

Ministry of the Environment, Conservation and Parks

Improving Ontario's Conservation Authority System

Technical Briefing for Municipalities

June 2, 2026



9.6

Purpose and Outline

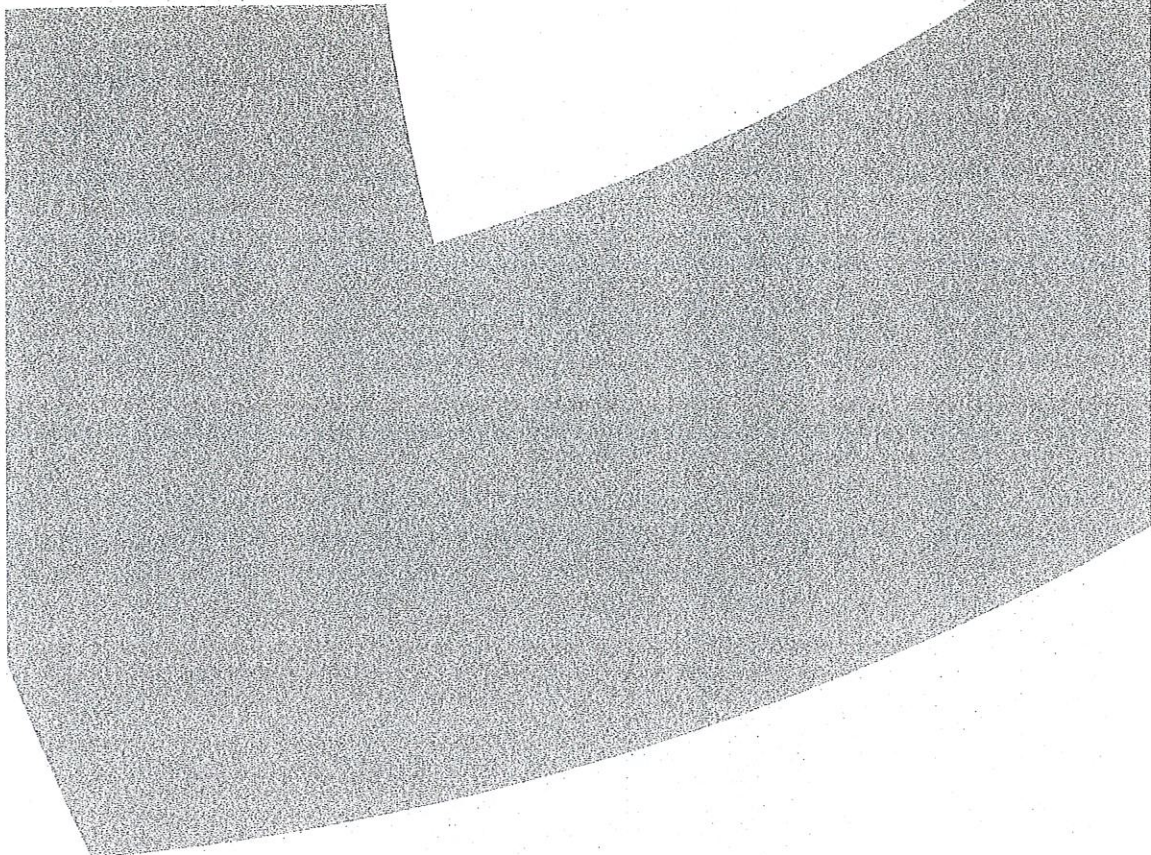
Purpose:

- To provide an overview of Ontario's plan to improve the conservation authority (CA) system.

Outline:

- Overview and context
- Amendments to the *Conservation Authorities Act* to enable transition activities and consolidation of CAs
- Transition milestones and timelines
- Next steps

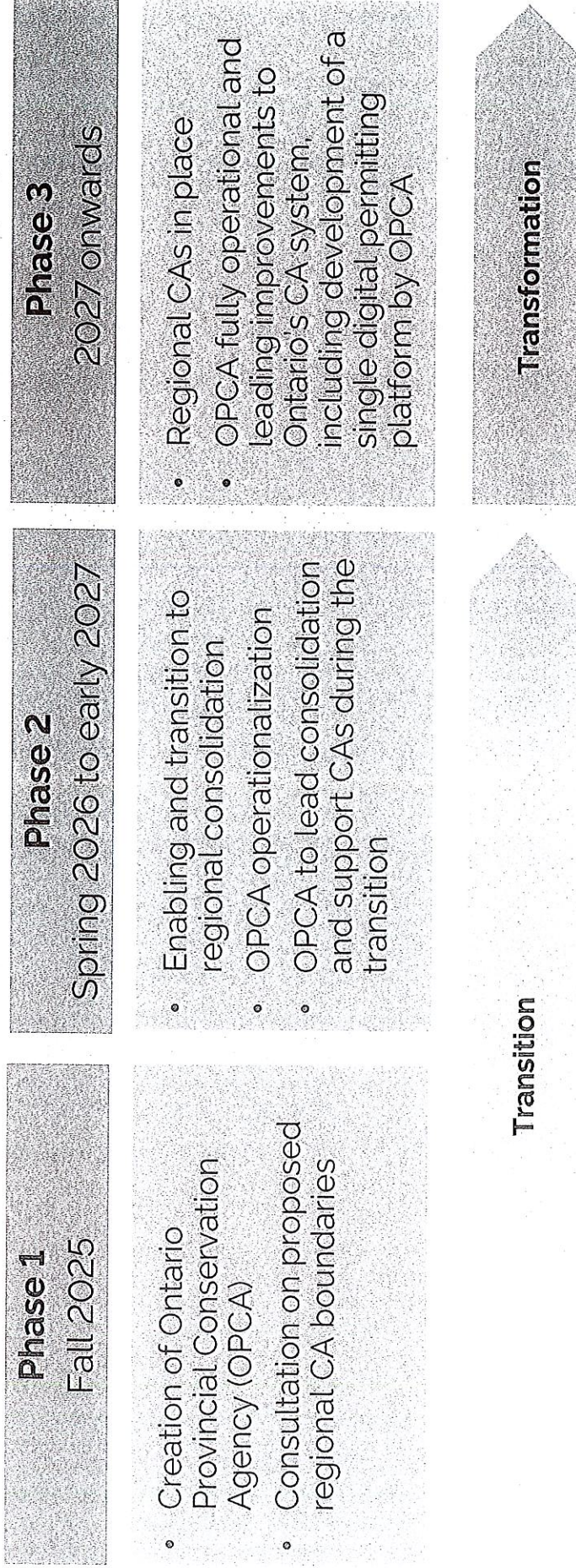
Overview and Context



Context: Improving Ontario's CA system

Ontario is taking action to build on the legislative and regulatory amendments made since 2019 to ensure CAs have the tools required to protect the communities they serve, supporting economic prosperity while balancing conservation and development needs.

The government is making improvements to Ontario's conservation authority system in multiple phases:



Guiding principles

- The following principles informed the actions the province is taking to improve CAs, in addition to feedback heard during consultation:
 - **Retain local influence** – ensure local knowledge, expertise and interests inform the watershed management and conservation work of CAs
 - **Maintain CA watershed-based jurisdictions** – align with natural hydrological boundaries to support flood/water management. Align with drinking water source protection regions
 - **Reduce administrative overlap and duplication** – streamline requirements and processes for municipalities and conservation authorities
 - **Strengthen CA capacity** – improve and standardize the level of expertise and resources across CAs. Seek to balance the needs and interests of urban, rural, northern and southern watersheds
 - **Continuity of services** – minimize disruptions to CA operations and staffing, ensuring uninterrupted delivery of key programs such as permits, watershed management and trails and recreation for public use
 - **Improve customer service** – enhance consistency and clarity in process and timelines

Regional Consolidation

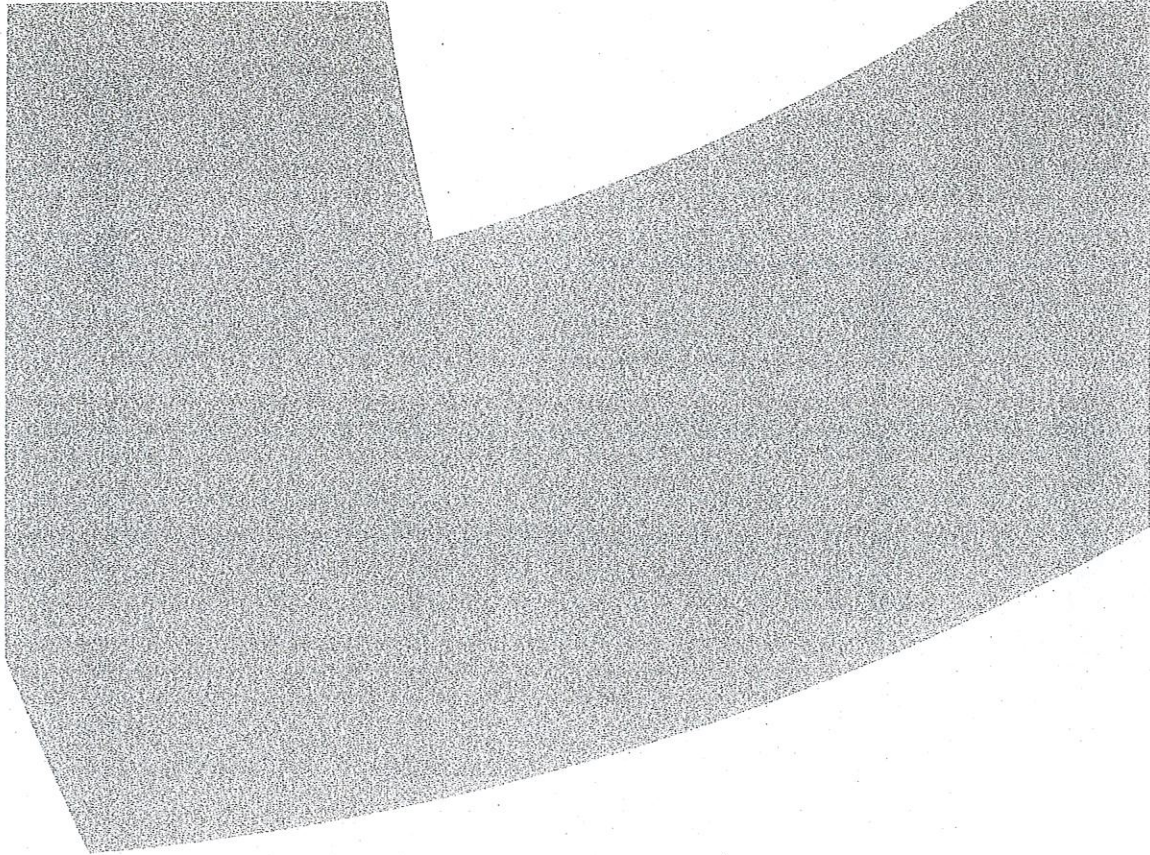
What these changes mean:

- More resources for front-line services
- Improved flood management and erosion prevention
- Strong environmental protections maintained
- Faster permit approvals
- Modern service delivery
- Consistent standards and use of modern technology

What's not changing:

- Where CAs operate (areas currently served by CAs will continue to be served by CAs)
- The programs and services CAs provide, including the responsibility for source water protection, natural hazard and watershed management
- CA ownership and management of their lands and trails, providing access to green spaces, recreation and education programs
- Where and how CAs receive funding
- CA relationships with municipalities, developers, landowners
- Each regional CA being an independent, municipally-governed organization

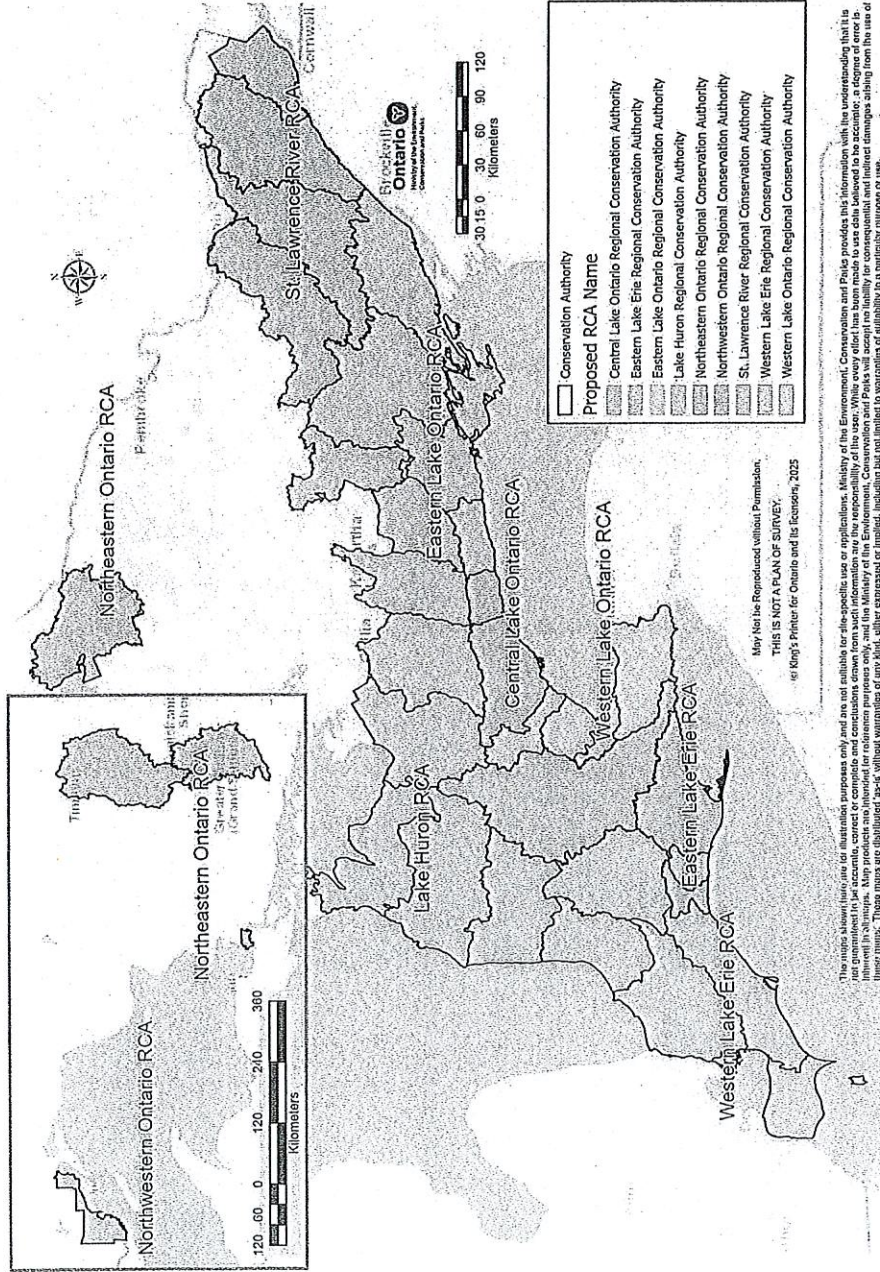
**Amendments to the
Conservation
Authorities Act**



Amendments to the Conservation Authorities Act

- Bill 97 was passed on April 23, 2026, and given royal assent on April 24, 2026.
- Schedule 3 of Bill 97 proposed amendments to the *Conservation Authorities Act* (CAA) to set out the provisions for provincially-led consolidation to create 9 regional CAs, including:
 - Statutory amalgamation
 - Transition committees, project executives and transition plans
 - Prohibitions during the transition period
 - Governance of regional CAs
 - Other amendments
- Many of the transition provisions in the legislation are time-limited and will be repealed at a later date by commencement order.

Boundaries of the 9 regional CAs



*Transition to regional CAs is to take place on February 1, 2027 (or a later date that may be prescribed by regulation).

Map for illustrative purposes

The maps shown here are for illustrative purposes only and are not suitable for site-specific use or applications. Ministry of the Environment, Conservation and Parks provides this information with the understanding that it is not intended to be used for legal purposes. Map products are prepared for reference purposes only, and the Ministry of the Environment, Conservation and Parks will accept no liability for consequential and indirect damages arising from the use of these maps. These maps are digitized 'as-is' without warranties of any kind, either expressed or implied, including but not limited to warranties of suitability for a particular purpose or use.

Statutory Amalgamation

Part 1.1: Transition to new authorities

- 1.2 Definitions
- 1.3 Amalgamation of predecessor authorities
- 1.4 Continuation of Lakehead Region CA as Northwestern Ontario Regional CA

On the transition date, the “predecessor authorities” (i.e., the existing CAs) will be amalgamated and legally continue as the “new authority” (i.e., regional CA) set out in the Table included in section 1.3 of the legislation (see Appendix 1).

- Lakehead Region Conservation Authority will continue as the Northwestern Ontario Regional Conservation Authority.
- The transition date is defined as February 1, 2027 (or a later date prescribed by regulation).

What these changes mean:

The new regional CAs will replace the former CAs as legal entities to avoid disruptions to existing partnerships and agreements with municipalities, Indigenous communities, or others and CA operations.



Rules for Amalgamation

The legislation sets out rules for the amalgamation that apply on and after the transition date. For example:

- All rights, obligations, assets and liabilities of the predecessor CAs become those of the new authority.
- All partnerships, agreements or memoranda of understanding or debts due to the predecessor CAs become those of the new authority.
 - Including the continuance of agreements or MOUs to provide municipal programs and services (category 2_ under section 21.1 of the CAA and funding agreements with lower-tier municipalities for other programs and services under section 21.1.2 of the CAA (category 3) which would be deemed to be an agreement with the upper-tier participating municipality.
- Employment of employees of the predecessor CAs is not terminated (all rights, duties and liabilities transfer).
- Current jurisdiction of the individual CAs are combined to become the jurisdiction of the consolidated regional CA.
- The participating municipalities of a new authority will be the single-tier and the upper-tier municipalities located in whole or in part within its area of jurisdiction.
- Permit applications are continued with the new authority. Any hearings underway or hearing requests continue with the new authority.
- Persons appointed as officers under 30.1 become officers appointed by the new authority.

Labour Relations

Part 1.1: Transition to new authorities

1.3 Amalgamation of predecessor authorities

- The amalgamation of the predecessor CAs into the new regional CAs will be governed by the *Public Sector Labour Relations Transition Act* (PSLRTA), which sets out a clear, structured and neutral framework for dealing with labour relations issues following restructuring of public sector organizations (e.g., the need to rationalize bargaining units).
- Key benefits of applying PSLRTA include:
 - Enhanced clarity in the process for negotiating changes to the number and composition of bargaining units, representation votes for employees on which bargaining agent will represent the bargaining unit (subject to voting thresholds), application of collective agreements as a “composite agreement”, and negotiation of a new collective agreement.
 - Seniority is “dovetailed” so that seniority rights are merged and sorted by employee starting date with the former employer.

Project Executive

- The Agency to appoint a project executive to chair each transition committee.
- The project executive is not an employee of the Agency and will be paid compensation and expenses agreed to with the Agency.
- The Agency may issue directions to the project executive.
- The project executive is to become the inaugural Chief Administrative Officer (CAO) of the new authority for up to 24 months.
- During the 24 months, the Agency may provide written notice that the project executive is no longer the CAO and provide the name of a new individual. If an individual is not identified, the authority may appoint the CAO.
- The Agency may establish and require the payment of fees by the new CA respecting the appointment of a project executive in relation to their role as the first CAO.

Part I.1: Transition to new authorities

- 1.6 Transition committees
- 1.12 First chief administrative officer

Part VIII.1 The Agency

- 35.25 Fees to be paid to Agency

What these changes mean:

OPCA will appoint a Project Executive to lead the transition committee and ensure uninterrupted stewardship up to 24 months to support a smooth transition.

After the transition date, the Project Executive, serving as the CAO, would begin to take direction from the members of the regional CA on day-to-day matters.

Transition Committees

OPCA to establish a Transition Committee for each regional CA to prepare for amalgamation. The committees would be dissolved after the transition date.

Appointment of Members

- Each predecessor authority is to appoint two members to the transition committee:
 1. Municipally elected member of the CA
 2. CAO or general manager of the CA (or an alternative if they are not available)
- The predecessor authority may replace a member it has appointed.
- If the predecessor authority does not appoint the individuals within 90 days of Royal Assent (July 23, 2026), the Agency would appoint members on their behalf.
- The Agency may also appoint other individuals to be members of the committee.

What these changes mean:
OPCA to coordinate consolidation by establishing a transition committee and providing resources, tools and guidance to support transition for each regional CA being consolidated.

Transition Plans

- Agency to issue directions to the transition committee to:
 1. Govern the roles, responsibilities, practices and procedures of the transition committee and project executive; and
 2. Require preparation for amalgamation, including preparation of a transition plan.
- Project Executives could require predecessor CAs to provide information to support transition planning. transition plan, the Agency may provide comments and direct revisions to the transition plan or confirm that no revisions are necessary.
- The final transition plan and/or a summary is to be shared with the CAs, participating municipalities and Agency.
- The new conservation authority can request the Agency to authorize amendments to the transition plan.
- Each new conservation authority will be required to implement the final transition plan and report to the Agency on implementation progress.
- The Agency will prepare the transition
- Upon review of the plan if the committee does not submit the plan by a specified date.

Part 1.1: Transition to new authorities

- 1.7 Agency direction to transition committee
- 1.8 Project executive request for information
- 1.9 Co-operation of predecessor authority
- 1.10 Development of transition plan
- 1.11 Implementation of transition plan

What these changes mean:

With direction from OPCA, transition committees to develop and implement transition plans to lead each new regional CA through a step-by-step integration of its predecessor CAs across key functions such as HR, finance, assets, and IT.

Temporary Restrictions

- The Minister is enabled to issue temporary directions to prohibit certain decisions or require the CA to give notice of a decision and require authorization from a specified person (e.g., Agency or Transition Committee).
 - Minister Direction issued to CAs on May 1, 2027.
- All directions would expire on the earlier of the date in the direction or the transition date.
- A decision by the authority in contravention of a direction would have no legal effect and any resulting agreement is void.
- The provisions for the establishment, enlargement, municipally-led amalgamation, and dissolution of a conservation authority to be suspended.

2027 CA Budgets

- Directions may also be issued to manage the 2027 budget process for the 36 predecessor CAs, which could be used to provide clarity around process and timelines.
 - e.g., direct that budgeting by predecessor CAs be completed by end of 2026/early 2027 and levies be issued to the current participating municipalities.
- Budget-related regulations will be reviewed to ensure they function in alignment with the new regional CAs and their participating municipalities.

Part 1.1: Transition to new authorities

- 1.13 Prohibitions during transition period (boundaries)
- 1.14 Prohibitions during transition period (Minister's directions)

What these changes mean:

Temporary restrictions are applied to extraordinary decisions to mitigate risk and ensure a stable transition to the new regional structure. These measures are intended to not interfere with regular day to day CA business and operations.

Regional CA Governance

Part IV: Membership and Governance

14 Members of authority
17 (1) to (1.3) Chair and vice-chair

- Councils of each participating municipality (i.e., upper- and single-tier) will appoint members to the authority for up to a four-year term. Members are eligible to be reappointed. Term limits for chairs and vice-chairs are up to two years.
- Legislation removes requirements that 70 per cent of appointments be elected officials and that the chair and vice chair be filled on a rotating basis between participating municipalities. Removal of rotation requirements are in effect upon Royal Assent (April 24, 2026).
- When appointing a person who is not a member of municipal council, the council is to consider:
 - (a) the person's knowledge and experience in public administration, corporate governance and finance
 - (b) the person's knowledge of programs and services provided by authorities
 - (c) other matters prescribed by Minister's regulation
- MECP Minister retains ability to appoint an agricultural representative.

What these changes mean:

CAs continue to be municipally governed organizations, with members appointed by the upper-tier and single-tier municipalities.

Regional CA Member Appointments

- Rules for how members are to be selected are to be set out in LGIC regulation, including:
 - Maximum number of members to be appointed by a single participating municipality and by all participating municipalities.
 - Method for determining the number of members based on the municipality's proportion of the population within the CA's jurisdiction – minimum of one member for each participating municipality.
 - The participating municipalities could come to an agreement to use a different method provided that the maximum numbers set out in regulation are not exceeded. The agreement must be provided to the Agency and posted on the CA's website.
 - Members must be a resident in a participating municipality of the new authority.

First members (i.e. "board") of an authority

- Participating municipalities of the new authorities are required to appoint members to the new authority before the transition date and notify the Agency.

Part IV: Membership and Governance

14 Members of authority

Part I.1: Transition to new authorities

15 First members of an authority

What these changes mean:

Selection of members continues to be generally based on a "rep by pop" formula guaranteeing each participating municipality a member and limiting the number of members appointed by any one municipality to ensure fairness and balance.

Current boards continue to operate during the transition period and members of the new conservation authority will be appointed in advance to ensure continuity.

Watershed Councils

- Regional CAs to be required to establish one or more watershed councils to assist the authority in identifying local priorities for its programs and services and ensure local interests are considered as part of the authority's decision-making process.
- Specific requirements for the composition, functions, powers, duties, activities and procedures of a watershed council may be set out in Minister's regulation.
 - For example, Indigenous representatives to enable considering Indigenous knowledge, or agriculture and development representation to consider other local watershed perspectives.

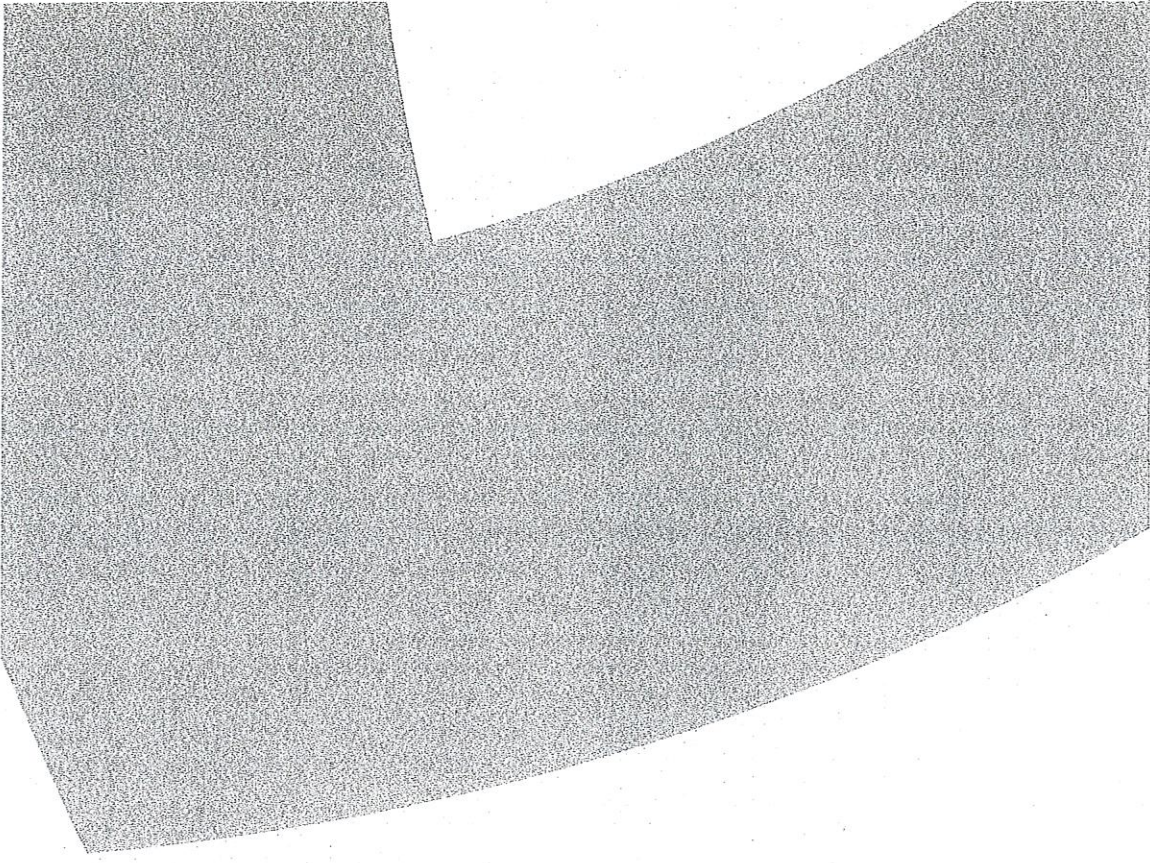
What these changes mean:

Regional CAs continue to rely on the deep local expertise, knowledge and relationships CAs have built.

Clean Water Act (CWA) / Source Protection

- Protecting drinking water sources remains a government priority.
- Ontario continues to fund over \$7M per year to source protection authorities and other recipients for source water protection.
- It is recognized that changes may be needed under the CWA and associated regulations to function in alignment with the changes to conservation authority names and boundaries and to clarify how source protection authorities would operate under the regional CA structure.
- Consequential changes needed to the CWA will be focused on ensuring stability, clarity, and continuity of the mandatory source water protection program as the CAA changes are implemented.

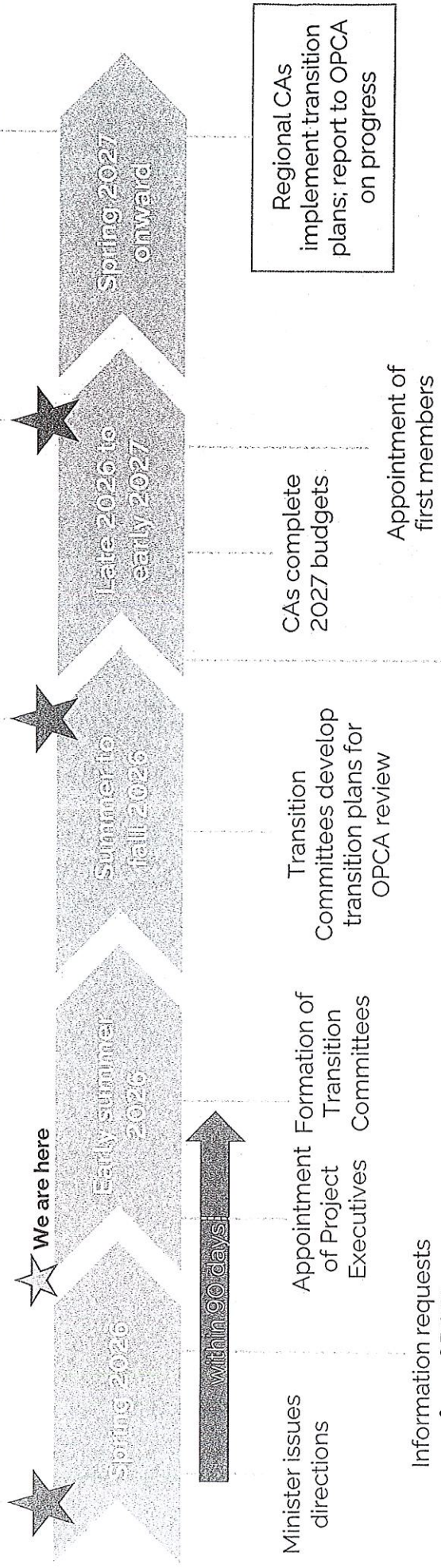
Transition milestones and timelines



Key Milestones

Royal assent of Bill 97

OPCA leads improvements to CA system by providing centralized leadership and oversight of 9 regional CAs



Key Steps in Process

	Spring 2026	Summer 2026	Fall 2026	Winter 2027
MECP	<ul style="list-style-type: none"> Royal assent of bill Minister issues directions for temporary guardrails Minister issues direction on budgeting 	<ul style="list-style-type: none"> Appointment of OPCA Board of Directors and CEO Further legislative and regulatory changes 		
OPCA	<ul style="list-style-type: none"> Initial information requests sent to CAs to inform transition committee playbook Appointment of project executives Establish transition committees 		<ul style="list-style-type: none"> Review of transition plans 	<ul style="list-style-type: none"> Dissolve transition committees
Transition Committee		<hr/> Develop and submit transition plans <hr/>		
CA		<ul style="list-style-type: none"> Provision of information per OPCA request Transition committee members appointed within 90 days of Royal Assent 		<ul style="list-style-type: none"> Completion of 2027 budgets Levies issued Transition date to regional CA
Municipality		<ul style="list-style-type: none"> Provide information to transition committees (if requested) 	<ul style="list-style-type: none"> Municipal elections; board members serve until a replacement is appointed 	<ul style="list-style-type: none"> First members appointed prior to transition date

Immediate Next Steps

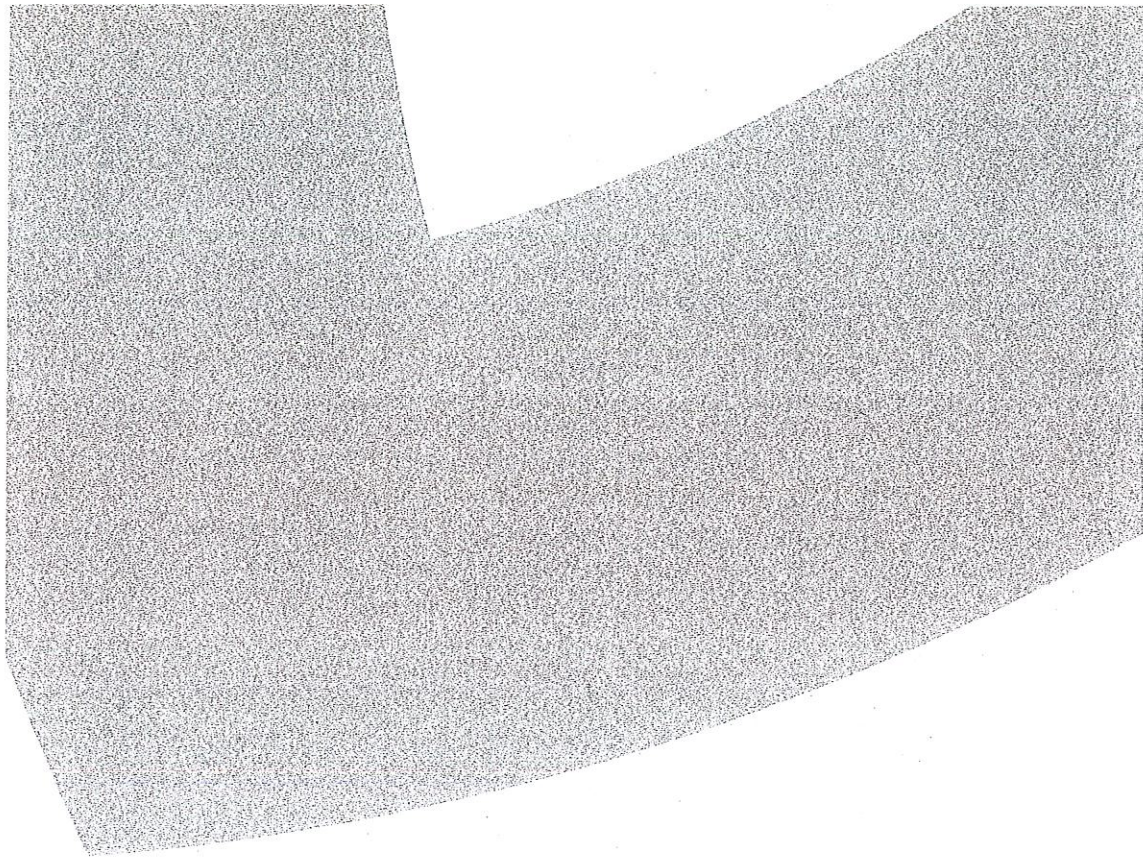
- Following recent appointments of OPCA Board of Directors (April 16) and CEO (May 15), continued operationalization for OPCA stand-up by the ministry and the Office of the Chief Conservation Executive (OCCE).
- OCCE to continue engaging with CAs on transition and consolidation. OCCE/OPCA to appoint and then onboard Project Executives to chair Transition Committees.
- CAs make appointments to Transition Committees by June 30.
 - Each predecessor CA to appoint: (1) the chief administrative officer or general manager of the CA and (2) a member of the CA who is a member of municipal council.
 - OPCA to appoint additional Transition Committee members (if any).
- Minister to issue direction for 2027 CA Budgets, and MECP to provide municipal levy apportionment data.
- OPCA to issue a direction containing the Consolidation Playbook with standard expectations for Transition Plans, roles and deliverables.
- Transition Committees to develop Transition Plans in accordance with any OPCA directions.

Additional Questions?

- The Office of the Chief Conservation Executive is leading CA transition activities as OPCA becomes fully operational. For questions regarding the plans for consolidation, please contact CCEO@ontario.ca.
- For questions about the legislative amendments and day-to-day CA business, please reach out to MECP staff via ca.office@ontario.ca.

Appendices

1. List and map of regional CAs
2. CAA amendments



Appendix 1: Names of Regional CAs

Proposed Regional CA (New Authority)	Historical Existing CAs Being Consolidated (Predecessor Authority)
Central Lake Ontario Regional Conservation Authority	<ul style="list-style-type: none"> Central Lake Ontario CA Toronto and Region CA
Eastern Lake Erie Regional Conservation Authority	<ul style="list-style-type: none"> Catfish Creek CA Kettle Creek CA Grand River CA Long Point Region CA
Eastern Lake Ontario Regional Conservation Authority	<ul style="list-style-type: none"> Cataraqui Region CA Lower Trent Region CA Crowe Valley CA Otonabee Region CA Ganaraska Region CA Quinte Region CA Kawartha Region CA
Lake Huron Regional Conservation Authority	<ul style="list-style-type: none"> Ausable Bayfield CA Maitland Valley CA Grey Sauble CA Nottawasaga Valley CA Lake Simcoe Region CA Saugeen Valley CA
Northeastern Ontario Regional Conservation Authority	<ul style="list-style-type: none"> Mattagami Region CA North Bay Mattawa CA Nickel District CA Sault Ste. Marie Region CA
Northwestern Ontario Regional Conservation Authority	<ul style="list-style-type: none"> Lakehead Region CA
St. Lawrence River Regional Conservation Authority	<ul style="list-style-type: none"> Mississippi Valley CA Rideau Valley CA Raisin Region CA South Nation River CA
Western Lake Erie Regional Conservation Authority	<ul style="list-style-type: none"> Essex Region CA St. Clair Region CA Lower Thames Valley CA Upper Thames River CA
Western Lake Ontario Regional Conservation Authority	<ul style="list-style-type: none"> Credit Valley CA Hamilton Region CA Halton Region CA Niagara Peninsula CA

Appendix 2: Other CAA Amendments

- Updates to the by-laws section to clarify that an authority is required to make by-laws necessary for its proper administration and adding chief administrative officer, in addition to the secretary-treasurer, as a person/position for whom a by-law pay prescribe powers and duties.
- Defining a municipality as a lower-tier, upper-tier or single-tier municipality for the purposes of s. 21.1.1 (municipal programs and services).
- Updating references to the Lake Simcoe Region Conservation Authority to the Lake Huron Regional Conservation Authority.
- Updating the provisions for directions by the Minister to the Agency to add that the Agency will comply within a specified time and that Part II of the Environmental Bill of Rights does not apply.
- Updating the provisions for directions by the Agency to authorities to add that authorities will comply within a specified time and that Part II of the Environmental Bill of Rights does not apply to the Minister's consideration of a proposed direction or a decision by the Minister.
- Adding that the project executive would be protected from liability.
- Repealing sections relating to regional municipalities as participating municipalities, continuation of certain CAs, references to transition plans re: s. 21.1.2 (2), and extension of time for determining apportionment of capital costs and for determining apportionment of operating expenses.

Other sections being amended

18	Chief administrative officer
19.1	By-laws
21.1 (2)	Lake Simcoe Region Conservation Authority
21.1.1	Definition of municipality
35.1.6	Direction by Minister
35.2.1	Agency directions to authorities
39.1 (1)	No personal liability

Other sections being repealed

3 (3)	Name of authority
4	Regional municipalities to act in place of local municipalities
5 to 7	Toronto and Region CA, Hamilton Region CA, Grand River CA
21.1.4	Transition plans re 21.1.2 (2)
25 (1.3)	Extension of time re recovery of project capital costs
27 (1.3)	Extension of time re recovery of operating expenses

Appendix 2: New Regulation Making Powers

LGIC

- Prescribing a date for the definition of "transition date" (i.e., if after February 1, 2027)
- Appointing members
 - Prescribing the method for determining the number of members to be appointed to an authority
 - Prescribing the maximum number of members to be appointed to an authority by a single municipality
 - Prescribing the maximum number of members to be appointed by all participating municipalities
 - Prescribing the other criteria that must be satisfied when participating municipalities enter agreements on other methods for determining the number of members they will appoint to the authority

Minister

- Prescribing additional rules for amalgamation
- Prescribing other matters for the considerations for appointing members that are not members of council
- Governing watershed councils, including the number of watershed councils (minimum, maximum or fixed number), and prescribing requirements for the composition, functions, powers, duties, activities and procedures of any watershed council

**CAO Report to Council 2026-20 – Tax Sale Proceedings – Advertisement of Two Properties
June 23, 2026 Council Meeting**

PURPOSE

The purpose of this report is to advise Council that two properties within the Municipality have advanced to the tax sale stage under the provisions of the Municipal Act, 2001 and Ontario Regulation 181/03 (Municipal Tax Sales Rules). In accordance with legislative requirements, notices of tax sale will be advertised for four consecutive weeks in the Mattawa Recorder and the Ontario Gazette. Copies of the advertisements are attached for Council's information.

BACKGROUND

Property taxes are the Municipality's primary source of revenue and are essential for funding municipal services and infrastructure. The Municipal Act, 2001 provides municipalities with the authority to recover unpaid property taxes through the tax sale process when all other collection efforts have been exhausted.

The Municipality has undertaken the required collection efforts with respect to the subject properties, including the issuance of notices and the registration of Tax Arrears Certificates. The statutory one-year redemption period has expired and the outstanding amounts remain unpaid.

The Municipality is working with RealTax Inc., a firm specializing in municipal tax sale administration, to ensure the process is conducted in accordance with all legislative requirements. RealTax provides support throughout the process, including title searches, registrations, notices, advertising, and tender administration.

Tax Sale Process

The tax sale process is governed by Part XI of the Municipal Act, 2001 and Ontario Regulation 181/03 and includes the following steps:

Registration of a Tax Arrears Certificate on title for properties with significant tax arrears.

A one-year redemption period during which the property owner and any interested parties may cancel the Tax Arrears Certificate by paying all outstanding taxes, penalties, interest, legal fees, and associated costs.

If the property is not redeemed within the redemption period, the Municipality may proceed with a tax sale.

Notice of the tax sale must be published for four consecutive weeks in a local newspaper and in the Ontario Gazette.

Sealed tenders are accepted until the closing date specified in the tax sale notice.

Following the tender opening, the highest qualifying tender that meets all legislative requirements may be accepted.

The owner retains the right to redeem the property by paying all outstanding amounts, including applicable costs, at any time before the completion of the tax sale process.

Current Status

The redemption period has expired for two properties within the Municipality. As required by legislation, notices of tax sale will be published in the Mattawa Recorder and the Ontario Gazette for four consecutive weeks.

The advertisements provide the legally required information, including property descriptions, tender submission requirements, and minimum tender amounts. Copies of the advertisements are attached to this report.

FINANCIAL IMPLICATIONS

The tax sale process is intended to recover outstanding property tax arrears together with all costs incurred by the Municipality throughout the process.

In accordance with provincial legislation, all eligible costs associated with the tax sale proceedings are fully recoverable. These costs include, but are not limited to, title searches, registration fees, legal expenses, administrative fees charged by RealTax Inc., advertising costs in the Mattawa Recorder and the Ontario Gazette, and other expenses incurred as part of the tax sale process.

These costs are added to the amount required to redeem the property and are recoverable by the Municipality in accordance with the Municipal Tax Sales Rules.

CONCLUSION

The Municipality has complied with the legislative requirements necessary to proceed with the tax sale of two properties. The required advertisements will now be published for four consecutive weeks in the Mattawa Recorder and the Ontario Gazette. Staff will continue to work with RealTax Inc. throughout the remainder of the process and will report back to Council as required.

RECOMMENDATION

That Council receive the report 2026-20 entitled "Tax Sale Proceedings – Advertisement of Two Properties" for information; and

That Council acknowledge that notices of tax sale for the two subject properties,

1. Roll No. 48 22 000 001 36400 0000; CALVIN; PIN 49111-0071 (LT); PCL 16897 SEC NIP; PT LT 31 CON 8 CALVIN AS IN LT59532; CALVIN; DISTRICT OF NIPISSING and
2. Roll No. 48 22 000 001 05500 0000; 41 BRONSON LAKE RD., CALVIN; PIN 49110-0008 (LT); PCL 864 SEC NIP; LT 16 CON 2 CALVIN; LT 17 CON 2 CALVIN EXCEPT LT97835; CALVIN; DISTRICT OF NIPISSING

will be advertised in the Mattawa Recorder and the Ontario Gazette for four consecutive weeks in accordance with the Municipal Act, 2001 and Ontario Regulation 181/03.

Donna Maitland

CAO



FORM 6
SALE OF LAND BY PUBLIC TENDER
Municipal Act, 2001
Ontario Regulation 181/03, Municipal Tax Sale Rules

SALE OF LAND BY PUBLIC TENDER

THE CORPORATION OF THE MUNICIPALITY OF CALVIN

Take Notice that tenders are invited for the purchase of the lands described below and will be received until 3:00 p.m. local time on July 29, 2026, at the Municipality of Calvin Municipal Office, 1355 Peddlers Drive, Mattawa Ontario.

The tenders will then be opened in public on the same day as soon as possible after 3:00 p.m. at the Municipality of Calvin Municipal Office, 1355 Peddlers Drive, Mattawa.

Description of Lands:

1. Roll No. 48 22 000 001 36400 0000; CALVIN; PIN 49111-0071 (LT); PCL 16897 SEC NIP; PT LT 31 CON 8 CALVIN AS IN LT59532; CALVIN; DISTRICT OF NIPISSING; File No. 25-02

According to the last returned assessment roll, the assessed value of the land is \$14,700

Minimum tender amount: \$17,291.96

2. Roll No. 48 22 000 001 05500 0000; 41 BRONSON LAKE RD., CALVIN; PIN 49110-0008 (LT); PCL 864 SEC NIP; LT 16 CON 2 CALVIN; LT 17 CON 2 CALVIN EXCEPT LT97835; CALVIN; DISTRICT OF NIPISSING; File No. 25-08

According to the last returned assessment roll, the assessed value of the land is \$46,500.

Minimum tender amount: \$30,819.29

Tenders must be submitted in the prescribed form and must be accompanied by a deposit of at least 20 per cent of the tender amount, which deposit shall be made by way of a certified cheque/bank draft/ money order payable to the municipality.

Except as follows, the municipality makes no representation regarding the title, availability of road access or any other matters relating to the lands to be sold. Responsibility for ascertaining these matters rests with the potential purchasers. The assessed value, according to the last returned assessment roll, may or may not be representative of the current market value of the property.

Pursuant to the Prohibition on the Purchase of Residential Property by Non-Canadians Act, S.C. 2022, c. 10, s. 235 (the "Act"), effective January 1, 2023, it is prohibited for a non-Canadian to purchase, directly or indirectly, any residential property, as those terms are defined in the legislation. Contraventions of the Act are punishable by a fine, and offending purchasers may be ordered to sell the residential property.

The municipality assumes no responsibility whatsoever for ensuring bidders/tenderers comply with the Act, and makes no representations regarding same. Prospective bidders/tenderers are solely responsible for ensuring compliance with the Act and are advised to seek legal advice before participating in this sale.

Transfers of properties that contain at least one and not more than six single family residences and are transferred to non-residents of Canada or foreign entities, are subject to the Province's Non-Resident Speculation Tax (NRST).

This sale is governed by the *Municipal Act, 2001* and the Municipal Tax Sales Rules made under that Act. The successful purchaser will be required to pay the amount tendered plus accumulated taxes and any taxes that may be applicable, such as a land transfer tax and HST.

TAKE NOTICE: Where a refund is claimed by a qualifying first-time Homebuyer under the Land Transfer Tax Act, the Municipality requires the purchaser to retain legal counsel to complete the transfer.

The municipality has no obligation to provide vacant possession to the successful purchaser.

A copy of the prescribed form of tender is available on the website of the Government of Ontario Central Forms Repository under the listing for the Ministry of Municipal Affairs.

For further information regarding this sale and a copy of the prescribed form of tender, visit:

www.OntarioTaxSales.ca

or if no internet access available, contact:

Donna Maitland
CAO Clerk Treasurer
The Corporation of the Municipality of Calvin
1355 Peddlers Drive
Mattawa ON P0H 1V0
705-744-2700
cao@calvintownship.ca
WWW.CALVINTOWNSHIP.CA



**SALE OF LAND BY PUBLIC TENDER
THE CORPORATION OF THE MUNICIPALITY OF CALVIN**

Take Notice that tenders are invited for the purchase of the lands described below and will be received until 3:00 p.m. local time on July 29, 2026, at the Municipality of Calvin Municipal Office, 1355 Peddlers Drive, Mattawa Ontario.

Description of Lands:

1. Roll No. 48 22 000 001 36400 0000; CALVIN; PIN 49111-0071 (LT); File No. 25-02; Minimum Tender Amount: \$17,291.96
2. Roll No. 48 22 000 001 05500 0000; 41 BRONSON LAKE RD., CALVIN; PIN 49110-0008 (LT); File No. 25-08; Minimum Tender Amount: \$30,819.29

Except as follows, the municipality makes no representation regarding the title, availability of road access or any other matters relating to the lands to be sold. Responsibility for ascertaining these matters rests with the potential purchasers. This sale is governed by the Municipal Act, 2001 and the Municipal Tax Sales Rules made under that Act. A full copy of the tax sale advertisement and further information about this matter is available online at www.ontariotaxsales.ca or www.calvintownship.ca or you may contact Donna Mattand, CAO Clerk Treasurer, The Corporation of the Municipality of Calvin, 1355 Peddlers Drive, Mattawa ON P0H 1V0, Telephone: 705-744-2700, Email: gao@calvintownship.ca

**CAO Report to Council 2026-21 – Chief Building Official Shared Service Agreement – Update and Extension to Current Agreement with Papineau-Cameron
June 23, 2026 Council Meeting**

PURPOSE

The purpose of this report is to provide Council with an update regarding the shared service agreement for Chief Building Code Official (CBO) services with the Township of Papineau-Cameron and to seek Council's direction regarding the extension of the current agreement until a revised agreement can be brought forward for consideration that reflects Council's prior direction.

BACKGROUND

At its May meeting, Council considered the following resolution in its entirety regarding the Draft Shared Services Agreement – Chief Building Code Official:

Resolution Number: 2026-175 Moved by: Councillor Moreton Seconded by: Councillor Latimer

WHEREAS Council for the Corporation of the Municipality of Calvin received a draft shared services agreement for the Chief Building Code Official, including the CAO's comments and questions related to it,

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin defer this item until such time as the hiring process is a complete agreement so that it might:

-incorporate an estimated Chief Building Code Official annual training expense budget

-be amended to indicate each Council shall appoint one representative to the committee (versus specifically a Council member) who, if a Council member is appointed, shall serve on a term-of-Council basis ending with their term

-ensure that new Council determines committee appointments at the beginning of each new term

Result: Carried

Following this direction, Administration communicated with the Township of Papineau-Cameron to advise of Council's resolution and most recently to request an update on their position regarding the shared services agreement.

Papineau-Cameron is currently in the process of negotiating an employment agreement with a candidate and is not yet in a position to provide a formal response to Council's resolution.

Papineau-Cameron has further advised that the current shared service agreement for Chief Building Code Official services is scheduled to expire. It has been confirmed that, until such time as a new agreement is negotiated and a formal response to Council's resolution is presented, the Council for the Corporation of the Municipality of Calvin is prepared to extend the existing agreement for CBO services, thereby maintaining the employment of the current Chief Building Code Official.

This extension will ensure continuity of building services between the municipalities and prevent any disruption in service delivery while a revised agreement is developed. It will also provide the necessary time to incorporate Council's direction from Resolution 2026-175 into a new agreement, including budget considerations for training, committee composition, and term-of-Council appointment provisions.

FINANCIAL IMPLICATIONS

Beyond the annual wage increase for the current CBO which was factored into 2026 budget planning, there are no immediate financial implications associated with the extension of the current agreement. Existing cost-sharing arrangements will remain in effect until such time as a revised agreement is approved by Council. Any future amendments, including training cost provisions, should be, as Council through its resolution 2026-175, incorporated into the new agreement and brought back to Council for consideration.

CONCLUSION

Extending the current shared service agreement will maintain continuity of Chief Building Code Official services and allow sufficient time for the development of a revised agreement that reflects Council's direction as outlined in resolution 2026-175.

RECOMMENDATION

That Council receive the report entitled "Chief Building Official Shared Service Agreement – Update and Extension" for information; and

That Council authorize the extension of the current shared service agreement for Chief Building Code Official services (with an annual increase to the current CBO) with the Township of Papineau-Cameron until such time as a new agreement reflecting Council's direction as outlined in Resolution 2026-175 which was presented to the Township of Papineau-Cameron in May, is presented to the Council for the Municipality of Calvin for consideration.

Donna Maitland

CAO

CAO

From: CAO
Sent: June 15, 2026 11:41 AM
To: Jason McMartin
Subject: CBO

Hi Jason

I will inform Council that at this time there is no formal response to their resolution as PC is in the midst of negotiating an offer of employment with a candidate.

With respect to the expiring agreement re our shared service with Shane as the CBO, I will be sure that at its June 23rd meeting Council resolves to extend the agreement until such time as there is a new agreement to bring forward to them, one which will have a mentorship period and addresses their June 09th resolution to Papineau Cameron Council.

Donna

Donna Maitland
CAO/Clerk/Treasurer
Municipality of Calvin
1355 Peddlers Dr., R.R.#2, Mattawa, ON. P0H 1V0
Ph: 705-744-2700
www.calvintownship.ca



 Please consider the environment before printing this e-mail.

9.9

From: Paula Loranger <Paula.Loranger@nbmca.ca>
Sent: June 3, 2026 3:54 PM
To: Mayor Richard Gould <mayor.gould@calvintownship.ca>
Cc: CAO <CAO@calvintownship.ca>; Councillor Bill Moreton <Councillor.Moreton@calvintownship.ca>
Subject: RE: [EXTERNAL]Re: Invitation to the Mattawa River Canoe Race

Hi Mayor Gould,

Thank you for your message. I am sorry to hear you are experiencing health difficulties and hope you have a smooth and speedy recovery.

We completely understand and appreciate you making arrangements to ensure the event is attended by a member of Council. It is a pleasure to have Deputy Mayor Bill Moreton attend on your behalf, and we look forward to welcoming him to both events.

Thank you again for your continued support, and we hope to see you at a future occasion.

Warm regards,
Paula

Paula Loranger
Communications & Community Relations Coordinator
North Bay-Mattawa Conservation Authority
705-494-5115 (cell)
705-474-5420 ext 2002

From: Mayor Richard Gould <mayor.gould@calvintownship.ca>
Sent: June 1, 2026 9:59 AM
To: Paula Loranger <Paula.Loranger@nbmca.ca>
Cc: CAO <CAO@calvintownship.ca>; Councillor Bill Moreton <Councillor.Moreton@calvintownship.ca>
Subject: [EXTERNAL]Re: Invitation to the Mattawa River Canoe Race

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you validate the sender and know the content is safe. Please forward this email to infosec@northbay.ca if you believe this email is suspicious.

Hi Paula,

Unfortunately, due to some health problems I will not be able to attend. I am very sorry as I love the event and would love to take part.

I have asked our Deputy Mayor, Bill Moreton to attend on behalf of Calvin and to say a few words to the participants. At this point, it seems like he can go to both events.

You likely know Bill from the NBMCA. He is cc'd on this email.

Thanks so much and keep up the good work.

Best regards,
Richard.

RICHARD GOULD
MAYOR, CALVIN TOWNSHIP
Cell 705 623 1103

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From: CAO <CAO@calvintownship.ca>
Sent: Monday, May 25, 2026 4:02 PM
To: Paula Loranger <Paula.Loranger@nbmca.ca>
Cc: Mayor Richard Gould <mayor.gould@calvintownship.ca>
Subject: Re: Invitation to the Mattawa River Canoe Race

Hello Paula

I have forwarded the invitation to Mayor Gould requesting he respond to your invitation.

Regards,
Donna

Get [Outlook for Android](#)

From: Paula Loranger <Paula.Loranger@nbmca.ca>
Sent: Monday, May 25, 2026 11:12:53 AM
To: Paula Loranger <Paula.Loranger@nbmca.ca>
Subject: Invitation to the Mattawa River Canoe Race

You don't often get email from paula.loranger@nbmca.ca. [Learn why this is important](#)
Good morning,

On behalf of the North Bay-Mattawa Conservation Authority (NBMCA), we would like to invite you to attend the opening ceremonies of the annual Mattawa River Canoe Race on Saturday, June 13, 2026.

This community event brings together paddlers of all ages and abilities for one of the most scenic and challenging canoe races in the region. We would be privileged to have you join us as we mark the start of another exciting race day.

You are invited to say a few words at the opening ceremonies, beginning at 7:00 AM at Olmsted Beach in North Bay, ahead of the first fleet of canoes/kayaks/stand-up paddleboards departing at 7:30 AM for the 64 km race down the Mattawa River.

We would also be delighted to welcome you to the celebratory dinner that evening at the Mike Rodden Arena in Mattawa, beginning at 6:00 PM. Join us as we gather to enjoy a well-deserved meal and celebrate the achievements of all who took on the challenge of the Mattawa River.

We sincerely hope you are able to join us for one or both portions of the day.

Kindly RSVP at your earliest convenience so that we may make the necessary arrangements for your attendance.

We look forward to welcoming you to this wonderful celebration of our region's natural heritage and community pride.

Warm regards,

Paula Loranger
Communications & Community Relations Coordinator
North Bay-Mattawa Conservation Authority
705-494-5115 (cell)
705-474-5420 ext 2002

9.10



MUNICIPALITY OF CALVIN

1355 PEDDLERS DRIVE, MATTAWA ON, POH 1V0

Tel: (705) 744-2700 • Fax: (705) 744-0309

building@calvintownhsip.ca • www.calvintownship.ca

BUILDING REPORT

MONTH: May, 2026

1. NUMBER OF PERMITS ISSUED	2
2. TOTAL MONTHLY VALUE	\$12,000
3. TOTAL FEES COLLECTED	\$360
4. TOTAL BUILDING VALUE TO DATE	\$40,000
5. TOTAL FEES COLLECTED TO DATE	\$620

COMMENTS:

Permit: 03-2026 Type: Deck
 04-2026 Storage Shed

Value: \$6,000 Fee: \$205
 \$6,000 \$155



SHANE CONRAD
 CHIEF BUILDING OFFICIAL

Building Report

May 2026

May 01: - Call from property owner requesting a site visit.

May 06: - Submitted April building report to MPAC, CMHC, and StatsCan.

- Emails and phone calls.
- Submitted April building report to council.
- Met with property owner for Q & A
- Plan review and issued permit 03-2026

May 11: - Replied to 4 different text messages from property owner.

May 13: - Emails and phone calls.

- Met with property owner for Q & A.
- Researched fire separations.

May 20: - Emails and phone calls.

- Issued permit 04-2026.
- Travelled to 264 Moreau Rd. for a site visit.
- Travelled to 170 Peddlers Dr. for an inspection.

May 25: - Call from contractor looking for an inspection.

May 27: - Emails & phone calls.

- Travelled to 1226 Peddlers Dr. for an inspection.
- Travelled to 246 Adams Rd. for an inspection.
- Travelled to 1243 Homestead Rd. for an inspection.



Shane Conrad CBO

10.
AGENCIES,
BOARDS,
COMMITTEES

EAST NIPISSING PLANNING BOARD

March 23, 2026

Meeting held at Mattawan Municipal Hall 5:30 pm

**Present: Michelle Lahaye, Chairperson
Keith Dillabough
Jason Belanger
Richard Gould
Dean Grant
JoAnne Montreuil, Secretary Treasurer**

Absent: Don Lemaire

Public in attendance: Paul Goodridge and Jean Boileau

Delegations: Jessica Dion – Baker Tilly 2025 ENPB audit findings

Disclosure of pecuniary interest and the general nature thereof

The meeting was called to order at 5:30 pm by Chairperson Michelle Lahaye

The Land Acknowledgement was read by Chairperson Michelle Lahaye

Motion 2026-018

Moved by Richard Gould, Seconded by Dean Grant, that the agenda for the March 23, 2026 meeting be approved as circulated.

Carried.

Motion 2026-019

Moved by Dean Grant, Seconded by Keith Dillabough that the Minutes from the February 23, 2026 meeting be approved as circulated.

Carried.

Motion 2026-020

Moved by Jason Belanger, Seconded by Richard Gould that the East Nipissing Planning Board accept the 2025 audit as presented by the auditing firm, Baker Tilly.

Carried.

Motion 2026-021

Moved by Richard Gould, Seconded by Dean Grant that Lavigne File 2025-09 be accepted and standard conditions set.

Carried.

Motion 2026-022

Moved by Dean Grant, Seconded by Jason Belanger that the East Nipissing Planning Board close file numbers 2018-05 and 2023-04 due to lack of communication and activity.

Carried.

Motion 2026-023

Moved by Jason Belanger, Seconded by Keith Dillabough that the East Nipissing Planning Board acknowledges the receipt of the Municipality of Calvin's Resolution 2026-72 and would like to make the following resolution to be sent to the Municipality of Calvin's Council;

That the East Nipissing Planning Board will request in the Conditions, that the applicant will provide confirmation in the form of a letter or email from the Municipality/Township stating that taxes are paid up to date and the applicant is in good standing before a Certificate of Consent will be issued.

Not Carried.

Motion 2026-024

Moved by Jason Belanger, Seconded by Dean Grant whereas the Planning Board has recently approved severances for properties accessible only by water; and

Whereas the Official Plan requires that certain provisions, including the identification and approval of designated parking areas, be confirmed prior to granting such severances;

Therefore be it resolved that the Planning Board review the Brooker severance for compliance with the Official Plan and applicable policies; and

That the Board take any steps it deems appropriate to confirm compliance or address any issues that may be identified; and

Be it further resolved that future applications for water-access-only severances be reviewed to ensure full compliance with the Official Plan requirements prior to approval; and

That an On-Shore Parking Agreement to be registered on title of the new lot as an easement.

Carried.

Motion 2026-025

Moved by Dean Grant, Seconded by Keith Dillabough that File 2026-01 Boileau be accepted and circulated for comments.

Carried.

Motion 2026-026

Moved by Richard Gould, Seconded by Jason Belanger that the East Nipissing Planning Board pay the invoice number SNT507677 in the amount of \$2,260.00 for the 2025 audit.

Carried.

Motion 2026-027

Moved by Dean Grant, Seconded by Richard Gould that the attached expenses for the month of March 2026 be accepted as paid.

Carried.

Motion 2026-028

Moved by Keith Dillabough, Seconded by Jason Belanger that the March 23, 2026 meeting be adjourned at 7 pm. Date of next meetings will be April 27 at 6 pm.

Carried.

Monday, June 8th, 2026 at 1300 hrs

AGENDA

Attendance	P	R/A	Attendance	P	R/A
Raymond Bélanger, Town of Mattawa (Chair)			Kayla Michaud, Physician Recruiter		
Janet McNabb, Mattawan Twp Representative			Tanya Bélanger, President & CEO		
Mélanie Chenier, Papineau-Cameron Twp.			Christine Thompson, VP Clinical Services/CNO		
Richard Gould, Municipality of Calvin		✓	Raj Chahal, Interim VP Corporate Services & CFO		
Narry Paquette, Bonfield Twp			Crystal Burns, HFO Representative		✓
Dr. Bryan Williams, Chief of Staff			Lyse Côté (recorder)		

AGENDA ITEMS	Discussion
1. <u>Call to Order</u> – Raymond Bélanger, Chair	
2. <u>Approval of Agenda</u>	
3. <u>Declaration of Conflicts of Interest</u>	
4. <u>Approval of Minutes</u> - February 9 th , 2026	PAGES 2-3
5. <u>Business Arising</u>	
5.1 Recruitment Update (Dr Williams)	
5.2 Review Terms of Reference (Tanya)	PAGES 4-5
6. <u>New Business</u>	
6.1 Financial Report (Raj)	PAGES 6-8
7. <u>Date of Next Meeting</u>	September or October 2026. The Committee meets quarterly.
8. <u>Adjournment</u>	

Monday, February 9, 2026 at 1300 hrs
MINUTES

Attendance	P	RA	Attendance	P	RA
Raymond Bélanger, Town of Mattawa (Chair)	✓		Tanya Bélanger, President & CEO	✓	
Janet McNabb, Mattawan Twp Representative	✓		Christine Thompson, VP Clinical Services/CNO		✓
Mélanie Chenier, Papineau-Cameron Twp.	✓		Amy Morrison, VP Corporate Services & CFO		✓
Richard Gould, Municipality of Calvin	✓		Crystal Burns, HFO Representative		✓
Narry Paquette, Bonfield Twp		✓	Raj Chahal, Assistant VP Finance & Corporate Serv.	✓	
Dr. Bryan Williams, Chief of Staff		✓			
Kayla Michaud, Physician Recruiter	✓		Lisa Michaud (recorder)	✓	

AGENDA ITEMS	Discussion
1. <u>Call to Order</u> Raymond Bélanger, Chair	Raymond Belanger called the meeting to order at 1302 hours.
2. <u>Approval of Agenda</u>	MOVED BY Janet McNabb, and SECONDED BY Mélanie Chenier That the agenda be accepted as presented. CARRIED
3. <u>Declaration of Conflicts of Interest</u>	There were no conflicts of interest to declare.
4. <u>Approval of Minutes</u> - October 27, 2025	MOVED BY Richard Gould, and SECONDED BY Janet McNabb That the Minutes of October 27, 2025 be accepted as presented. CARRIED
5. <u>Business Arising</u>	
5.1 Recruitment Update	Kayla provided an update on Physician Recruitment: <ul style="list-style-type: none"> • A new locum started this past weekend. She was lovely and plans to pick up more shifts in the future. She is not from the EDLP program but previously worked in Quebec and is now looking for work in Ontario due to the ongoing issues with physician billing in Quebec. • Kayla and Tanya attended the NOSM Recruitment Fair in Sudbury in November. The Fair was well attended with a lot of second year residents in attendance. The recruitment fairs are a great way to get our name out there and to talk to these residents more about our hospital. • An in-depth conversation was had with one female resident who is wanting to do family medicine in a northern rural community. She is looking for a community with a French catholic school. It was discussed that we are a catholic sponsored hospital and she was very interested in this. We hope to hear from her in the future. • The education provided cemented the knowledge that we are doing everything we can when it comes to physician recruitment and treating our physicians well. The one area

AGENDA ITEMS	Discussion
	<p>we could improve is our social media but it is a challenge as we do not have a designated communications staff.</p> <ul style="list-style-type: none"> • The next recruitment fair for Northern Ontario will be held in Thunder Bay. • Dr. Taylor Wilkins has not yet started her practice in the Family Health Team. We are waiting for her practice to be approved by the Ontario Family Health Organization. As this is proving to be a more time-consuming process than anticipated we have already started seeking this approval for Dr. DJ Houle who is due to start in July 2026. • The committee questioned what this will mean for NP Natalie Denis who has been seeing Dr. Mark Wilkins patients since he retired. She will return to her designated role to support physicians and certain programs within the Family Health Team. • The Family Health Team has also received funding for a second NP we have a candidate and hope for them to start in the summer.
5.2 Review Terms of Reference	<p>The committee reviewed the amended Terms of Reference from the last meeting. Mr. Bélanger recommended under Duration of Term the wording be changed to “The Township, Municipality and Town representatives will serve for the duration of the municipal election period”. This change will be made and the Terms of Reference brought back to the next meeting for approval.</p>
6. <u>New Business</u>	
6.1 Financial Report (Raj)	<p>Raj provided an overview on the Budget planning and recruitment fund.</p> <ul style="list-style-type: none"> • The budget report as of December 31, 2025 was included in the package. Report is also attached to the minutes. • Currently the budget is running as expected we are at a deficit of 14k and anticipate a deficit of 35k by end of March 2026.
7. <u>Date of Next Meeting</u>	<p>Meetings to be held on a quarterly basis. The next meeting will be scheduled for Monday, June 8, 2026</p>
8. <u>Adjournment</u>	<p>The meeting adjourned at 13:23 hours.</p>

Raymond Bélanger, Chair

Author/Originator:	Initials	MH Policy #:	Distribution:	Page 1 of 2
Approved by:	Initials	Date Issued:	Date Reviewed:	Date Revised:

PURPOSE:

This committee’s purpose is to be probative in the recruitment and retention of health professionals for the residents of the Town of Mattawa and its surrounding communities, beginning with the needed complement of Family/General Practitioners as a priority. To also recruit and retain other health professionals as needs are identified.

ROLES & RESPONSIBILITIES:

The Town of Mattawa and its surrounding communities will develop a catchment area wide cohesive strategy that addresses our current recruitment and retention needs. The Strategy will be built on our community’s past experiences and the “best practices” of other municipalities.

DURATION OF TERM:

The Township, Municipality and Town representatives will serve for the duration of the municipal election period. New representatives will be assigned following the election process, or sooner if required.

COMMITTEE MEMBERSHIP

Municipalities will be responsible to assign their designated representative.

- o President/CEO
- o Chief of Staff
- o VP Clinical Services/CNO
- o VP Corporate Services & CFO
- o Physician Recruiter
- o HFO Representative
- o Town of Mattawa Representative (who shall be Chair)
- o Papineau/Cameron Township Representative
- o Municipality of Calvin Representative
- o Mattawan Township Representative
- o Bonfield Township Representative

MANDATE:

The mandate of this recruitment committee is to:

1. Develop programs to attract physicians to Mattawa
2. Develop programs for physicians retention

IMPORTANT NOTE TO USER
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3. Liaise with organizations and other committees with similar mandates within our District to devise joint initiatives
4. Provide recommendations on such above noted matters to the Mattawa Hospital Leadership Team

FREQUENCY OF MEETINGS:

The Physician Recruitment Committee shall meet quarterly and at the call of the Chair.

COMMITTEES/STAKEHOLDER REVIEW & APPROVAL

This provides evidence that the relevant committee/stakeholders affected by the policy and procedure have reviewed and approved the content:

Committee / Stakeholders:	Date

IMPORTANT NOTE TO USER

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Budget Comparison - at March 31, 2026

	Budget	Actual	Variance
<u>Fund Contributions</u>			
Revenue from Townships/Municipalities	31,699.56	31,699.56	-
Revenue from Hospital	12,000.00	12,000.00	-
Total Revenue	\$ 43,699.56	\$ 43,699.56	\$ -
<u>Expenses</u>			
Physician Site Visits/Resident Get-Away Weekend	1,750.00	-	1,750.00
Academic Days at Universities/Other Recruitment Fairs	1,000.00	900.00	100.00
Giveaways	750.00	749.00	1.00
Advertising/Invitations/Marketing Expenses	500.00	-	500.00
Physician Retention Office Space (2 months)	9,000.00	-	9,000.00
Physician Incentives (travel, accomodation, etc)	1,000.00	402.66	597.34
NOSM Membership Fees	-	3,000.00	- 3,000.00
Recruiter Costs	8,427.83	8,246.78	181.05
<i>Expenses before Incentives</i>	22,427.83	13,298.44	\$ 9,129.39
Signing Incentives	50,000.00	50,000.00	-
Total Expenses	72,427.83	63,298.44	9,129.39
Net Surplus / (Deficit)	- 28,728.27	- 19,598.88	9,129.39
Opening Fund Balance	- 6,631.28	- 6,631.28	
Cumulative Fund Balance	- 35,359.55	- 26,230.16	

Recruitment Fund - Cumulative Report
AT March 31, 2026

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Contributions									
Mattawa Hospital	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
Town of Mattawa	\$ 13,769.54	\$ 13,769.54	\$ 13,769.54	\$ 13,769.54	\$ 13,769.54	\$ 13,769.54	\$ 13,769.54	\$ 13,769.54	\$ 13,769.54
CalvinTownship	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
MattawanTownship	\$ 2,011.32	\$ 2,011.32	\$ 2,011.32	\$ 2,011.32	\$ 2,011.32	\$ 2,011.32	\$ 2,011.32	\$ 2,011.32	\$ 2,011.32
PapineauTownship	\$ 12,218.70	\$ 12,218.70	\$ 12,218.70	\$ 12,218.70	\$ 12,218.70	\$ 12,218.70	\$ 12,218.70	\$ 12,218.70	\$ 12,218.70
Bonfield Township	\$ 1,200.00	\$ 1,200.00	\$ -	\$ -	\$ -	\$ -	\$ 6,000.00	\$ 1,200.00	\$ 1,200.00
Total Contributions	\$ 43,699.56	\$ 43,699.56	\$ 42,499.56	\$ 42,499.56	\$ 42,499.56	\$ 42,499.56	\$ 48,499.56	\$ 43,699.56	\$ 43,699.56
Disbursements									
Physician Site Visits/Resident Get-Away Weekend									
Academic Days at Universities/Other Recruitment Fairs	\$ -	\$ 1,904.01	\$ 1,362.03	\$ 2,954.23	\$ 634.11			\$ 933.24	\$ 900.00
Giveaways								\$ 474.02	\$ 749.00
Advertising/Invitations/Marketing Expenses	\$ -	\$ -	\$ 150.00	\$ 767.76			\$ 2,009.22		
Physician Retention Office Space (2 months)	\$ -	\$ -	\$ -	\$ -					
Physician Incentives (travel, accomodation, etc)	\$ -	\$ 7,000.00	\$ -	\$ -		\$ 11,982.24	\$ 3,380.31	\$ 1,583.16	\$ 402.66
NOSM Membership Fees									\$ 3,000.00
Recruiter Costs	\$ 3,953.11	\$ 7,906.23	\$ 5,259.48	\$ 5,595.65	\$ 6,187.54	\$ 6,249.45	\$ 6,759.61	\$ 8,182.36	\$ 8,246.78
Return of Service Incentives						\$ 50,000.00	\$ 100,000.00	\$ 100,000.00	\$ 50,000.00
Payment to MBEDC for Dr. L incentive	\$ 21,000.00	\$ -	\$ -	\$ -					
Total Disbursements	\$ 24,953.11	\$ 16,810.24	\$ 6,771.51	\$ 9,317.64	\$ 6,821.65	\$ 68,231.69	\$ 112,149.14	\$ 111,172.78	\$ 63,298.44
Net Change	\$ 18,746.45	\$ 26,889.32	\$ 35,728.05	\$ 33,181.92	\$ 35,677.91	\$ (25,732.13)	\$ (63,649.58)	\$ (67,473.22)	\$ (19,598.88)
Cumulative Fund Balance	\$ 18,746.45	\$ 45,635.77	\$ 81,363.82	\$ 114,545.73	\$ 150,223.65	\$ 124,491.52	\$ 60,841.94	\$ (6,631.28)	\$ (26,230.16)

Physician Recruitment Committee -Budget Planning 2022-2028

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Fund Contributions						
Revenue from Townships/Municipalities	\$31,700	\$31,700	\$31,700	\$31,700	\$38,000	\$38,000
Revenue from Hospital	12,000	12,000	12,000	12,000	12,000	12,000
Total Revenue	\$43,699.56	\$43,699.56	\$43,699.56	\$43,699.56	\$50,000.00	\$50,000.00
Expenses						
Physician Site Visits/Resident Get-Away Weekend	\$0.00	\$0.00	\$1,500.00	\$1,750.00	\$0.00	\$0.00
Academic Days at Universities/Other Recruitment Fairs	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00
Giveaways	\$0.00	\$0.00	\$750.00	\$750.00	\$0.00	\$750.00
Advertising/Invitations/Marketing Expenses	\$500.00	\$500.00	\$500.00	\$500.00	\$0.00	\$500.00
NOSM Membership Fees				\$3,000.00	\$3,000.00	\$3,000.00
Physician Retention Office Space (2 months first 3 years)	\$0.00	\$0.00	\$0.00	\$9,000.00	\$3,200.00	\$3,200.00
Physician Incentives (travel, accomodation, etc)	\$10,000.00	\$5,000.00	\$5,000.00	\$1,000.00	\$0.00	\$1,000.00
Recruiter Costs	\$6,249.45	\$6,718.79	\$6,853.17	\$8,427.83	\$6,447.29	\$3,223.65
Expenses before Incentives	\$16,749.45	\$12,218.79	\$15,603.17	\$25,427.83	\$12,647.29	\$12,673.65
Signing Incentives						
Physician Incentives#1	\$25,000	\$25,000	\$25,000	\$25,000		
Physician Incentives#2	\$25,000	\$25,000	\$50,000	\$0		
Physician Incentives#3		\$50,000	\$25,000	\$25,000		
Physician Incentives#4						\$25,000
Total Incentives	\$50,000	\$100,000	\$100,000	\$50,000	\$0	\$25,000
Total Expenses	\$66,749	\$112,219	\$115,603	\$75,428	\$12,647	\$37,674
Net Surplus / (Deficit)	-\$23,050	-\$68,519	-\$71,904	-\$31,728	\$37,353	\$12,326
	Actual	Actual	Actual	Estimate	Estimate	Estimate
Opening Fund Balance	\$150,224	\$124,492	\$60,842	-\$6,631	-\$38,360	-\$1,007
Cumulative Fund Balance	\$124,492	\$60,842	-\$6,631	-\$38,360	-\$1,007	\$11,320
*4th physician ROS payments remaining						-\$ 75,000
Total surplus/(deficit)						-\$63,680
Municipal Breakdown as follows:						
Mattawa Township	\$ 13,769.54					
CalvinTownship	\$ 2,500.00					
MattawanTownship	\$ 2,011.32					
PapineauTownship	\$ 12,218.70					
Bonfield Township	\$ 1,200.00					
	<u>\$ 31,699.56</u>					

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