relations or employee negotiations – regarding the Administrative Assistant position.

Recorded Vote as per Electronic Meeting Best Practices

Councillor Cross        Yea  
Councillor Maxwell     Yea  
Councillor Olmstead    Yea  
Councillor Shippam     Yea  
Mayor Pennell          Yea  
Carried

2021-195        OUT OF CLOSED PORTION

Moved by Coun Maxwell and seconded by Coun Shippam that Be It Resolved That the Council for the Corporation of the Municipality of Calvin arise from Closed Session at 9:02 p.m. and report as follows: That Council was presented with recommendations from the Workplace Respect Committee regarding confidential workplace matters as well as the Hiring Committee's recommendation for the Administrative Assistant position and gave direction to the Clerk-Treasurer.

Recorded Vote as per Electronic Meeting Best Practices

Councillor Cross        Yea  
Councillor Maxwell     Nay  
Councillor Olmstead    Yea  
Councillor Shippam     Yea  
Mayor Pennell          Yea  
Carried



2021-196      ADJOURNMENT

Moved by Coun Cross and seconded by Coun Olmstead that this regular meeting of Council now be adjourned at 9:04 p.m.

Recorded Vote as per Electronic Meeting Best Practices

Councillor Cross	Yea
Councillor Maxwell	Yea
Councillor Olmstead	Yea
Councillor Shippam	Yea
Mayor Pennell	Yea
Carried	

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Mayor

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Clerk



CORPORATION OF THE MUNICIPALITY OF CALVIN

Resolution

DATE: August 24, 2021

NO. \_\_\_\_\_

MOVED BY \_\_\_\_\_

SECONDED BY \_\_\_\_\_

“Whereas the federal government passed Bill C-5 in June of 2021, to allow for the creation of a statutory holiday called the National Day for Truth and Reconciliation (September 30);

And Whereas this day was meant to be a day for Canadian to spread awareness of and reflect on the tragedies experienced by Indigenous people as a result of the country’s former residential school system;

And Whereas the holiday is in line with one of the 94 calls to action of The Truth and Reconciliation Commission that states: “We call upon the federal government, in collaboration with Aboriginal peoples, to establish, as a statutory holiday, a National Day for Truth and Reconciliation to honour Survivors, their families and communities and ensure that public commemoration of the history and legacy of residential schools remains a vital component of the reconciliation process.”

Be It Resolved that Council hereby requests the Clerk-Treasurer to amend the Employment and Hiring Policy to include this as a Statutory Holiday recognized by the Corporation of the Municipality of Calvin.”

CARRIED \_\_\_\_\_

DIVISION VOTE

<u>NAME OF MEMBER OF COUNCIL</u>	<u>YEA</u>	<u>NAY</u>
Coun Cross	_____	_____
Coun Maxwell	_____	_____
Coun Olmstead	_____	_____
Coun. Shippam	_____	_____
Mayor Pennell	_____	_____

**MUNICIPALITY OF CALVIN**  
**2021CT43 REPORT TO COUNCIL**

REPORT DATE: **August 24, 2021**  
ORIGINATOR: **Cindy Pigeau – Clerk-Treasurer**  
SUBJECT: **VOTE BY MAIL**

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**RECOMMENDATION**

That Council acknowledge receipt of Report 2021CT43 – VOTE BY MAIL and;

- A) That Council agree in principle to the concept of using the alternative voting method Vote-By-Mail for the 2022 Municipal Election and;
- B) That Council direct staff to prepare a more detailed report on costs and implementation.

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**BACKGROUND**

2022 is a municipal election year. The Municipal Elections Act give the Municipal Clerk the legislative authority to conduct municipal elections in accordance with the Act. The Municipal Council, however, has the authority to determine whether to allow electors to use an alternative voting method to cast their ballot. Council must pass a by-law to authorize the use of Vote-By-Mail. The Municipality of Calvin has previously used the traditional paper ballot method. Staff are recommending that Council consider in principle using Vote-By-Mail for the 2022 Municipal Election.

Using Vote-By-Mail to conduct the municipal election is consistent with Council’s mission to deliver inclusive and fiscally responsible services.

Vote-By-Mail is generally considered a cost-effective method for conduction an election in a Municipality the size of Calvin. Staff have not done a thorough cost analysis at this time, as the intent is to determine if the concept of a change from the traditional paper ballot method is acceptable to Council before spending further time on the details.

Generally speaking, municipalities find that the cost to use Vote-By-Mail, is offset or surpassed by savings gained by eliminating the time and expense related to holding advance polls, administering voting proxies, sending out notification of the election and it reduces the costs related to hiring and training election workers.

Should Council be agreeable in principle to using Vote-By-Mail, staff will prepare another report with final estimates of the cost to run the 2022 election, prior to Council’s consideration of the 2022 draft budget.

The 2018 municipal election was conducted in Calvin using the traditional paper ballot method. Based on staff’s preliminary research in speaking with other municipalities who have used Vote-By-Mail, staff would recommend that Council consider authorizing Vote-By-Mail for the 2022 election. The situation with the Covid-19 pandemic over the past year, and the uncertainty of the effects of this virus going forward, have reinforced the rationale for this recommendation.

**ANALYSIS/RATIONALE FOR RECOMMENDATION**

Vote-By-Mail has numerous advantages, which include:

Convenience for Electors: Eligible voters can vote at a time that is convenient for them. They are not restricted to set hours on Voting Day or set days and times of advance polls. There are no line-ups to vote and no travel required to get to the voting place. Electors who work shift-work, live out of town, lack transportation or who need to arrange child-care, are not disadvantaged.

Accessibility: Even though care is taken to meeting accessibility requirements at the voting place, persons with various kinds of disabilities may find it easier to use Vote-By-Mail. This applies not only to those with mobility issues but also to those with other challenges, such as vision impairments, or anxiety, for example. Voting can be done from the comfort of their residence, with whatever supports or assistance they need and at their own pace.

Improved Voter Turnout: The Ministry of Municipal Affairs and Housing collects statistics on voter turnout, and these show that alternative voting methods help to improve voter turnout. In 2018, the Municipality of Calvin had 42% voter turnout. While there are other factors that affect turnout, making it easy and convenient for voters does encourage them to vote.

Technology/Connectivity Not A Factor: Vote-By-Mail is a more suitable alternative voting method for Calvin than internet voting which could be a problem for electors with connectivity issues or a deterrent to those who are not computer literate. Some municipalities in the past have encountered problems with technology issues, especially on Voting Day if systems are overloaded.

COVID Concerns: While the Province is currently working towards opening up, we have seen numerous changes to gathering restrictions over the past year and a half due to the impacts of COVID waves. Uncertainty in the future, with possible variants causing additional waves, such as the one predicted for September/October, creates some concern as to whether electors will be comfortable gathering indoors at a Voting Place. Voting Day is the fourth Monday in October, which is into the colder weather.

Vote-By-Mail Concerns: Staff recognize that not everyone is comfortable with alternative voting methods, especially considering the controversy surrounding the 2020 US election; however, Vote-By-Mail has been used successfully and securely in Ontario for decades. The Municipal Elections Act requires the Clerk of a Municipality using an alternative voting method to establish procedures for the use of any alternative voting method authorized by by-law; and provide a copy of the procedures to each candidate when his or her nomination is filed. These procedures are also generally made available to the general public on the Municipality's website.

#### **ALTERNATIVES FOR CONSIDERATION**

- Use the traditional paper ballot method for the 2022 election. This is not recommended as it does not have the advantages listed above.
- Use another alternative method, such as internet voting. This is not recommended due to the technology/connectivity issues listed above.

#### **NEXT STEPS**

Should Council agree in principle to using Vote-By-Mail, another report will be brought to Council, prior to the budget consideration, providing more details on financial and staffing considerations and an overview of the processes that would be used, prior to Council considering the required by-law to authorize the use of an alternative voting method.

#### **ANOTHER FUTURE CONSIDERATION**

Many municipalities have a dedicated Election Reserve and each year set funds aside into this reserve for the next election.

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Respectfully submitted;  
Cindy Pigeau  
Clerk-Treasurer

CORPORATION OF THE MUNICIPALITY OF CALVIN

**Resolution**

DATE: August 24, 2021 NO. \_\_\_\_\_

MOVED BY \_\_\_\_\_

SECONDED BY \_\_\_\_\_

“That the Council of the Municipality of Calvin acknowledge receipt of Clerk-Treasurer Report 2021CT43 – VOTE BY MAIL and;

- A) That Council agree in principle to the concept of using the alternative voting method Vote-By-Mail for the 2022 Municipal Election and;
- B) That Council direct staff to prepare a more detailed report on costs and implementation.”

CARRIED \_\_\_\_\_

DIVISION VOTE

<u>NAME OF MEMBER OF COUNCIL</u>	<u>YEA</u>	<u>NAY</u>
<u>Coun Cross</u>	_____	_____
<u>Coun Maxwell</u>	_____	_____
<u>Coun Olmstead</u>	_____	_____
<u>Coun Shippam</u>	_____	_____
<u>Mayor Pennell</u>	_____	_____

CORPORATION OF THE MUNICIPALITY OF CALVIN

**Resolution**

DATE: August 24, 2021 NO. \_\_\_\_\_

MOVED BY \_\_\_\_\_

SECONDED BY \_\_\_\_\_

“WHEREAS an application for Consent No. 2021-23 in the name of Bridgen has been filed with the East Nipissing Planning Board on land known as Concession 2 Part Lot 10, Municipality of Calvin, to create a residential lot of 17.13 acres approximately, located at the west corner of Homestead Road and Stewarts Road at 834 Homestead Road in the Municipality of Calvin, Mattawa, ON, where Homestead Road is a year round maintained municipal road and Stewarts Road is a seasonally maintained road;

NOW THEREFORE the Council of the Municipality of Calvin RESOLVES that:

1. It is recommended that the East Nipissing Planning Board give provisional consent to this application, and;
2. The Public Works Superintendent must be contacted for entrance permit and for locate of entrance on the retained piece of property; if required; as well as if a new entrance is required for the severed piece that is different than the existing entrance off of Homestead Road;
3. A copy of the completed survey for the lot addition shall be provided to the municipality, in both digital format and hard copy.”

CARRIED \_\_\_\_\_

DIVISION VOTE

<u>NAME OF MEMBER OF COUNCIL</u>	<u>YEA</u>	<u>NAY</u>
<u>Coun Cross</u>	_____	_____
<u>Coun Maxwell</u>	_____	_____
<u>Coun Olmstead</u>	_____	_____
<u>Coun Shippam</u>	_____	_____
<u>Mayor Pennell</u>	_____	_____

## **Public Notice of Application for Consent**

### **Clause 53(5) (a) of the Planning Act**

**The East Nipissing Planning Board has received the following consent application:**

**Application No: 2021-23**

**Applicant Matthew and Tara Bridgen**

**Agent:**

**Subject Lands: Concession 2 Part Lot 10 Township of Calvin**

**Purpose: To create a lot residential lot of 17.13 acres approx.. Located at the west corner of Homestead Road and Stewards Road in Calvin Township , Mattawa Ontario**

Inquires and written submission about the application can be made to Sandra Therrien, Secretary of the East Nipissing Planning Board, Box 31, Mattawa P0H 1V0 Telephone (705) 744-0908 or at the address shown below, by email: [east.nipissing.planning.board@gmail.com](mailto:east.nipissing.planning.board@gmail.com)

The meeting to hear this application will be on **August 25 2021 at 7 p.m. at the Mattawan Township Hall located at 947 Highway 533, Mattawa ON.**

#### **Need to Make Submissions:**

If a person or public body that files an appeal of the decision to the East Nipissing Planning Board, in respect of the proposed consent does not make written submissions to the Board, before the Board give or refuses to give a provisional consent, the Local Planning Appeal Tribunal may dismiss the appeal.

#### **Requesting Notice of Decision:**

Any person or public body may appeal a decision of the East Nipissing Planning Board, not later than 20 days after the notice of decision is given. If you wish to be notified of the decision of the Board, in respect to the propose consent, you must make written request to the Board at the address shown above.

#### **Getting Additional Information:**

Additional information about the application is available by contacting the numbers listed above.



August 13, 2021

East Nipissing Planning Board  
Box 31  
Mattawa ON, P0H 1V0

**Attention: Sandra Therrien – Secretary, East Nipissing Planning Board**

Dear Ms. Therrien:

**RE:           Application for consent – Bridgen  
          Con. 2, Pt. Lot 10, Rem. Pcl. 619 NIP  
          834 Homestead Drive  
          Township of Calvin  
          Our File No.: PC4-CA-21  
          Your File No.: 2021-23**

The North Bay-Mattawa Conservation Authority has received and reviewed the above-mentioned application to create one new residential lot of approximately 6.9ha with 76.7m of frontage on Homestead Road and 311m of frontage on Stewart's Road. The severed lands consist of a single-family dwelling and outbuildings. The retained lands are approximately 25.25ha with 296m of frontage on Homestead Road and approximately 202m of frontage on Stewart's Road and are vacant. The following comments are based on a review of the application with respect to the mandate of the Conservation Authority: Ontario Regulation 177/06, Development, Interference with Wetlands & Alterations to Shorelines & Watercourses (DIA) as per Section 28 of the Conservation Authorities Act of Ontario and Part 8 (Sewage Systems) of the Ontario Building Code. In addition to those comments, the Conservation Authority provides advice to the Planning Board with regard to Sections 2 (Wise Use and Management of Resources) and 3 (Protecting Public Health and Safety) of the Provincial Policy Statement (PPS) 2020. Please be advised that the Conservation Authority has no objection to this application.

For your information, this property lies within the Pautois Creek subwatershed. Bronson Creek and Pautois Creek are found on the property. See attached sketch. Most of the property is regulated, as per Ontario Regulation 177/06, Development, Interference with Wetlands & Alterations to Shorelines & Watercourses (DIA), due to these features. There is no technical data regarding potential flooding and/or erosion hazards. Any development within the approximate regulated area (ARA) requires a DIA permit from this office.

A site inspection was undertaken on the property on July 20, 2021. At that time, it was noted that there was sufficient room to accommodate a replacement Class 4 sewage system on the severed portion should one be required in the future. The retained portion did have some constraints due to the Creeks and access to the southern portion of the property. There did, however, appear to be sufficient room to accommodate an initial and/or a replacement Class 4 sewage system based on a 3-bedroom single family dwelling at the north end of the property along Homestead Road.

continued on page 2.....

Please be advised that prior to any development on the above-mentioned property a Sewage System Permit is required under Ontario Regulation 332/12 of the Ontario Building Code.

The Conservation Authority is satisfied that the application is consistent with the policies as set out in Sections 2 and 3 of the PPS; therefore, we have no objection to this application.

Should you have any questions, please do not hesitate to contact this office at (705) 471-7636. For administrative purposes, please forward any decisions and resolutions regarding this matter.

Yours truly,

A handwritten signature in blue ink that reads "Paula Scott". The signature is written in a cursive style with a large initial 'P'.

Paula Scott  
Director, Planning & Development/Deputy CAO

Encl. (2)



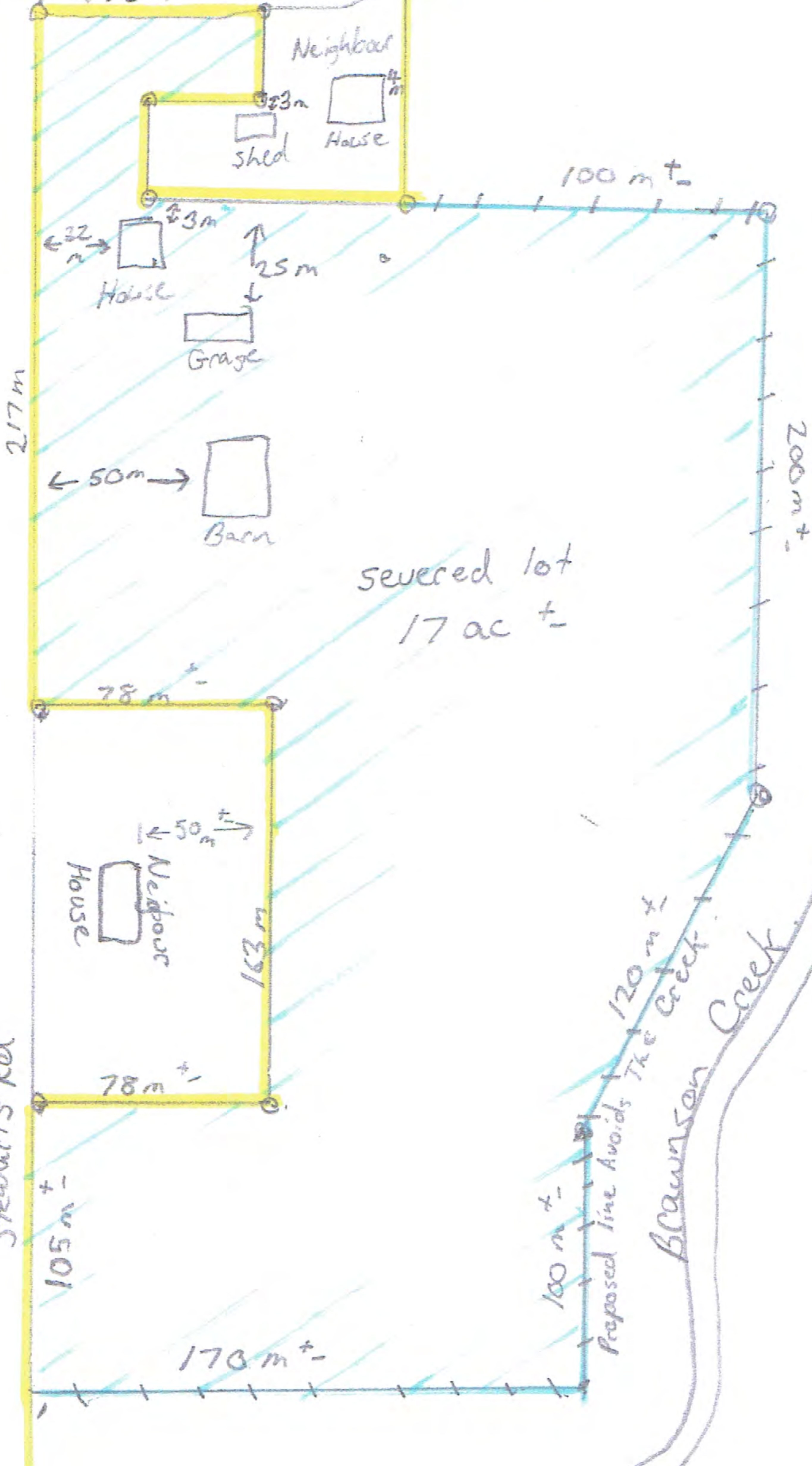
Drawing Not To Scale

Stewart's Rd

Frontage 75 m

Homested Rd.

300m<sup>±</sup> Frontage



severed lot  
17 ac ±

217 m

100 m ±

200 m ±

← 50 m →

← 22 m →

± 3 m

± 3 m

± 25 m

House

Garage

Barn

Neighbour House

← 50 m ± →

78 m ±

163 m

105 m ±

170 m ±

100 m ±

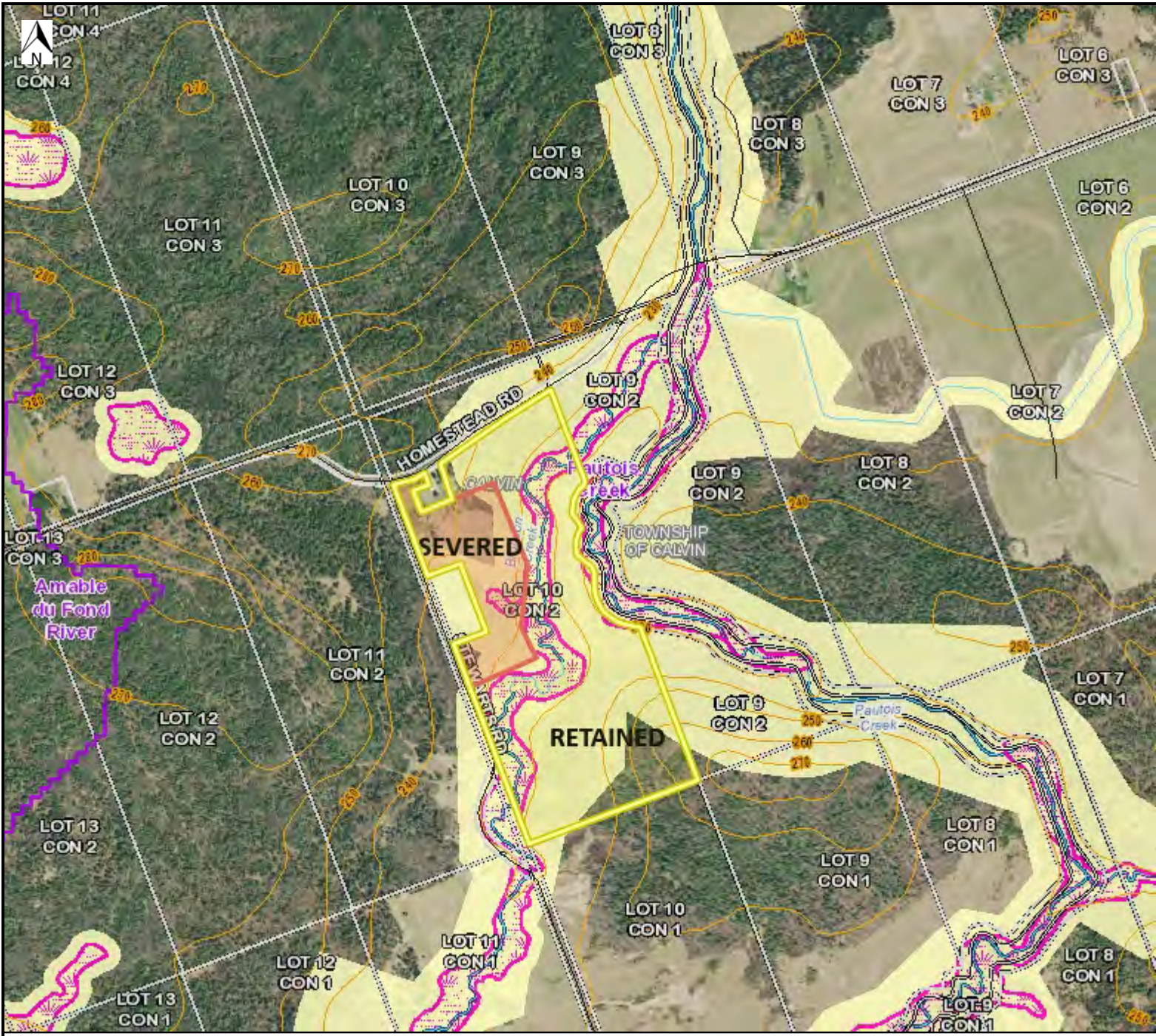
120 m ±

Proposed line Avoids The Creek

Blawson Creek

Retained  
62.5 AC ±

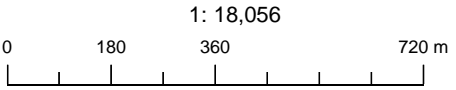




**LEGEND**

- NBMCA
- Subwatershed (IWMP)
- Road
  - Road
  - Highway
- Contour (m)
  - Contour (m)
- Assessment Parcel
  - Assessment Parcel
  - CONFIDENTIAL DO NOT PRINT - MF 2009
- Lot & Concession
  - Lot & Concession
- Municipal Boundary
  - Municipal Boundary
- Geographic Township
  - Geographic Township
- Wetland (NBMCA)
  - Wetland (NBMCA)
- Watercourse (OHN)
  - Watercourse (OHN)
- Watercourse (Thermal Regime)
  - Unknown
  - Cool
  - Cold
  - Warm

**NOTES**




**NORTH BAY-MATTAWA  
CONSERVATION  
AUTHORITY**  
[www.nbmca.ca](http://www.nbmca.ca)

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 Fax: (705) 474-9793

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CORPORATION OF THE MUNICIPALITY OF CALVIN

BY-LAW NO. 2021-021

BEING A BY-LAW TO AUTHORIZE THE EXECUTION OF AN AGREEMENT BETWEEN HER MAJESTY THE QUEEN IN RIGHT OF ONTARIO (AS REPRESENTED BY THE MINISTER OF INFRASTRUCTURE) AND THE CORPORATION OF THE MUNICIPALITY OF CALVIN (Investing in Canada Infrastructure Program (ICIP): Covid-19 Resilience Infrastructure Stream – Local Government Intake Stream Projects).

WHEREAS the Council of the Corporation of the Municipality of Calvin wishes to enter into an Agreement in order to participate in the Investing in Canada Infrastructure Program: Covid 19 Resilience Infrastructure Stream – Local Government Intake Stream Projects;

AND WHEREAS the Municipality acknowledges that the construction start for any project must occur by September 30, 2021;

NOW THEREFORE the Council of the Corporation of the Municipality of Calvin deems it expedient to enact such a By-Law pursuant to the Municipal Act, 2001 as follows;

1. That the Mayor and the Clerk-Treasurer are hereby authorized to execute this Municipal Funding Agreement for the transfer of funds between her Majesty the Queen in right of Ontario as represented by the Minister of Infrastructure and the Corporation of the Municipality of Calvin through the Transfer Payment of Ontario system;
2. That the Agreement shall be attached hereto as Schedule “A”;
3. This By-Law shall come into force and effect on the date of its passing.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED IN OPEN COUNCIL THIS 24th DAY OF AUGUST, 2021.

---

MAYOR  
Ian Pennell

---

CLERK-TREASURER  
Cindy Pigeau

CORPORATION OF THE MUNICIPALITY OF CALVIN

BY-LAW NO. 2021-023

BEING A BY-LAW TO AUTHORIZE THE EXECUTION OF AN AGREEMENT BETWEEN PSD CITYWIDE INC. AND THE CORPORATION OF THE MUNICIPALITY OF CALVIN (RE: Ontario Regulation 588 (2024) Compliant Asset Management Plan and Data Enhancements Project Charter).

WHEREAS the Council of the Corporation of the Municipality of Calvin wishes to enter into an Agreement in order to participate in the Ontario Regulation 588 (2024) Compliant Asset Management Plan and Data Enhancements;

AND WHEREAS the Municipality acknowledges that the next stage of the regulation must be completed by July 1, 2022;

AND WHEREAS the Municipality has received confirmation of funding for the majority of the project from the Federation of Canadian Municipalities;

NOW THEREFORE the Council of the Corporation of the Municipality of Calvin deems it expedient to enact such a By-Law pursuant to the Municipal Act, 2001 as follows;

1. That the Mayor and the Clerk-Treasurer are hereby authorized to execute this Agreement between PDS Citywide Inc and the Corporation of the Municipality of Calvin;
2. That the Agreement shall be attached hereto as Schedule "A";
3. This By-Law shall come into force and effect on the date of its passing.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED IN OPEN COUNCIL THIS 24th DAY OF AUGUST, 2021.

---

MAYOR  
Ian Pennell

---

CLERK-TREASURER  
Cindy Pigeau



CORPORATION OF THE MUNICIPALITY OF CALVIN

BY-LAW NO. 2021-024

BEING A BY-LAW TO AUTHORIZE THE EXECUTION OF AN AGREEMENT BETWEEN VS MARKETING AND THE CORPORATION OF THE MUNICIPALITY OF CALVIN (RE: Website Upgrade Service Agreement).

WHEREAS the Council of the Corporation of the Municipality of Calvin wishes to enter into an Agreement in order upgrade our current website to, among other smaller upgrades, make it Accessibility for Ontarians with Disabilities Act (AODA) compliant and to add an electronic payment module;

AND WHEREAS the Municipality acknowledges that the Municipal website was to be updated to be AODA compliant as of January 1, 2021;

AND WHEREAS the Municipality budgeted for this expense in the 2021 Municipal Budget;

NOW THEREFORE the Council of the Corporation of the Municipality of Calvin deems it expedient to enact such a By-Law pursuant to the Municipal Act, 2001 as follows;

1. That the Mayor and the Clerk-Treasurer are hereby authorized to execute this Agreement between VS Marketing and the Corporation of the Municipality of Calvin;
2. That the Agreement shall be attached hereto as Schedule "A";
3. This By-Law shall come into force and effect on the date of its passing.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED IN OPEN COUNCIL THIS 24th DAY OF AUGUST, 2021.

---

MAYOR  
Ian Pennell

---

CLERK-TREASURER  
Cindy Pigeau

# MUNICIPALITY OF CALVIN

## 2021CT41 - REPORT TO COUNCIL

REPORT DATE: August 24, 2021  
ORIGINATOR: Cindy Pigeau; Clerk-Treasurer  
SUBJECT: Consolidation of Council ideas for Zoning By-Law

---

### BACKGROUND

The following is the consolidation of the thoughts and ideas of Members of Council:

- Need to include information on Airbnb's, increase the limit on Recreational Vehicles and Storage containers as previously discussed
- Need to be more vigilante with enforcement of our by-laws
- Swimming Pools (Clause 4.1.12) – We don't live in a residential area, Safety is the owners responsibility
- Parking Rules are unnecessary (Clause 4.25)
- Fireworks are prohibited, why? (Clause 4.28)
- Minimum 1000 sq. ft buildings are expensive and we shouldn't dictate what size people build as long as it's safe and to code

The following is the consolidation of the thoughts and ideas of Staff:

- Better description of a seasonal dwelling
- Clarification of Clause 4.1.1.10 – Deck is not an accessory use unless detached from a dwelling? Is it an addition then? We have always classified it as an accessory when setting the fees for a deck??
- Clarification of Clause 4.1.10.2 – Are we only allowing 20 foot storage containers?
- Clarification of Clause 4.1.10.10 & 4.1.11.10 – A storage container shall meet the requirements of the Ontario Building Code? What does this mean? Do they need a permit, does it need to be anchored or does it need to have an engineer's stamp?
- Why has the fence or structure around a pool now have to be 4.92 ft. Previously, it was 4 ft.
- The maps need to be updated with the severances.
- Do we want to continue to have as many MX areas as we do?
- Under the Rural Zone – Permitted Uses – it says Garage – Municipal. Does that mean people can't build a garage for storage on a vacant lot?
- Same as above only under Permitted Accessory Uses?
- Same as above two points but under Limited Services Rural Zone

Respectfully submitted;  
Cindy Pigeau  
Clerk Treasurer



**MUNICIPALITY OF CALVIN  
2021CT42 REPORT TO COUNCIL  
COUNCIL INFORMATION**

DATE: August 24, 2021

ORIGINATOR: Cindy Pigeau; Clerk-Treasurer

SUBJECT: Social Media Policy

---

We ask that Council review the Social Media Policy and provide any questions/comments/suggested changes to the Clerk-Treasurer before Wednesday, September 1<sup>st</sup> at 4pm as they will be amalgamated into a report and discussed at the regular Council meeting on Tuesday, September 14<sup>th</sup>, 2021.

The agreed upon changes will be noted by resolution and these changes made to the Social Media Policy and brought back to Council for final approval with the passing of a by-law.

Respectfully,

Cindy Pigeau  
Clerk-Treasurer



## **Municipality of Calvin Social Media Policy**

### **PURPOSE**

The Social Media Policy establishes service standards and procedures relating to social media networks used by the Municipality of Calvin for the purpose of:

- ✓ Providing accurate, timely and clear information about Municipal services, programs, events and public safety to Calvin residents, businesses, visitors and other stakeholders;
- ✓ Increasing accessibility to local government in order to encourage greater interest and participation in local affairs;
- ✓ Promoting greater transparency in government; and
- ✓ Assisting Municipal departments and employee site administrators to implement best practices on a consistent basis across the Corporation, and mitigate risks relating to social media usage.
- ✓ The policy also serves to:
  - Protect the Municipality's reputation;
  - Provide employees and members of Council with clear usage guidelines; and
  - Provide protocol around monitoring, administration, acceptable use and privacy.

### **POLICY STATEMENT**

The Corporation of the Municipality of Calvin ("Municipality") is committed to excellence in municipal management with a focus on accountability, transparency, communication and customer service. As a result, the Municipality strives to provide open access to information about its policies, services and initiatives. The Municipality recognizes that social media applications are widely utilized as communication tools with the potential to provide the public and residents with timely information. The Municipality is committed to disbursing media information in a range of formats to reach a variety of stakeholders.

This policy applies to all Municipality of Calvin employees, including permanent, part-time, temporary, casual, contract, students, elected officials, interns and volunteers who use social media networks and/or websites (including personal sites) that discuss, share or comment on Municipal business.

### **DESCRIPTION/DEFINITIONS**

Social media tools are third-party internet-based applications that enable collaboration and sharing of opinions, insights, images, information and experiences through real-time conversations among individuals and groups and include the following:

- Facebook is a social networking site intended to connect friends, family, and business associates.
- Twitter is a website which offers a social networking and micro blogging service, enabling its users to send and read messages called tweets. Tweets are text-based posts of up to 140 characters displayed on the users profile page.
- Citizens Alert Application is an app used for immediate notification to the public of emergency information, news, road conditions, events, etc....
- YouTube is a video-sharing website on which users can upload, share and view videos.

In the municipal setting Facebook, Twitter and the Citizens Alert Application can be used to communicate public notices, upcoming meetings, special events, public service information etc. Other social media applications, such as YouTube, may be utilized from time to time under appropriate circumstances. Videos posted to YouTube shall follow the same guidelines as all other social media applications as noted below and outlined in this Policy.

## **GENERAL GUIDELINES**

### Administration of Social Media

All Social Media activity shall be approved by the Clerk-Treasurer or respective Department Head. The Clerk-Treasurer or designate, in conjunction with the Municipality's IT service provider (when required) shall maintain and monitor the approved Social Media sites.

Logins and passwords for Social Media sites are confidential information and will be stored under the supervision of the Clerk-Treasurer or designate.

### Content

The following content is appropriate for employees to post to Social Media sites:

- Information pertaining to Municipality sponsored events and activities.
- Information pertaining to Municipal Services.
- Information pertaining to Public Health and Safety (i.e. road closures, inclement weather, etc.).
- Information pertaining to Emergency Services.
- Frequently asked questions.
- Policies and Procedures and By-laws (or a portion thereof).
- Contents of press releases.
- Notices of upcoming meetings and events.

Each department shall be responsible for ensuring the clarity, accuracy and relevance of content posted on Social Media sites. Social Media content generated by employees of the Municipality are records owned by the Corporation and not the individual employee. In addition to being a record of the Municipality, content maintained in a Social Media format that is related to municipal business is a public record and subject to the rules and requirements of the *Municipal Freedom of Information and Protection of Privacy Act*.

## Unsuitable Content

The Clerk-Treasurer or designate, in conjunction with the Municipality's IT service provider (when required), shall monitor all use of social media by employees for work purposes and remove content that is deemed unsuitable. Content may be deemed unsuitable if it includes:

- Commercial endorsement or solicitation.
- Personal political content.
- Confidential information.
- Objectionable material.
- Discriminatory language.
- Violates the terms of this policy or other By-laws, policies and procedures of the Municipality.

For greater certainty and clarity the following definitions are provided with respect to what is considered unsuitable content:

1. Commercial endorsement or solicitation includes endorsement by the Municipality of one product or services over another, as well as statements requiring or requesting receipt of any product, service or asset for personal gain or use.
2. Personal political content includes support of, or opposition of, political campaigns or matters before Municipal Council, personal comments or opinions about Municipal staff and/or elected officials as well as personal views about the municipal political process.
3. Confidential information includes information classified as confidential or proprietary records in the possession of the Municipality, as well as information about members of the public, municipal employees and elected officials.
4. Objectionable material includes matter which may contain, but is not limited to; material promoting hate and/or violence, materials of pornographic, profane or sexually explicit nature. It also includes text that links to sexual or sexually explicit content, content that encourages illegal activity or contains information that may compromise the safety and security of the public or public systems or posting which violate a legal ownership interest of any party including interest in copyright and other intellectual property.
5. Discriminatory language which presents a discriminatory, demeaning or derogatory portrayal of individuals or groups or contains anything which, in light of generally prevailing community standards, is likely to cause deep or widespread offence. It is also language that promotes, fosters or perpetuates discrimination on the basis of race, creed, colour, age, religion, gender, marital status, family status, status with regards to public assistance, national origin, physical or mental disability or sexual orientation.

Violation of this Policy will be subject to disciplinary action in accordance with the Municipal Human Resources Policy, up to and including termination.

## **RESPONSE TO PUBLIC INQUIRIES/COMMENTS**

Site Moderators shall adhere to the Social Media Response Chart, attached to and forming part of this policy. Additionally, considerations shall be made for the following:

- a. Do not share or invite others to share private information;
- b. Cite sources;
- c. Avoid judgment and post only factual information; and
- d. Reflect positively on the Municipality.

## **DISCLAIMER**

All comments or other content posted to Municipal social media sites may be considered public records and subject to disclosure under MFIPPA.

The Municipality reserves the right to remove inappropriate comments/posts including, but not limited to, any of the following:

- Comments not typically related to the particular site or article to be commented on;
- Profane language or content;
- Personal attacks on individuals or specific groups;
- Content that promotes, fosters or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability or sexual orientation;
- Sexual content or links to sexual content;
- Conduct or encouragement of illegal activity;
- Content related to non-municipal related sales, advertising or promotions;
- Content for the purposes of promoting a candidate for municipal, provincial or federal election;
- Information that may tend to compromise the safety or security of the public or public systems;
- Content that violates a legal ownership interest of any other party.

## **REVIEW AND UPDATE**

This Policy shall be reviewed at a minimum of an annual basis and will be updated as needed.

# Is "The Great Resignation" real?

by **Dawn McCoy** in Human Resources



1 Shares k.c. co | din re (

## ***After a year of remote work, large numbers of employees are unwilling to return to the office***

The third wave of the pandemic is largely behind us and Canadians hope that the impact of the 4th wave will be minimized due to high levels of vaccination uptake. And, as restrictions lift, organizations are happily relocating employees from home to the office, but employees are showing varying degrees of "excitement" about returning.

Last year, when Canadians transitioned en masse to working from home, many employees at all organizational levels discovered the improved work-life balance that remote work can bring. After a year of remote work, large numbers are unwilling to return to the monotony of a desk-job, lengthy commuting times, long working hours, and the lack of time to spend on home and family activities.

Multiple polls show that while there are some employees who would like to work from home full time, and others who can't wait to return to the office, a large majority of employees would like to have a hybrid arrangement, alternating between home and the office. With high job vacancies in most industries, including municipal government, the best workers will have their pick of employment opportunities, and working arrangements are expected to play a lot into their decisions.

## MUST READ!

Local government veteran **James Ridge** offers important insights & critical lessons every municipal leader should have in their arsenal.



[books.municipalworld.com](https://www.municipalworld.com)



(<https://www.municipalworld.com/linkout/323596>)

## What is The Great Resignation?

There is a lot of buzz around the phenomenon being dubbed "The Great Resignation," where some experts claim up to 40 percent of employees are planning on quitting their jobs in the next year. Repeated polls validate this, showing that 15 percent of employees are planning on leaving their current jobs, even if they have nothing to go to. A further 25 percent are planning to leave as soon as they find another job.

These are not all Millennials either, as some might expect. Many are senior level executives and managers who are responding to the stress of having to lead an organization through the pandemic crisis and are ready for a change - whether it is a new job or leaving the corporate workforce altogether.

Many employees are not willing to accept a return to long working hours and long commutes, which take a toll on their work-life balance and mental health. They are willing to put in a full day's work and more if absolutely required, but they are not willing to accept this as the norm ... anymore.

Some employers are listening and changing the way employees work. Others are just expecting people will "suck it up" and return to pre-COVID expectations. Some employees, especially those with no alternative options, will "suck it up" and come back to the same job - but you have to wonder how engaged that employee will be, how much time and effort they will be putting into their jobs, and how much time they will spend on looking for something else. Other employers just do not believe "The Great Resignation" is going to be a thing.

Workers may be dreaming of quitting their job as part of the post-pandemic "Great Resignation," but many employers don't actually believe there will be mass turnover. According to a May 2021 survey by Tinypulse, on average, Human Resources and C-suite leaders expect only eight percent of employees will choose to quit once COVID restrictions are fully lifted. A quarter believe no one will quit, asking the question, "Where will they go?"

Interestingly, the adaptations needed to allow employees to work remotely has increased the talent pool for organizations in different geographic areas. It is now possible for Canadians to work for a U.S.-based company or a company based in a different part of Canada.





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## Three Ways to Keep and Recruit Talent Post-COVID

It may come as a surprise that the majority of reasons why employees quit their jobs are actually under the control of the employer – pay and benefits, working conditions, workplace culture, and poor bosses. The first step to finding out if the turnover tsunami is something that might hit your workplace is to ask the employees. A simple survey of employees can identify:

- ◆ what they like about their jobs;
- ◆ what they would like to see changed;
- ◆ what their working preferences are;
- ◆ whether they are considering changing employers; and
- ◆ what it would take to keep them if they are considering leaving.

Just asking the questions will be appreciated by employees, but the next step is to do something with the information you gather. Here are some suggestions that could go a long way to keeping current talent and perhaps attracting more.

## 1. Offer flexibility

Some employees may want to continue to work from home because it helps with their work-life balance, but others are itching to get back to the office. Many would like a hybrid - working in both locations. Be flexible and don't expect all employees to follow the same work location schedule. If you are concerned about coverage in the office, tell employees to come to you with a plan on how they will ensure there is coverage.

## 2. Do ongoing stay interviews

Instead of exit interviews - typically done when a person has either left the organization or in their last week of work - consider ongoing stay interviews. Stay interviews are preferable to employee satisfaction surveys because they provide a two-way conversation and a chance to ask questions and follow up on ideas. They also deal with current employee happiness or concerns, not with how they felt last month or over the past quarter or year.

## 3. Offer mental health support for employees

Many have been affected by the pandemic and would really benefit from having a professional to talk to right now.

# The Great Resignation is a Threat to Business

With employee burnout, a tight labour market, and talent poaching by private industry or other municipalities, the 40 percent of employees who say they are planning on leaving their jobs cannot be ignored. That does not even take the employees who are not actively looking for another opportunity into account. What will this group do when another opportunity with higher wages and flexible working conditions comes knocking on their door?

Polls show a dramatic increase in the percentage of workers now open to exploring other job opportunities when approached by a recruiter. The cost of losing top talent and essential skills can be very high in terms of lost productivity due to worker shortages, reduced quality or services to residents, and the high cost of recruiting and training new employees.

Pre-pandemic, people were changing jobs mainly because of bad bosses, for higher pay, and better working conditions. Turnover was not typically considered a threat to a successful operation. Today, people are largely focused on having some control over their working conditions and retaining some of the balance they became acquainted with during COVID shutdowns.

If employees are dissatisfied with their employer's response to the request for hybrid working arrangements, high levels of turnover - often for some of the hardest to recruit positions - could pose a real threat to successfully achieving objectives and meeting service level commitments to residents. **MW**

★ **Municipal World Insider and Executive Members:** You might also be interested in another of Dawn's articles: *Work-from-anywhere requires paradigm shift* (<https://www.municipalworld.com/articles/work-from-anywhere-requires-paradigm-shift/>).

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**Dawn McCoy** is a well-known Canadian Human Resources expert with over 25 years of senior level experience in both the public and private sectors. She is also a university instructor in Human Resources and Business, an HR Consultant, and an accredited Coach.

#### *Related resource materials:*

- ◆ Welcome To The Hall: A practical guide for municipal leaders (<https://www.municipalworld.com/product/welcome-to-the-hall-a-practical-guide-for-municipal-leaders/>)
- ◆ Guide to Good Municipal Governance (<https://www.municipalworld.com/product/guide-to-good-municipal-governance-item-0080/>)
- ◆ The Leadership Crisis (<https://www.municipalworld.com/product/the-leadership-crisis-item-0039/>)

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