

On or before September 30<sup>th</sup>, 2026, the Clerk will determine the total number of electors on the Voters' List. This number will be necessary to calculate the "Certificate of Maximum Campaign Expenses" for the 2026 Municipal Election.

**Interim List of Changes (s.27(1))**

The Clerk shall prepare an "Interim List of Changes" beginning on September 20<sup>th</sup> and ending on September 30<sup>th</sup>, 2026 to the Voters' List and circulate as required.

**Final List of Changes (s.27(2))**

The Clerk shall prepare the "Final List of Changes" to the Voters' List by November 25<sup>th</sup>, 2026 and send to the office of the Chief Electoral Officer.

**Campaigning**

Campaigning is permitted no earlier than the filing of Nomination Papers by the candidate. Information contained in/on all campaign material is the responsibility of the candidate and any questions or concerns should be directed to the candidate.

**Municipal Employee Communication with Candidates**

The following provides direction to candidates on the handling of questions directed to and meetings with Municipal staff. Every effort will be made to provide information to all candidates to ensure fairness and transparency.

**Election-Related Questions**

Questions pertaining to all matters related to the election process, including the voting method, shall be directed to the Returning Officer:

Donna Maitland CAO/Clerk-Treasurer  
Municipality of Calvin, 1355 Peddlers Drive, Mattawa ON  
Tel: 705-744-2700  
Email: [cao@calvintownship.ca](mailto:cao@calvintownship.ca)

**Questions pertaining to the Municipality's Administration**

All questions should be directed to the Chief Administrative Officer, who will follow up with the necessary staff.

Answers to questions posed by candidates will be shared with all registered candidates without identifying the questioner and posted on the Municipal website generally within one week.

## **Access to Staff**

Candidates are invited to set up meeting requests through the CAO's office. An appointment should be arranged in advance.

To ensure fairness, access to senior staff shall be the same for all candidates, including existing Members of Council.

Answers to questions asked of staff in person will be recorded and shared with all candidates.

## **Use of Municipal Logo or Other Insignia**

The use of the municipal logo or other insignia for campaign purposes is strictly prohibited.

## **Municipally Owned/Leased Facilities**

Election campaigning or the distribution/posting of election campaign material at municipally owned or leased facilities is not permitted, with the exception of road allowances.

## **Use of Corporate Resources During an Election Year**

The Municipality of Calvin's Use of Corporate Resources for Election Purposes Policy, states that:

- a) No member shall use the facilities, equipment, supplies, services, staff or other resources of the Municipality for any election campaign or campaign related activities.
- b) No member shall undertake campaign-related activities on municipal property during regular working hours.
- c) No member shall use the services of persons during hours in which those persons receive any compensation from the Municipality.

## **Election Signs**

The following provides a summary of election sign requirements and limitations. Candidates should refer to [By-law 2025-53](#), a by-law to regulate the placement of election signs in the Municipality of Calvin.

### **Are there any places that are restricted to place a sign?**

- Election signs shall not be placed on Municipal property, except in road allowance areas;
- Election signs shall not be placed on private property without the owner's consent.

### **Can I put a logo on the election sign next to my name?**

No person shall display a logo, trademark or official mark on any election sign.

### **What date can I start to display my election signs?**

Signs can be displayed no sooner than ***Monday, August 3<sup>rd</sup>, 2026.***

### **How many days do I have after the election to remove my election signs?**

All election signs must be removed by the candidate or the candidate's representative **no later than seven days following Election Day.**

### **What are the height restrictions for election signs?**

Posts used should not be higher than the top of the sign area to cause any safety hazard such as wood or metal stakes or posts with sharp edges.

### **Can I display an election sign on my vehicle? If so, what are the restrictions?**

Yes, signs can be displayed on vehicles under the following conditions:

- Signs can be displayed no sooner than ***Monday, August 3<sup>rd</sup>, 2026.***
- Signs shall not be displayed within the property of the voting station at any time while the voting station is open to the public.
- Signs shall not be displayed upon the property where the office for the administration of the election is located.

### **Can the Municipality remove an election sign without notifying the candidate?**

The Municipality reserves the right to remove, without notice to any person, including the candidate, any election sign which it deems to be a hazard.

### **Vandalism**

The investigation or prosecution for any acts of vandalism to the posters or campaign material of the candidates should be referred to the local police force by the complainant. The Municipality or any of its municipal officers, employees or agents will not be responsible.

## **Scrutineers**

### **Rights and Prohibitions**

Each scrutineer shall be responsible for their conduct, rights and prohibitions as set out on the applicable appointment form.

### **Appointment by Candidate and Qualification**

A candidate may appoint scrutineers to represent them at the Municipal Office, the opening of the voting station, and during the receipt of voting results, including during a recount.

The appointment shall be made using the "Appointment of Scrutineer". The forms to appoint scrutineers must be signed by the candidate in person at the Municipal Office. The candidate shall provide this signed form to their scrutineer.

### **Number per Candidate**

Not more than one (1) scrutineer representing each candidate may be permitted at one time during the closing of the voting place. Only one candidate or their appointed scrutineer may be in attendance at the voting place. The scrutineer/candidate must take an "Oral Oath of Secrecy" at the voting place.

### **Evidence of Appointment**

A person appointed as a scrutineer, before being admitted to the voting place, shall show their applicable appointment form and provide proof of identity and residence as prescribed in O. Reg. 304/13 to the Election official.

## **Count Procedures**

The Clerk, at 8:00 pm on October 26<sup>th</sup>, 2026, shall arrange for the close of the voting place.

Notwithstanding the above, the Clerk shall keep the voting place access opened until confirmation is received that all eligible voters in the voting location prior to 8:00 pm have completed voting.

The Clerk shall then produce the results report. Those present, including the Clerk, Election official, candidates (or their scrutineers), shall sign the report indicating the results and votes cast. Candidates and scrutineers will be required to provide proof of identity prior to entry. Entry will not be permitted before 7:45 pm. Anyone who is creating a disturbance will be removed as directed by the Clerk.

## **Notice of Results**

The unofficial results of each candidate shall be made available by the Clerk no earlier than 8:15 pm on Monday, October 26<sup>th</sup>, 2026 (Voting Day), at the Municipal Office, 1355 Peddlers Drive, Mattawa, ON and the Clerk shall post the same **Unofficial Results** on the municipality's website.

As soon as possible after Voting Day, the Clerk shall declare the **Official Results** using "Declaration of Election Results" and post the results at the Municipal Office and on the municipal website.

Notice of election results for each school board race shall be provided to the responsible Municipal Office for each of the elections.

## **Recount**

A recount under sections 56, 57, or 58 shall be conducted in the same manner as the original count as per s.60 (1) unless ordered otherwise by a judge under s.60 (3).

A recount is required when:

- there is a tie vote where both or all candidates cannot be declared elected (Automatic);
- by resolution of Council (for Council offices);
- by resolution of local board (for offices on a local board);
- by order of the Minister (for questions submitted by the Minister);
- by order of the Superior Court of Justice.

### **Costs of Recount (s.7(3), 7(4))**

The costs incurred by the Clerk to conduct a recount are to be paid by the Municipality. Any expenses incurred by a candidate will be the responsibility of the candidate ie: legal counsel in attendance on behalf of the candidate.

The Clerk shall submit a signed certificate verifying the costs to the appropriate local board, upper tier municipality or Minister who shall in turn be responsible for paying the costs as soon as possible.

### **Who Conducts Recount (s.56)**

The Clerk conducts all recounts for elections for which they are responsible except recounts conducted by the Superior Court of Justice upon appeal.

### **Tied Vote Recount (s.56)**

Where there is a tied vote for the election of a candidate to an office and both or all of the candidates cannot be declared elected, the Clerk must hold a recount **within**

**15 days after the declaration** required by s.55(4)a)b) of the results of the election.

### **Council, Local/School Board or Minister Request for Recount (s.57)**

Within 30 days after the Clerk's declaration of the results under s.55(4), a Council, local/school board may pass a resolution or, the Minister may make an order requiring a recount.

### **Application to Superior Court of Justice (s.58)**

A person who is entitled to vote in an election and who has reasonable grounds for believing the election results to be in doubt may apply to the Superior Court of Justice for an order directing the Clerk to hold a recount.

The application must be commenced within 30 days after the Clerk's official declaration of the results under s.55(4). The court, if satisfied there are sufficient grounds, shall make an order requiring the Clerk to hold a recount. The recount is to be held within 15 days after the Clerk receives a copy of the order.

### **Votes for Candidates to be included in a Recount (s.56, 59)**

The votes to be included in the recount are as follows:

- In a recount for a tied vote, the votes cast for candidates who are tied.
- In a recount being conducted under the authority of a council or local board resolution, the votes cast for candidates named in the resolution (all or specified candidates).
- In a recount being conducted under the authority of a court order, the votes cast for candidates named in the order (all or specified candidates).

The Clerk may include the votes for any other candidate for the same office. The practical application of this provision would be for the Clerk to include any candidate whose vote total was, in the Clerk's opinion, close enough to possibly be affected by the recount.

### **Persons entitled to be Present at a Recount (s.61)**

The following persons are entitled to be present at a Recount:

- the Clerk and any other election official appointed for the recount;
- every certified candidate for the office involved;
- the applicant, if any, who applied for the recount under s.58;
- legal counsel for any of the above;
- each certified candidate for the office involved or an applicant may appoint a scrutineer for the recount.

## **Notification of Recount (s.56, 57, 58 and O. Reg. 101/97)**

The Clerk shall give notice of the recount date, time and place on "Notice of Recount" to the following:

- all certified candidates for the office which is the subject of the recount;
- where a resolution is involved, the Council or local/school board which passed the resolution;
- the Minister when an order has been made;
- the applicant in the case of a court order;
- notice of recount will be given by registered mail or personal service.

## **Process at Recount (s.61, 62)**

Once the recount process has commenced, it must continue to completion. Upon completion of the recount, the Clerk will announce the results of the recount. Persons authorized to be in attendance at the recount may also be at the announcement of the results of the recount.

Unless an application has been made for a judicial recount, the Clerk, on the 16th day after the recount is completed, will declare the successful candidate or candidates elected or will declare the result of the vote.

## **Continuing Tie Vote – After Recount Procedures**

Pursuant to s.62(3) in a case of a tied vote following the recount, the Clerk shall determine the result by conducting a lot as follows:

The Clerk shall write the name of each candidate on equal-sized pieces of paper. They are then put in a container as determined by the Clerk. The Clerk shall announce prior to the draw that "the candidate to be elected shall be the candidate whose name is written on the first piece of paper I draw out of the container." The paper is pulled from the container and the candidate elected is announced.

## **Declaration by Clerk and Notice of Final Certified Results – s.62(4)**

Unless an application has been made for a judicial recount, the Clerk on the 16th day after the recount is completed will declare the successful candidate or candidates elected by posting the "Declaration of Recount Results" at the Municipal Office and on the municipal website. Such Declaration shall be sent to everyone previously given notice of the recount.

## **Candidates Financial Disclosure**

At least 30 days before the filing date, but no later than March 1<sup>st</sup>, 2027, the Clerk shall give to every candidate whose nomination was filed, by registered mail, notice of all the filing requirements and penalties set out in s.88.23 (2) and 92 (1). The notice shall be given on "Notice to Candidate of Filing Requirements".

A "Notice of Default" shall be given to the candidate by registered mail and to the

relevant council or local board in the event that a candidate has not submitted the "Financial Statement" by 2:00 p.m. on March 26<sup>th</sup>, 2027.

Candidates should seek their own advice and counsel regarding campaign finances. A campaign period may be extended in keeping with the procedure and timeframes outlined in the Act.

### **Refund of Nomination Filing Fee (s.34)**

A candidate is entitled to receive a refund of the nomination filing fee if:

- the nomination is withdrawn;
- the candidate is elected to the office; or
- the candidate receives more than 2% of the votes cast
- the documents required under subsection 88.25 are filed on or before 2:00 pm on the filing date in accordance with that subsection, as of December 31<sup>st</sup>, 2026.

Refunds will be processed by the end of the election year.

## **Third Party Advertising**

### **Campaign Period (s. 88.28)**

Contributions can only be made to a registered third party for third party advertisements, and can only be made during the campaign period under section 88.12. A third party advertiser that is registered can only incur expenses during the campaign period. The campaign period is determined by the application of the following rules.

For the 2026 municipal election - the election campaign:

- begins on the day the third party registers for the election (registration must be certified by the Clerk); and
- ends on December 31<sup>st</sup>, 2026.

If the third party advertiser becomes involved in a compliance audit after the campaign ends on December 31<sup>st</sup>, 2026, the campaign may be recommenced. Once the third party advertiser notifies the Clerk in writing of the campaign period commencement, the Clerk shall pay the third party advertiser any surplus being held in trust for the candidate, together with interest. Where the campaign period has recommenced, the third party advertiser may incur expenses and accept contributions until June 30<sup>th</sup>, 2027 or where an alternate provision of the Municipal Elections Act has been met under section 88.2(4).

## **Filing Requirements (s. 88.29, s. 88.30)**

All registered third parties are required to file a financial statement using the prescribed form. Candidates, whose campaign contributions and total expenses are each equal to or less than \$10,000, are not required to file an auditor's report with the financial statement. A registered third party whose campaign contributions in the municipality are \$10,000 or whose total campaign expenses exceed \$10,000 are required to file an auditor's report with the financial statement.

The registered third party must file their financial statements and auditor's report in the prescribed forms by 2 pm on March 26<sup>th</sup>, 2027 for the filing period ending December 31<sup>st</sup>, 2026.

At the time of writing, the prescribed forms have not been released by the Province.

If a candidate filed their financial statement prior to the filing date, and then noticed an error, they can withdraw the statement and refile the financial statement and auditor's report by March 26<sup>th</sup>, 2027.

Third party advertisers also have a maximum amount for parties etc. after Voting Day. For the 2026 election, the prescribed formula will use the number of electors on Nomination Day from the 2022 election. The Clerk is to calculate the maximum amount no later than September 30<sup>th</sup>, 2026. When a third party originally registers, the Clerk is to provide a certificate setting out the maximum amount for parties etc. after Voting Day.

## **Application by Third Party for Extension of Filing Date (s. 88.27)**

The registered third party may before the last day for filing a financial statement under section 88.30, apply to the Ontario Court of Justice to extend the time for filing the document. The court may grant an extension of up to 90 days. The third party shall notify the Clerk in writing before 2:00 pm on the last day for filing a financial statement under s.88.29 or 88.32 that an application has been made.

## **Clerk to Give Notice (s.88.29)**

The Clerk shall give notice of all of the filing requirements and of the penalties under s.88.27(1) and s.92(4) to every third party at least 30 days before the filing date. Before Voting Day, the Clerk is also required under section 33.1 to give notice of the penalties related to election campaign finances.

## **Campaign Period (s.88.28)**

If the third-party advertiser has a deficit at the time the election campaign period would otherwise end and the third party advertiser has notified the Clerk in writing on or before December 31<sup>st</sup>, 2026, the campaign period is extended until the earliest of:

- June 30<sup>th</sup> in the year following the regular election.

- The day the third party notifies the Clerk in writing that he, she or it will not accept further contributions.
- The day A equals the total of B and C, where
  - A = any further contributions.
  - B = the expenses incurred during the extension of the campaign period.
  - C = the amount of the registered third party's deficit at the start of the election campaign period.

### **Supplementary Reporting Periods/Filing Dates (s. 88.30)**

Supplementary filing dates apply where the election campaign period has been extended. The supplementary reporting period is the 6-month period following the year of the election or in the case of a by-election, the supplementary reporting period is the 6-month period following the 45th day after Voting Day.

Where a third-party advertiser campaign period continues, he, she or it shall file a supplementary financial statement (including auditor's report if required) for the supplementary reporting period on or before 2 pm on the last Friday in September (September 24<sup>th</sup>, 2027). It should be noted that even if a campaign has been extended, a third-party advertiser is required to file the initial financial statement for the reporting period ending December 31<sup>st</sup>, 2026.

### **Campaign Surplus (s. 88.31)**

Where a third-party advertiser's financial statement (or supplementary financial statement) indicates an election campaign surplus at the end of the campaign period, the entire surplus amount shall be paid to the Clerk at the time of filing and the Clerk shall hold the monies in trust. If the registered third party subsequently incurs expenses related to a compliance audit, the Clerk shall pay the amount held in trust, with interest, to the third party, MEA. s.88.32.

The surplus becomes the property of the municipality/local board when all of the following conditions are satisfied:

- The campaign period has ended under s.88.28;
- It is no longer possible to recommence the campaign period (s.88.28);
- No compliance audit proceeding has been commenced; and
- The period for commencing a compliance audit proceeding has expired.

### **Third Party Filing Default (s.88.27(1))**

A registered third party cannot participate in the next regular election if;

- They did not file their financial statement;
- There was a surplus and this surplus was not paid to the Clerk;
- The financial statement shows that the third party advertiser exceeded their expense limit; or
- If a document filed under s.88.32 has a surplus and the third party

registered has not paid the surplus to the Clerk by the relevant date.

### **Clerk to Give Notice of Default (s. 88.27(2) )**

The Clerk is required to notify the registered third party in writing that a default has occurred and the nature of the default. The Clerk also has to make this information public.

## **Election Records**

### **Candidates**

All Voter information obtained by the candidate during the 2026 Municipal Election shall be destroyed by the candidate after the election and confirmed in writing to the Clerk. The candidate may return documents to the Clerk for destruction with other election material.

### **Clerk – Disposition of Records (s.88)**

Subject to a Judge’s order or recount proceedings, after 120 days from declaring the results under s.55, the Clerk shall destroy the ballots in the presence of two witnesses who shall complete the “Witness Statements as to Destruction of Records”. The Clerk may also destroy any other documents and materials related to the election. The Clerk shall retain candidates’ financial statements and auditor's report until the members of the council or local board elected at the next regular election have taken office. The ballots and any other documents shall not be destroyed if a court orders that they be retained, and a recount has been commenced and not finally disposed of.

## **Accessibility**

### **Electors and Candidates with Disabilities**

The Clerk shall have regard to the needs of electors and candidates with disabilities.

### **Location – Accessibility**

The Clerk shall ensure that each voting place is accessible to electors with disabilities and has established help to assist electors who require accommodation.

### **Report**

Prior to Voting Day, the Clerk must prepare a plan for the identification, removal and prevention of barriers that affect voters and candidates with disabilities and make the plan available to the public.

## **Electors Requiring Assistance (s.51)**

The election official may permit an elector who needs assistance in voting to have such assistance as the election official considers necessary.

## **Emergencies**

The Clerk may declare an emergency if of the opinion that circumstances have arisen that are likely to prevent the election being conducted in accordance with the Act. On declaring an emergency, the Clerk shall make such arrangements as deemed advisable for the conduct of the election. The arrangements made by the Clerk, if they are consistent with the principles of this Act, prevail over anything in this Act and the regulations made under it.

The emergency continues until the Clerk declares that it has ended. If made in good faith, the Clerk's declaration of emergency and arrangements shall not be reviewed or set aside on account of unreasonableness.

The Clerk shall provide notice of such emergency to the best of their ability and in keeping with the circumstance.

## **Corrupt Practices**

Although many provisions of the Act also deal with voting places, ballots and ballot boxes, etc. the same must be used interchangeably with the alternative forms of voting since the principle of the Act must be maintained and is therefore enforceable and subject to penalties.

## **Offences, Penalties and Enforcement (s.89 and 90)**

The principles and the integrity of the election process are enforceable. Section 89 of the Act provides for penalties and enforcement of corrupt practices and other offences during an election process. These include a person who:

- votes without being entitled to do so;
- votes more times than this Act allows;
- induces a person to vote when that person is not entitled to do so;
- before or during an election, publishes a false statement of a candidate's withdrawal;
- furnishes false or misleading information to a person whom this Act authorizes to obtain information;
- without authority, supplies a voter credentials/ballot to anyone;
- takes, opens or otherwise deals with a ballot without having authority to do so; and
- deals with voter credentials/ballot, without having authority to do so.

No person shall solicit a Voter Information Letter containing voter credentials from an eligible elector. All valid complaints or knowledge of solicitation shall be

reported immediately for investigation of corrupt practices. If a person is convicted of an offence and the offence was committed knowingly, the offence also constitutes a corrupt practice.

## **Notice of Penalties**

Section 88.19 of the Municipal Elections Act outlines the details of expenses a candidate may incur. Pursuant to Section 88.20(13), within 10 days after the Clerk has made corrections to the Preliminary List of Electors received from Elections Ontario, the Clerk will calculate the maximum permitted expenses for each office and will provide a Certificate of the applicable maximum to each candidate.

Section 88.25(1) of the Municipal Elections Act states that "on or before 2 p.m. on the filing date, a candidate shall file with the Clerk with whom the nomination was filed a financial statement and auditor's report, each in the prescribed form, reflecting the candidate's election campaign finances,

- a) in the case of a regular election, as of December 31 in the year of the election; and
- b) in the case of a by-election, as of the 45th day after voting day."

Section 88.31 of the Municipal Elections Act outlines details of a candidate's "surplus" if contributions exceed expenses and a candidate's "deficit" if the reverse is true.

Section 88.23(1) of the Municipal Elections Act provides that a candidate is subject to the penalties listed in Subsection (2), in addition to any other penalty that may be imposed under this Act,

- a) if the candidate fails to file a document as required under section 88.25 or 88.32 by the relevant date;
- b) if a document filed under section 88.25 shows on its face a surplus, as described in section 88.31, and the candidate fails to pay the amount required by subsection 88.31 (4) to the clerk by the relevant date;
- c) if a document filed under section 88.25 shows on its face that the candidate has incurred expenses exceeding what is permitted under section 88.20; or
- d) if a document filed under section 88.32 shows on its face a surplus and the candidate fails to pay the amount required by that section by the relevant date.

Section 88.23(2) of the Municipal Elections Act provides for the following penalties in the case of a default described in subsection (1):

- a) the candidate forfeits any office to which he or she was elected and the office is deemed to be vacant; and
- b) until the next regular election has taken place, the candidate is ineligible to be elected or appointed to any office to which this Act applies.

Section 92(1) of the Municipal Elections Act provides that a candidate is guilty of an

offence and, on conviction, in addition to any other penalty that may be imposed under this Act, is subject to the penalties described in subsection 88.23 (2),

- a) if the candidate incurs expenses that exceed the amount determined for the office under section 88.20; or
- b) if the candidate files a document under section 88.25 or 88.32 that is incorrect or otherwise does not comply with that section.

### **Discretionary Powers of the Clerk**

#### **Discretionary Authority (s.12)**

A Clerk who is responsible for conducting an election may provide for any matter or procedure that;

- is not otherwise provided for in an Act or regulation; and
- in the Clerk's opinion, is necessary or desirable for conducting the election.

Other than the forms prescribed by the Minister, the Clerk has the authority to establish forms, including forms for oaths and declarations that are required to be used. The Clerk's authority also includes the power to require a person to furnish proof that is satisfactory to the election official as to the person's identity or qualifications including citizenship or residency.

The Clerk's authority does not include the power to require a person for the purposes of the procedure set out in s.52(1) – (Voting Procedure) to furnish proof of identity and residence in addition to what is prescribed. The discretionary authority provided to the Clerk in the MEA brings with it a degree of risk and inherent liability.

Under the revised MEA, Clerks have expanded powers/discretion, where no Council approval is required in the following areas:

- establishment of advance voting dates, locations and hours;
- establishment of reduced voting hours at long term care facilities;
- management of the Voters' List (additions/deletions/modifications);
- determination of whether filing of financial statements electronically will be permitted and any conditions or limits associated with electronic filing.

The following chart outlines the Implied and Direct Discretionary Authority of the Clerk. It is not an exhaustive list but captures a large amount of the legislation.

### **The Municipal Elections Act, 1996, as amended, as amended Implied and Direct Discretionary Authority of the Clerk**

| <b>Section</b> | <b>Short Description</b>   |
|----------------|--|
|                | <b>Summary of Broad Discretionary Authority</b>  |
| 7;8(7);45      | The Clerk has authority and control over the costs incurred for an election.   |
| 7(3)1          | The Clerk shall bill a local board or upper tier municipality for the costs of a recount in a regular election for a local board or municipality, a by-law or question submitted by an upper tier or local board or Minister.  |
| 7(3)4          | The Clerk shall bill for costs when the Clerk counts the votes or conducts a recount of a ranked ballot election for an upper-tier municipality, if the member of council of the upper-tier municipality is not also elected to the council of the lower-tier municipality within the upper-tier municipality. |
| 7(12)          | The Clerk of a municipality can incur expenses in respect to a question which are required or authorized by this Act to be incurred.   |
| 8(6)           | The Clerk is responsible for giving notice to the public for any question on the ballot, regardless of whether it was initiated by a municipality, an upper tier or a Minister.  |
| 11(1)          | The Clerk is responsible for conducting elections. Unless otherwise provided, the Clerk has broad discretionary authority to determine the form and method of communication for notices, forms and other information provided by the Act.  |
| 12(1)          | The Clerk may provide for any matter or procedure that is not specifically provided for in the Act or Regulations.   |
| 12(2)          | The Clerk may establish forms such as oaths, statutory declarations and has the power to require their use.  |
| 12(3)          | The Clerk may require a person to furnish proof of identity, qualification or any other matter.  |
| 12(4)          | The power given the Clerk does not include the power to require a person for the purposes of s.52(1) – voting procedure – to furnish proof of identity and residence in addition to what is prescribed.  |
| 12.1           | The Clerk shall have regard to the needs of electors and candidates with disabilities.   |
| 12.1(2)        | The Clerk shall prepare a plan regarding the identification, removal and prevention of barriers that affect electors and candidates with disabilities.   |
| 12.1(3)        | Within 90 days after Voting Day in a regular election, the Clerk shall prepare a report about the identification, removal and prevention of barriers that affected electors and candidates with disabilities if any.   |
| 13(1)          | The Clerk shall determine the form, manner and timing of any notice or other information required by the Act.  |
| 22(2)          | For the purposes of subsection (1) – correction of errors in the preliminary list, the Clerk may use any information that is in the local municipality's custody or control.   |
| 53(1)          | The Clerk has discretion in determining what constitutes an emergency or circumstances that will undermine the integrity of the election.  |
| 53(2)          | The Clerk has discretion in a declared emergency to make any arrangements deemed necessary for the conduct of the election.  |
| 53(4)          | The Clerk determines when the emergency has passed.  |
| 55(4.1)        | The Clerk shall, as soon as possible after Voting Day, make information available on the number of votes for each candidate,   |



THE MUNICIPALITY OF CALVIN  
REPORT TO COUNCIL  
PUBLIC WORKS DEPARTMENT

9.14

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To: Mayor and Council  
Subject: Roads/Landfill/Recreation/Cemetery-Report  
Author: Ann Carr, Public Works Superintendent  
Date: April 28, 2026  
Report No.: PWS-2026-11

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**Purpose:**

To provide Council information regarding Roads, Landfill and Recreation activities.

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**Public Works:**

- Removed winter appurtenances from equipment.
- Did not receive major damages from spring flooding. There were some minor repairs to do on gravel roads but no complete washouts to report.
- One property on Pimisi Bay was concerned of property flooding. Sandbags were made available to the property owner over the weekend of April 17<sup>th</sup> to 19<sup>th</sup>. Communication was maintained during the weekend and by Sunday the water had peaked on the shoreline.
- Took advantage of the dry days to incorporate some grading for potholes although it may only have been spot grading.
- Week of April 20<sup>th</sup> looks good for complete road grading.
- May 01<sup>st</sup>, street sweeping will begin.
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**Landfill and Recycling:**

- Placed some gravel on the landfill entrance and roadways to help with the mud and soft conditions from spring thawing.
- Tablet is being repopulated with the spreadsheet to track landfill bag usage.


**Recreation**


- MSDS data was updated.
- New inspection sheets were integrated for the hall "Fire Safety Plan", resulting in the ovens and screens for the hoods to be cleaned and brought within the specifications of the plan.
- Changed out the floor drains in the washrooms to remove the trip hazards the old ones were providing.
- Replaced the fan on the water UV system that was beeping. All is fine now.
- Cemetery Clean up has begun to ensure all is ready for Mother's Day.

**Administrative**

- By-Laws for speed limits, road classifications, clear bag policy to be completed.
- All culverts in the municipality require condition assessment to be completed in house. GPS locations, as well as inspection will be implemented into the asset management plan.

---

Respectfully yours,  
Ann Carr   
Public Works Superintendent

I am in receipt of this report,  
Donna Maitland   
CAO, Clerk Treasurer

9.15

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister

777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M7A 2J3  
Tel.: 416 585-7000

**Ministère des  
Affaires municipales  
et du Logement**

Bureau du ministre

777, rue Bay, 17<sup>e</sup> étage  
Toronto (Ontario) M7A 2J3  
Tél.: 416 585-7000



234-2026-1390

April 22, 2026

Dear Head of Council:

I am writing to update you on amendments to Ontario Regulation 584/06 under the *Municipal Act, 2001* (MA) and O. Reg 595/06 of the *City of Toronto Act, 2006* (COTA) that were filed on April 17, 2026. These changes come into force on July 16, 2026.

As you know, since spring 2024 the province has encouraged municipalities designing stormwater fees and charges to ensure that there are no unintended consequences that would disproportionately impact farmers and greenhouse operators.

In the province's 2025 Fall Economic Statement, our government stressed the importance of the agri-food sector and that protecting Ontario's local agriculture and food industry is essential to ensuring a strong, self-sufficient food supply chain.

Agricultural properties generally have invested in their own stormwater-mitigating measures and have large areas of green space that contribute significantly to stormwater runoff management.

In this respect, the province is making changes to remove the authority for municipalities to impose stormwater fees and charges on portions of properties that are classified in the farm or managed forests property class, if they are not connected to a municipal storm sewer.

As we continue to work together to build up our communities, I look forward to our continued collaboration in investing in key infrastructure projects while making life more affordable for members of the agri-food sector and supporting the viability of their operations. Please accept my best wishes.

Sincerely,

Hon. Robert J. Flack  
Minister of Municipal Affairs and Housing

- c. **Municipal Chief Administrative Officer and/or Treasurer**  
 Hon. Trevor Jones, Minister of Agriculture, Food and Agribusiness  
 Robert Dodd, Chief of Staff to the Minister of Municipal Affairs and Housing  
 Ryan Puviraj, Chief of Staff to the Minister of Agriculture, Food and Agribusiness  
 Martha Greenberg, Deputy Minister of Municipal Affairs and Housing  
 Laurie Miller, Assistant Deputy Minister, Local Government Division,  
 Municipal Affairs and Housing

**10.**

**ADMINISTRATIVE  
MATTERS**

**CAO Report to Council 2026-18 Long Term Financial Strategy and Asset Management Plan  
For Presentation to Council April 28, 2026**

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**1. Background**

As part of the ongoing strategic planning process, Council recognized the need to establish a comprehensive and sustainable approach to managing our capital assets over the long term. While the strategic plan is in draft format, the council approved during the last working session that this long-term financial strategy will be a critical component within it. This strategy is essential for guiding our financial planning and ensuring the longevity of our infrastructure while aligning with regulatory requirements.

**2. Objective: Long-Term Financial Strategy for Capital Assets**

The primary goal is to create a detailed financial strategy that will guide the management, maintenance, and replacement of the municipality's capital assets over the next 10 years. This strategy will be an integral part of our annual budget-setting process and will assist in identifying funding needs for capital projects, asset replacements, and lifecycle management.

Key benefits of a long-term financial strategy include:

Predictability in Budgeting: A clear financial framework helps ensure that necessary funds are allocated in advance for capital asset needs, reducing the impact of unanticipated costs.

Enhanced Decision-Making: Council will be able to make more informed decisions on capital projects, understanding their long-term financial implications.

Regulatory Compliance: Ensuring the municipality's asset management practices align with Ontario Regulation 588/17, which mandates municipalities to have asset management plans that account for lifecycle costs and risks.

This strategy will tie directly into our comprehensive Asset Management Plan, which includes Council's current proposed levels of service. The levels of service defined in the Asset Management Plan are foundational to determining how assets should be maintained and replaced, and they will be an essential component of the financial strategy.

**3. Timelines and Completion**

The long-term financial strategy for our capital assets will be developed over the next year, with the final strategy scheduled for presentation to Council in early 2027. The goal is to have it ready in time to inform the 2027 municipal budget. This is a complex undertaking that requires time to ensure that all aspects are thoroughly evaluated, and appropriate financial strategies are put in place.

**4. Consultant Selection and Quotes**

To assist with the creation of this strategy, we obtained quotes from the following reputable consulting firms:

- BDO Canada: \$25,000 to \$30,000, plus out-of-pocket expenses
- Watson and Associates: \$16,860
- Hemson Consulting: \$15,000

Please note, all quotes are exclusive of HST

Both Watson and Associates and Hemson Consulting have extensive experience working with smaller municipalities and noteworthy in the field of asset management planning. They both have established working relationships with our asset management planning (AMP) consultant and knowledge of the software program we use for our AMP.

In addition to the quoted cost for completing the financial plan strategy, both firms were as close in the hourly charge out rates for Team members; with Watson being slightly higher.

## **6. Funding for the Project**

It is important to note that this project has received approval for funding from the Ontario Government through the Ontario Community Infrastructure Fund (OCIF). This means the cost of the financial strategy will be fully covered by the grant, with no impact on local taxation. This funding approval ensures that we can proceed with the development of the strategy without affecting municipal tax rates or budget allocations.

## **7. Conclusion**

The creation of a long-term financial strategy for capital assets is essential to the municipality's ability to effectively manage its infrastructure and resources over the coming decade. This strategy aligns with Ontario Regulation 588/17 and supports the goals of our comprehensive Asset Management Plan. Developing a long-term capital asset financial strategy is short term strategic plan goal recently identified by Council. It is a necessary step to ensure that we can continue to provide high-quality services to our residents, while maintaining financial responsibility and sustainability.

The strategy will be completed by early 2027, and we will present the finalized plan to Council for approval at that time. In the meantime, the project can progress with support from the OCIF grant, ensuring that it will not impact municipal taxation.

### **Recommendation:**

That Council receive this report and authorize the engagement of Hemson to develop a long-term financial strategy for capital assets, using OCIF funding to carry out the project.



Hemson Consulting Ltd.

1000 – 30 St. Patrick Street, Toronto, ON M5T 3A3  
416-593-5090 | hemson@hemson.com | www.hemson.com

April 21, 2026

Donna Maitland  
CAO / Clerk/ Treasurer  
Municipality of Calvin  
1355 Peddlers Drive, R.R. #2  
Mattawa, ON P0H 1V0

Dear Ms. Maitland,

**Re: Consulting Services for an Asset Management Plan Financing Strategy**

Hemson Consulting Ltd. is pleased to submit this proposal letter for consulting services for the development of an Asset Management Plan (AMP) Financing Strategy for the Municipality of Calvin. This Financing Strategy will be developed in accordance with the *Infrastructure for Jobs and Prosperity Act, 2015* and specifically, the Asset Management Regulation: *Ontario Regulation 588/17* (O.Reg 588/17). The report outlining the Financing Strategy will be prepared using the framework identified by the Ministry of Infrastructure's publication *Building Together: Guide for Municipal Asset Management Plans*.

This letter sets out Hemson's experience and proposed consulting team, as well as the proposed scope of work and upset budget required to complete the study.

**A. FIRM EXPERIENCE**

Hemson Consulting Limited was incorporated in 1983. The firm specializes in public policy advice in the areas of municipal finance, development planning, demographic and economic forecasting, and real estate valuations. Hemson's municipal practice is extensive and is anchored by professionals who have considerable experience in both the municipal environment and the private sector. The staff includes finance professionals, planners, demographers, real estate specialists, and economists.

Hemson has developed many asset management plans for municipalities across Ontario. The firm is highly regarded by both its municipal clients and public sector partners for its



analytical and planning-focused approach to asset management. Some of our recent asset management planning clients include the Cities of Brampton and Mississauga, the Municipality of North Perth, the Town of The Blue Mountains and the Townships of Brock, Scugog, Uxbridge, Limerick, Faraday and Springwater. As a part of these AMPs, Hemson prepared financing strategies outlining the lifecycle costs, projected revenues (including grants such as the CCBF), funding gaps, benchmarking and proposed levels of service to illustrate options for municipalities to fund their lifecycle costs either in their entirety, or in a more fiscally sustainable manner.

In addition, Hemson has partnered with the Municipal Finance Officers' Association (MFOA) on various asset management projects, including the Amp It Up program, the Asset Management Roadmap and development of various other workshops for Ontario municipalities.

## **B. ASSET MANAGEMENT PLANNING CONTEXT**

In 2015, the Province of Ontario established the Infrastructure for Jobs and Prosperity Act. The purpose of the Act is to establish mechanisms to encourage principled, evidence-based and strategic long-term infrastructure planning that supports job creation and training opportunities, economic growth and protection of the environment, and incorporates design excellence into infrastructure planning.

In December 2017, O. Reg. 588/17 was passed under the Infrastructure for Jobs and Prosperity Act. The regulation aims to provide a more standardized framework for asset management planning for Ontario municipalities. The regulation also requires municipalities to develop a Strategic Asset Management Policy to document the relationship between the Asset Management Plan and existing policies and practices, as well as providing guidance for capital investment decisions. The regulation also contains specific requirements on the analyses municipal asset management plans should include.

## **C. PROJECT UNDERSTANDING**

The Municipality is looking to prepare an Asset Management Plan Financing Strategy. The Financing Strategy will outline lifecycle costs of municipal assets, funding sources available to the Municipality in the coming years, and the gap (if any) between the revenues and the costs. The analysis will be developed in the context of planning for the proposed levels of service and will outline different levels of funding that the Municipality can pursue to fund its assets, with the corresponding impacts on the Municipal tax levy.

## D. PROPOSED PROJECT TEAM

For this assignment, we propose a consulting team consisting of some of our most senior consulting resources, all with extensive experience working with Asset Management Plans and Financing Strategies. Detailed consulting team resumes are available upon request.

**Andrew Mirabella** is a Partner with 16 years of professional experience with Hemson and will be serving as Project Manager and leading the overall assignment. Andrew has completed numerous asset management plans under the framework of the Building Together Guide as well as Ontario Regulation 588/17, most recently for the Municipalities of North Perth and West Perth, the Town of The Blue Mountains, Townships of Perth East, Brock, and Scugog, and the City of Brampton. Andrew has worked with MFOA on the Amp It Up program to develop Municipal Action Plans for various municipalities across Ontario to improve their existing AMPs. Andrew is heading Hemson's contribution to the AMP It Up 3.0 Program, which provides coaching and assistance, workshops, and working groups for smaller municipalities in Ontario. Andrew will be the primary point of contact for the project.

**Christopher Balette** is an Associate Partner at Hemson with over 10 years of professional experience in municipal finance and financial modelling. Christopher will serve as the Day-to-Day Consultant for this project and assist Andrew with technical and project management support through the duration of the project including data collection and analysis, background research, preparation of documents and the development of the AMP Financing Strategy model. He has worked on various asset management plans for municipalities including the Town of The Blue Mountains, Townships of Scugog, Uxbridge, and Brock, and the City of Brampton. Christopher also developed Municipal Action Plans as part of the MFOA Amp It Up Program and continues to work with MFOA to provide workshops through the Asset Management Roadmap program.

**Berk User** is an Analyst at Hemson and will act as a Support Consultant on the project and will assist Andrew and Chris with background research, report preparation, and modelling. Berk has experience in assisting with the financial modelling and report production for asset management plans for the Townships of Perth South, Seguin, St. Joseph, Harley, Casey, Hudson, and Kearns, Tudor and Cashel, Faraday, and McMurrich/Monteith.

Hemson can confirm that the resources listed are available for the duration of the project. Additional senior resources are also available including Craig Binning - Partner, Stefan Krzeczunowicz - Partner, and Courtney King - Senior Analyst to oversee and assist with the assignment if needed.

## E. PROJECT APPROACH AND METHODOLOGY

A two-phase study process is proposed:

Phase 1 Initial Consultation and Data Gathering

Phase 2 Develop Financing Strategy & Report

Hemson proposes that the project begin in May 2026, we anticipate the modelling and draft report preparation for this project to be completed by the end of August 2026. Due to the lame duck period surrounding the municipal elections to be held this year in October, we then propose meeting with staff again in November to review the report and make any necessary changes before bringing the report to Council in early-December 2026. Overall, we anticipate three virtual meetings with Municipal staff, with the project initiation meeting in May 2026 and two review meetings in late-July 2026 and early-November 2026, respectively. Hemson will be available to attend and present our report virtually at a meeting of Council, if Municipal staff deem it to be necessary. The workplan tasks and project schedule in the form of a Gantt Chart are included in Exhibit 1.

### PHASE 1: INITIAL CONSULTATION AND DATA GATHERING

#### 1.1 Hold Project Initiation Meeting

An initial meeting with Municipal staff and the consulting team will be held to review the asset management plan requirements, work plan (including general timeframes and responsibilities), identification of appropriate contact people and any other special issues. This meeting will also provide an opportunity to review existing data and current policies and practices related to asset management, including:

- Current and proposed levels of service developed through the Municipality's most recent Asset Management Plan;
- Identifying the lifecycle activities needed to meet proposed levels of service for each service area;
- Current service area practices in determining lifecycle cost for the purpose of budgeting, including both operating and capital budgets; and,
- Review of long-term growth-related needs to ensure the strategy reflects long-term lifecycle costs associated with growth, in addition to the existing asset base.

This meeting is expected to be held virtually early to mid-May 2026.

## 1.2 Data Gathering

A review of background data will begin immediately upon the award of contract. These will include, but not limited to:

- Most recent operating budget and 10-year capital plans;
- Asset management related reserves and reserve fund balances, and related policies;
- Departmental lifecycle management policies (if available);
- Engineering reports such as the Road Needs Study, OSIM Reports or other asset condition reports (if available); and
- Any level of service-related policies, documents or plans.

## PHASE 2: DEVELOP FINANCING STRATEGY AND REPORT

Hemson will support the Municipality to develop the Financial Strategy to include the costs of achieving the proposed levels of service. This work will be supported through a consultation process with Municipal staff on the proposed level of service and informed through the framework set out in the most recent AMP. The Financial Strategy will ensure that infrastructure funding is sustainable over the long-term. This phase will help staff and Council understand whether the proposed levels of service are achievable in the context of their financial ability to afford the services. The tasks required to develop the Financial Strategy are detailed below.

### 2.1 Establish Funding Sources

#### a) Determination of Lifecycle Costing

A "lifecycle management approach" in asset management planning includes estimating future lifecycle costs based on a set of lifecycle activities. These lifecycle activities can be segmented into six (6) categories: non-infrastructure solutions, operations/maintenance, renewal/rehabilitation, replacement, disposal, and expansion activities.

A full lifecycle cost analysis will be undertaken in this step. The analysis will identify the costs of rehabilitation, repair and replacement for each asset utilizing the Municipality's existing lifecycle strategies, established levels of service, and other data sources such as engineering reports, if available.

It is important to note that Hemson assumes that the lifecycle costs established in the Municipality's most recent AMP relate to the proposed levels of service at that time, however a review of the AMP will need to be undertaken to ensure the lifecycle costs are

feasible. Any adjustments arising from the reassessment of the proposed levels of service in this study can be calculated by leveraging the Municipality's existing asset management model. However, Hemson will ensure that the lifecycle cost projections are up to date based on an overall review of the lifecycle activities through the capital plan.

b) Evaluate Available Funding Sources

In this task, we will identify and evaluate revenue sources available to the Municipality in order to address the identified full lifecycle cost requirements identified in Task 2.1a. These sources could include property taxes, interest revenue, grants, user fees, utility billings, debt financing, and reserve funds. Funding sources will be evaluated for all tax-supported assets and a similar approach will be used for the rate-supported assets, recognizing that they are funded through the utility rates. The strategy we propose to develop will address:

- Funding available to maintain assets for the required proposed level of service;
- Sustainability of current funding tools;
- Appropriate funding mechanisms for different asset classes;
- Use of provincial and federal gas grants and restrictions on their use;
- Availability of other grants;
- Use of reserves and reserve funds;
- Timing of development charge receipts to fund new infrastructure;
- Use of pay-as-you-go capital financing; and
- Use of debt as a financing tool.

The funding sources, and funding forecast, will be developed to align with the Municipality's current budget practices to ensure that a baseline is established. This baseline forms the foundation needed to develop the infrastructure gap analysis in the next step and evaluate potential level of service scenarios that can result in different funding strategies.

c) Infrastructure Gap Analysis

An analysis of the proposed level of service (PLOS) funding gap will be undertaken in this task. The PLOS will be reassessed through a meeting with Municipal staff in late-July 2026 (outlined in step 2.3). We will combine the analysis on proposed levels of service with the corresponding lifecycle costs to develop an adjusted funding gap analysis that considers the costs required to meet the proposed levels of service. The PLOS funding gap represents the measure of spending that would need to be undertaken to meet proposed levels of service versus the case if funding levels were maintained at current levels. Funding gap analysis will be undertaken independently for tax funded and rate funded services to recognize the differences in funding models.

## 2.2 Undertake Growth Planning

Capital expenditure and operating cost estimates associated with planned expansion activities will be examined as identified by Municipal staff. We will evaluate and project the full range of capital financing options available including reserves, tax or rate revenues, capital grants, capital financing authority under the Municipal Act, as well as other options in the context of the Municipality's current fiscal situation and policy framework.

Importantly, the Financing Strategy will incorporate the long-term lifecycle needs (both operating and capital) for new growth-related infrastructure. It is recognized that long-term lifecycle costs would primarily be funded from taxes or utility rates.

## 2.3 Undertake Financial Modelling and Scenario Analysis

The Financing Strategy will be developed using a user-friendly Excel-based model to assess the lifecycle costs, available funding and resulting funding gap. The model will feature a dashboard presenting key outputs in an intuitive format, supported by charts and graphics.

The model will calculate the increase in tax funding required under each scenario and test the impact of this increase on the tax levy for tax-supported assets and the utility rates for rate-supported assets. Determining the appropriate scenarios will be determined through consultation with staff to ensure that scenarios are limited to achievable level of service targets that can be presented to Council. In our past experience, limiting options to 2-3 scenarios provides a more focused approach when developing funding recommendations.

The Financial Strategy will focus on addressing the PLOS funding gap described in Task 2.1c. The strategy will be developed through consultation with staff, including at a virtual meeting scheduled for mid-July 2026, to ensure affordability, sustainability and feasibility of meeting the proposed level of service objectives. Non-financial levels of service adjustments will be explored as a potential means of closing the funding gap. A similar analysis will also be developed for rate funded services. As part of the Financial Strategy, we will identify the risks associated with failing to close the infrastructure funding gap, along with potential mitigation approaches for the Municipality.

Finally, we will provide documentation of the key assumptions underlying the Financial Strategy. Current and proposed levels of service infrastructure gaps will be communicated with both written commentary and graphical visualizations in a clear and concise manner. Consistent with O. Reg. 588/17, the Financial Strategy will cover a 10-year period, however, Hemson is able to provide guidance on extending the model to cover a longer period should the Municipality wish to do so. Hemson will provide the Excel based financial model to staff upon completion of the project, with review at key stages throughout.

#### **2.4 Prepare and Deliver Draft Report**

The results of the analysis will be documented in a Financial Strategy Report. The report will summarize the lifecycle cost analysis used to determine sustainable funding requirements for maintaining current levels of service and achieving proposed level of service targets. It will also present the findings of the infrastructure gap analysis and the Financial Strategy scenarios. In addition, the report will include recommendations for monitoring the plan, establishing performance measures and supporting municipal responsibility of assets. A draft report will be submitted for review in late August 2026.

#### **2.5 Meet with Municipal Staff to Review**

A meeting is proposed to be held with Municipal staff to review the draft report and results. This meeting will allow staff to provide feedback and comments so the draft report may be refined as appropriate prior to Council circulation. Due to the lame-duck period surrounding the Municipal elections to be held this fall, we anticipate this meeting will be held virtually early-November 2026 to ensure more effective alignment of the report with the new Council's goals.

#### **2.6 Finalize Report and Deliver to Staff**

Following the staff meeting to review the draft report, Hemson will incorporate any comments or revisions based on staff feedback into the final Financial Strategy report. Furthermore, Hemson will finalize the Excel based Financial Strategy model. Once all revisions are completed, Hemson will submit the final report to Municipal staff in late-November 2026 to enable the report to be brought to Council in early-December.

#### **2.7 Council Presentation**

Hemson anticipates that the Financing Strategy report will be brought to Council in early December 2026 to present the results of the analysis and the associated financing strategies available for implementation. It is expected that Council will endorse the Financial Strategy at this meeting. Hemson will be available to attend this meeting virtually to present our results and answer any questions, if deemed necessary by Municipal staff. We will be pleased to review and adjust the timing of this session, or any other meeting, to meet the needs of the Municipality.

## F. BUDGETARY REQUIREMENTS AND TIMELINE

The budgetary requirement for undertaking the AMP Financing Strategy is estimated at \$15,000 inclusive of expenses and net of HST. A breakdown of the proposed hours and budget per team member can be found in Table 1 below.

*Table 1. Proposed Budget (Excludes HST)*

| TEAM MEMBER          | RATE PER HOUR | NUMBER OF HOURS | TOTAL BUDGET    |
|----------------------|---------------|-----------------|-----------------|
| Andrew Mirabella     | \$280         | 15              | \$4,200         |
| Christopher Balette  | \$230         | 25              | \$5,750         |
| Berk User            | \$140         | 35              | \$4,900         |
| <b>Total</b>         |               | <b>75</b>       | <b>\$14,850</b> |
| <i>Disbursements</i> |               |                 | <i>\$150</i>    |
| <b>TOTAL BUDGET</b>  |               |                 | <b>\$15,000</b> |

This budget does not include any provisions for other external consultants to undertake condition assessments or analyses (i.e. engineering). All meetings are assumed to be held virtually. Should the Municipality wish for in-person meetings, Hemson is happy to accommodate at the Municipality's request; these meetings will be billed at cost.

We look forward to the opportunity to work with the Municipality on this important project. Questions concerning this proposal may be directed to the undersigned at 416-593-5090 ext. 21 or [amirabella@hemson.com](mailto:amirabella@hemson.com).

Sincerely,

HEMSON Consulting Ltd.



Andrew Mirabella  
Partner

**EXHIBIT 1**  
**MUNICIPALITY OF CALVIN**  
**ASSET MANAGEMENT PLAN FINANCING STRATEGY**  
**WORK PLAN SCHEDULE**

| YEAR   | 2026 |    |    |    |      |   |    |    |      |   |    |    |        |   |    |    |           |    |   |    |         |    |   |    |          |    |   |   |          |    |    |   |    |    |    |  |  |
|--|------|----|----|----|------|---|----|----|------|---|----|----|--------|---|----|----|-----------|----|---|----|---------|----|---|----|----------|----|---|---|----------|----|----|---|----|----|----|--|--|
|  | May  |    |    |    | June |   |    |    | July |   |    |    | August |   |    |    | September |    |   |    | October |    |   |    | November |    |   |   | December |    |    |   |    |    |    |  |  |
| MONTH  | 4    | 11 | 18 | 25 | 1    | 8 | 15 | 22 | 29   | 6 | 13 | 20 | 27     | 3 | 10 | 17 | 24        | 31 | 7 | 14 | 21      | 28 | 5 | 12 | 19       | 26 | 2 | 9 | 16       | 23 | 30 | 7 | 14 | 21 | 28 |  |  |
| WEEK BEGINNING   |      |    |    |    |      |   |    |    |      |   |    |    |        |   |    |    |           |    |   |    |         |    |   |    |          |    |   |   |          |    |    |   |    |    |    |  |  |
| <b>1.0 Initial Consultation and Data Gathering</b>     |      |    |    |    |      |   |    |    |      |   |    |    |        |   |    |    |           |    |   |    |         |    |   |    |          |    |   |   |          |    |    |   |    |    |    |  |  |
| 1.1 Hold Project Initiation Meeting                    | M    |    |    |    |      |   |    |    |      |   |    |    |        |   |    |    |           |    |   |    |         |    |   |    |          |    |   |   |          |    |    |   |    |    |    |  |  |
| 1.2 Data Gathering                                     |      |    |    |    |      |   |    |    |      |   |    |    |        |   |    |    |           |    |   |    |         |    |   |    |          |    |   |   |          |    |    |   |    |    |    |  |  |
| <b>2.0 Develop Financing Strategy &amp; Report</b>     |      |    |    |    |      |   |    |    |      |   |    |    |        |   |    |    |           |    |   |    |         |    |   |    |          |    |   |   |          |    |    |   |    |    |    |  |  |
| 2.1 Establish Funding Sources                          |      |    |    |    |      |   |    |    |      |   |    |    |        |   |    |    |           |    |   |    |         |    |   |    |          |    |   |   |          |    |    |   |    |    |    |  |  |
| 2.2 Undertake Growth Planning                          |      |    |    |    |      |   |    |    |      |   |    |    |        |   |    |    |           |    |   |    |         |    |   |    |          |    |   |   |          |    |    |   |    |    |    |  |  |
| 2.3 Undertake Financial Modeling and Scenario Analysis |      |    |    |    |      |   |    |    |      |   |    | M  |        |   |    |    |           |    |   |    |         |    |   |    |          |    |   |   |          |    |    |   |    |    |    |  |  |
| 2.4 Prepare and Deliver Draft Report                   |      |    |    |    |      |   |    |    |      |   |    |    |        |   |    |    | R         |    |   |    |         |    |   |    |          |    |   |   |          |    |    |   |    |    |    |  |  |
| 2.5 Meet with Municipal Staff to Review*               |      |    |    |    |      |   |    |    |      |   |    |    |        |   |    |    |           |    |   |    |         |    |   |    |          |    |   |   |          |    |    |   |    |    |    |  |  |
| 2.6 Finalize Report and Deliver to Staff               |      |    |    |    |      |   |    |    |      |   |    |    |        |   |    |    |           |    |   |    |         |    |   |    |          |    |   |   |          |    |    |   |    |    |    |  |  |
| 2.7 Council Presentation                               |      |    |    |    |      |   |    |    |      |   |    |    |        |   |    |    |           |    |   |    |         |    |   |    |          |    |   |   |          |    |    |   |    |    |    |  |  |

*\*Based on discussion with staff, the workplan shows the technical analysis largely complete by end of summer with the intention to work with staff to present the results to the new council in early December*

- M Meeting with Municipal Staff
- R Submission of Report/Deliverable
- C Council Meeting

**11.**

**AGENCIES,  
BOARDS,  
COMMITTEES**



# POLICE GOVERNANCE ONTARIO

Education . Advocacy . Expertise

11.4

## FOR IMMEDIATE RELEASE

### Ontario Association of Police Service Boards launches new public identity: Police Governance Ontario

Ontario, April 13, 2026 – The Ontario Association of Police Service Boards (OAPSB) is pleased to announce the launch of its new public-facing identity, **Police Governance Ontario (PGO)**.

This evolution reflects the growing importance of civilian police governance and the organization's role in supporting effective, accountable, and transparent oversight of policing across the province.

While the organization will continue to operate under its legal name, Ontario Association of Police Service Boards, it will now conduct public-facing activities and communications as Police Governance Ontario (PGO).

The new name more clearly communicates the organization's purpose to government partners, stakeholders, and the public, while positioning it for continued leadership in a modern policing environment.

"The transition to Police Governance Ontario reflects the growing expectations placed on police boards and the critical role governance plays in modern policing. This evolution will better equip boards with the tools, insights, and support needed to provide strong oversight, uphold accountability, and maintain public confidence." **Al Boughton, Chair of the Board**

"This transition allows us to more clearly define our role in the policing landscape. Police Governance Ontario is focused on governance intelligence, helping boards understand not just what is required, but how to lead effectively in complex and evolving environments. Our goal is to help boards move beyond compliance and toward confident, effective governance." **Lisa Darling, MOM, Executive Director**

"The transition of the Ontario Association of Police Service Boards to Police Governance Ontario is an important step that reflects the evolving role of police governance in our province. Police service boards play a critical role in ensuring accountability, transparency and strong oversight of policing, helping to protect Ontario and its communities. Our government will continue to work closely with Police Governance Ontario and its members to support effective, community-focused policing." **Michael S. Kerzner, Solicitor General of Ontario**

"The transition to Police Governance Ontario reflects the vital role of police service boards under Ontario's *Community Safety and Policing Act* and reinforces that effective policing depends on modern civilian governance that is grounded in high performance, accountability, and trust. The Inspectorate of Policing will continue to work closely with PGO's leadership to elevate police governance across the province and meet the needs of the communities its members serve." **Ryan Teschner, Inspector General of Policing of Ontario**

Over the coming weeks, the Police Governance Ontario identity will be reflected across digital platforms, communications, and resources, including a new website and updated email addresses.

During the transition period, both names may appear together to support continuity: Ontario Association of Police Service Boards (Police Governance Ontario).

The organization's mandate, partnerships, and commitment to supporting police governance across Ontario remain unchanged.

Police Governance Ontario continues to provide advocacy, education, training, and practical tools to municipal police service boards, First Nations police service boards, and Ontario Provincial Police detachment boards.

**Media Contact:**

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THE CORPORATION OF THE MUNICIPALITY OF CALVIN

*BYLAW NUMBER 2026-21*

BEING A BYLAW TO CONFIRM THE PROCEEDINGS OF COUNCIL

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**Legal Authority**

**Scope of Powers**

Section 8(1) of the *Municipal Act*, 2001, S.O. 2001, c.25, ("*Municipal Act*") as amended, provides that the powers of a municipality shall be interpreted broadly so as to confer broad authority on municipalities to enable them to govern their affairs as they consider appropriate, and to enhance their ability to respond to municipal issues.

**Powers of a Natural Person**

Section 9 of the *Municipal Act* provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act.

**Powers Exercised by Council**

Section 5 (1) of the *Municipal Act* provides that the powers of a municipality shall be exercised by its Council

**Powers Exercised by By-law**

Section 5(3) of the *Municipal Act* provides that a municipal power, including a municipality's capacity, rights, powers and privileges under section 9, shall be exercised by bylaw unless the municipality is specifically authorized to do otherwise.

**Preamble**

Council for the Corporation of the Municipality of Calvin ("Council") acknowledges that many of the decisions it makes during a meeting of Council, regular, special, or otherwise, are done by resolution. Section 5 (3) requires that Council exercise their powers by Bylaw.

Council further acknowledges that the passing of resolutions are more expedient than adopting Bylaws for each decision.

**Decision**

Council of the Corporation of the Municipality of Calvin decides it in the best interest of the Corporation to confirm its decisions by way of Confirmatory Bylaw.

**Direction**

NOW THEREFORE the Council of the Corporation of the Municipality of Calvin directs as follows:

1. The Confirmatory Period of this By-Law shall be for the Regular Council meeting of April 28, 2026 excluding Closed Meeting Agendas and Closed Meeting Minutes.
2. All By-Laws passed by the Council of the Corporation of the Municipality of Calvin during the period mentioned in Section 1 are hereby ratified and confirmed.
3. All resolutions passed by the Council of the Corporation of the Municipality of Calvin during the period mentioned in Section 1 are hereby ratified and confirmed.
4. All other proceedings, decisions, and directives of the Council of the Corporation of the Municipality of Calvin during the period mentioned in Section 1 are hereby ratified and confirmed.
5. This Bylaw takes effect on the day of its final passing.

Read and adopted by Resolution 2026- this 28<sup>th</sup> day of April 2026.

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MAYOR

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