

4.
APPROVAL
OF
PREVIOUS
MEETING
MINUTES



Corporation of the Municipality of Calvin

REGULAR MEETING OF COUNCIL

Date: August 11, 2026

Time: 6:00pm

1355 Peddlers Drive, Calvin, ON

Attendance: Mayor Gould, Councillors Grant, Latimer, Manson, Moreton; Staff: Interim CAO C Wray, Public Works Superintendent A Carr, Fire Chief J Whalley and Deputy Clerk T Araujo.

Regrets:

1. CALL TO ORDER

Resolution Number: 2026-274

Moved By: Councillor Manson

Seconded By: Councillor Moreton

NOW THEREFORE BE IT RESOLVED THAT this August 11th, Regular Meeting of Council be called to order @6:02 p.m. by Mayor Gould who indicates that quorum has been achieved.

Result: Carried

2. APPROVAL OF AGENDA

Resolution Number: 2026-275

Moved By: Councillor Grant

Seconded By: Councillor Manson

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

Result: Carried

3. DECLARATIONS OF PECUNIARY OR CONFLICT OF INTEREST

Mayor Gould declared a conflict of interest with agenda item number 9.8 Mayor Gould Expense Approval Jan-Jun 2026 as although told by our IC that council can vote on their own pay, I felt uncomfortable because it was my expenses.

4. APPROVAL OF PREVIOUS MEETING MINUTES

Resolution Number: 2026-276

Moved By: Councillor Manson

Seconded By: Councillor Latimer

NOW THEREFORE BE IT RESOLVED THAT the minutes for the Regular Council Meeting of July 14th and the minutes for the Special Meeting of Council of July 09, 17 and 22, be approved as presented and circulated.

Result: Carried

5. DELEGATIONS TO COUNCIL - NONE

6. PRESENTATIONS TO COUNCIL-NONE

7. BUSINESS ARISING FROM PREVIOUS COUNCIL MEETINGS

7.1 Sustainable Provincial Grant Funding for Fire Services in Ontario

Resolution Number: 2026-277

Moved By: Councillor Latimer

Seconded By: Councillor Moreton

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Municipality of Calvin supports the Town of Petawawa's resolution respectfully calling upon the Province of Ontario to transition the current practice of competitive provincial fire service grant programs into a permanent, stable, and predictable non-competitive provincial funding program that supports municipalities in meeting provincially legislated fire protection requirements;

FURTHER THAT this funding be structured to provide equitable and predictable annual support for operational readiness and training costs associated with volunteer, composite and full-time fire departments across Ontario;

AND FURTHER THAT the annual value of this funding be reviewed and adjusted to more appropriately reflect the level of provincial funding support currently provided to other provincially regulated emergency services, including policing and paramedic services;

AND FURTHER THAT this resolution be circulated for endorsement to:

- All municipalities
- Ontario Association of Fire Chiefs
- Ontario Professional Fire Fighters Association
- Ontario Volunteer Fire Fighters Association
- Association of Municipalities of Ontario
- Rural Ontario Municipal Association
- The Honourable Vic Fedeli, Minister of Economic Development
- The Honourable Michael Kerzner, Minister of the Solicitor General
- The Honourable Kinga Surma, Minister of Infrastructure
- The Honourable Rob Flack, Minister of Municipal Affairs and Housing
- The Honourable Doug Ford, Premier of Ontario

Result: Carried

7.2 Entrance Permit By-Law -Rationale for One Entrance per Property with consideration for farmland.

Resolution Number: 2026-278

Moved By: Councillor Manson

Seconded By: Councillor Grant

WHEREAS the Council for the Municipality of Calvin instructs staff to amend By-Law 2026-34 to permit entrances for an additional cost of \$1,000.00 (one thousand)

AND THAT the criteria be pulled out of the by-law and placed on the application;

AND FURTHERMORE amend By-Law 2026-24 "Being a By-Law for Fees and Charges" for the additional cost;

AND THAT the amended By-Laws be presented at the next meeting of Council for adoption;

Result: Carried

8. CONSENT AGENDA ITEMS FOR INFORMATION PURPOSES

Resolution Number: 2026-279

Moved By: Councillor Latimer

Seconded By: Councillor Grant

- 8.1 TWP of Armour HWY 11 and 17 Rest stops-Areas Motion 2026-158
- 8.2 Provincial Review of Benchmarking, Funding Formulas and Length of Stay Standards for Emergency Shelters
- 8.3 OLT Review - Enhancing Deference to Municipal Planning
- 8.4 Town of Caledon - 2026 06 23 - Letter to Deputy Premier re Tick Borne Diseases
- 8.5 Motion Regarding the Need for Health Care System Support
- 8.6 Resolution of Support – Increased Provincial Funding for Ontario Hospitals
- 8.7 Request for Equitable Provincial Funding for Traffic Calming and Speed Mitigation Initiatives
- 8.8 Request for Provincial Action on the Accuracy of the Municipal Voters' Lists
- 8.9 Extend Deadline Heritage Registry Resolution - June 24, 2026
- 8.10 Letter of Support - A Call to Return to Property Tax Reassessment Cycle
- 8.11 Letter of Support - Integrated Living and Participation Model for Adults with Developmental Disabilities
- 8.12 Letter of Support - Provincial Bill 100 - Better Regional Governance Act, 2026

- 8.13 TBM Resolution in Support of Halton Hill's re Modernizing Ontario's Invasive Plants Rules
- 8.14 TBM Resolution in Support of Whitby re Review of OLT and Enhancing Deference to Municipal Planning Decisions
- 8.15 Township of Clearview - Public Sector Salary Disclosure Inflation Adjustments
- 8.16 Practice Ready Ontario Program – Council Resolution 2026-181
- 8.17 FONOM Letter - Premier Ford - Modernized Municipal Cost Apportionment Model (1)
- 8.18 MOE - Single Use Cannisters-July 2026
- 8.19 DNSSAB July Highlights

8.20 Ministry of Emergency Preparedness and Response-Alert Ready

NOW THEREFORE BE IT RESOLVED THAT Council members for the Corporation of the Municipality of Calvin acknowledge receiving and reviewing the Consent Agenda Items presented in this meeting's package and have identified and of those received and reviewed, move the following forward for discussion at the next meeting:

8.10 Letter of Support - A Call to Return to Property Tax Reassessment Cycle

8.17 FONOM Letter - Premier Ford - Modernized Municipal Cost Apportionment Model (1)

8.20 Ministry of Emergency Preparedness and Response-Alert Ready

Result: Carried

9. ADMINISTRATIVE MATTERS:

9.1 Report to Council 2026-2027 Fire Protection Grant Application

Resolution Number: 2026-280

Moved By: Councillor Manson

Seconded By: Councillor Moreton

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin approve the submission of the 2026-2027 Fire Protection Grant Program in the amount of \$12,848.00 plus HST for firefighter cancer prevention equipment, supplies, training materials and related implementation costs.

Result: Carried

9.2 Fire Chief-OFM Town Hall Meeting

Resolution Number: 2026-281

Moved By: Councillor Manson

Seconded By: Councillor Moreton

WHEREAS at July 14th's Regular Council meeting Council directed Fire Chief Whalley to follow up on the Fire Marshals Virtual Town Hall meeting documentation and the status of future training;

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin accepts the documentation provided by Fire Chief Jordan Whalley for information purposes.

Result: Carried

9.3 RFQ-2026-03 Award Winter Sand

Resolution Number: 2026-282

Moved By: Councillor Manson

Seconded By: Councillor Moreton

WHEREAS a request for quotation was executed for the supply of 3500 tonnes of screened winter sand; AND WHEREAS three bids were received;

AND WHEREAS the lowest bid received was from DeGagne Aggregates,

AND FURTHERMORE, the total cost of winter sand to the Municipality of Calvin with HST rebate is \$65,016.41;

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin approves this recommendation.

Result: Carried

9.4 Public Works Report PWS-2026-19

Resolution Number: 2026-283

Moved By: Councillor Moreton

Seconded By: Councillor Grant

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin accepts the report from the Public Works Superintendent entitled PWS-2026-19 for information purposes

Result: Carried

**9.5 By-Law 2026-41 Being a By-Law to Appoint a Commissioner of Oath
By-Law 2026-41**

Resolution Number: 2026-284

Moved By: Councillor Moreton

Seconded By: Councillor Manson

WHEREAS Council through Resolution Number 2026-246 passed By-Law 2026-32 to appoint a commissioner of oath;

AND WHEREAS By-Law 2026-32 numbers were duplicated with a By-Law that was adopted on July 07th at a Special Meeting of Council as "Being a By-Law to Appoint Patricia Araujo as Acting Clerk and Authorized Signing Officer";

NOW THEREFOR BE IT RESOLVED that Council for the Municipality of Calvin adopt By-Law 2026-41 "Being a By-Law to Appoint a Commissioner of Oaths" for correction to numbering purposes.

Result: Carried

9.6 Fire Chief July Report

Resolution Number: 2026-285

Moved By: Councillor Grant

Seconded By: Councillor Manson

NOW THEREFORE BE IT RESOLVED THAT Council for The Corporation of the Municipality of Calvin accepts the Fire Chief July report for information purposes.

Result: Carried

9.7 CBO Report July

Resolution Number: 2026-286

Moved By: Councillor Grant

Seconded By: Councillor Moreton

NOW THEREFORE BE IT RESOLVED THAT Council for The Corporation of the Municipality of Calvin accepts the CBO July report for information purposes.

Result: Carried

Mayor Gould leaves his council chair at 6:52pm having declared a conflict of interest with item number 9.8 Mayor Gould Expense Approval Jan-Jun 2026

9.8 Mayor Gould Expense Approval Jan-Jun 2026

Resolution Number: 2026-287

Moved By: Councillor Grant

Seconded By: Councillor Manson

NOW THEREFORE BE IT RESOLVED THAT Council for The Corporation of the Municipality of Calvin received Mayor Gould's kilometer expenses submitted for the dates covering January 26 through June 29, 2026;

AND THAT Council approves these expenses and directs staff to process the payment of \$637.88.

Result: Carried

Mayor Gould returns to his chair at 6:55pm

9.9 By-Law 2026-42 Being a By-Law to Establish Remuneration for Council, Committees and its Local Boards to Provide for Reimbursement of Expenses

Resolution Number: 2026-288

Moved By: Councillor Latimer

Seconded By: Councillor Manson

NOW THEREFORE the Council of the Municipality of Calvin enacts as follows

1. Members of Council shall receive remuneration in accordance with Schedule "A", attached to and forming part of this By-law.
2. Remuneration shall be adjusted annually in accordance with the annual adjustments of union staff.
3. The Treasurer shall prepare a report of the remuneration and expenses paid to each member of Council in accordance with Section 284 of the Municipal Act, and the report shall be posted on the Municipality's website prior to March 31 of any given year.
4. THAT Bylaw No. 2022-053 is hereby repealed.
5. This By-law shall come into full force and effect upon its passing and shall take effect on Sunday, November 15, 2026.

READ and passed this 11th day of August, 2026.

Result: Carried

10. AGENCIES, BOARDS, COMMITTEES

Resolution Number: 2026-289

Moved By: Councillor Moreton

Seconded By: Councillor Manson

- 10.1 North Bay Mattawa Conservation Authority – Councillor Moreton
- 10.2 East Nipissing Planning Board- Councillor Grant, Mayor Gould
- 10.3 Physician Recruitment -Mayor Gould
- 10.4 Mattawa Regional Police Services Board -Councillor Grant
- 10.5 Canadian Ecology Centre - Mayor Gould
- 10.6 Cassellholme Exit Strategy- Mayor Gould

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

Result: Carried

Mayor Gould announced that he has requested a Special Meeting of Council to be held on August 12, 2026 @ 7:30pm

11. CLOSED MEETING –

Resolution Number: 2026-290

Moved By: Councillor Manson

Seconded By: Councillor Latimer

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin move into Closed Session at 7:14 p.m. to discuss:

- Personal matters about an identifiable individual, including municipal employees (s.239(2) (b))

Result: Carried

12. RETURN TO OPEN SESSION

Resolution Number: 2026-291

Moved By: Councillor Moreton

Seconded By: Councillor Latimer

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin move back into Open Session at 8:20 p.m. and report that it discussed:

- Personal matters about an identifiable individual, including municipal employees (s.239(2) (b))
- Specifically, to review the contract presented for the CAO/Clerk-Treasurer position.

Result: Carried

13. CONFIRMATORY BY-LAW

By-Law # 2026-43

Resolution Number: 2026-292

Moved By: Councillor Manson

Seconded By: Councillor Grant

NOW THEREFORE BE IT RESOLVED THAT By-Law 2026-43 being a By-Law to confirm the proceedings of Council be approved.

Result: Carried

14. ADJOURNMENT

Resolution Number: 2026-293

Moved By: Councillor Manson

Seconded By: Councillor Grant

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin now be adjourned @ 8:22 p.m.

Result: Carried



Corporation of the Municipality of Calvin

SPECIAL MEETING OF COUNCIL

Date: August 12, 2026

Time: 7:30 pm

1355 Peddlers Drive, Calvin, ON

Attendance: Mayor Gould, Councillors Latimer, Manson, Staff: Interim CAO C Wray Deputy Clerk T Araujo.

Regrets: **Councillors Moreton, Grant**

1. CALL TO ORDER

Resolution Number: 2026-294

Moved By: Councillor Manson

Seconded By: Councillor Latimer

NOW THEREFORE BE IT RESOLVED THAT this August 12th, Special Meeting of Council be called to order @ 7:31 p.m. by Mayor Gould who indicates that quorum has been achieved.

Result: Carried

2. APPROVAL OF AGENDA

Resolution Number: 2026-295

Moved By: Councillor Manson

Seconded By: Councillor Latimer

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

Result: Carried

3. APPROVAL OF PREVIOUS MEETING MINUTES -Deferred to next meeting

4. ADMINISTRATIVE MATTERS: - Deferred to next meeting

5. CLOSED MEETING –

Resolution Number: 2026- 296

Moved By: Councillor Manson

Seconded By: Councillor Latimer

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin move into Closed Session at 7:32 p.m. to discuss:

- Personal matters about an identifiable individual, including municipal employees (s.239(2) (b))
- Labour relations or employee negotiations (s. 239(2)(d))

Result: Carried

12. RETURN TO OPEN SESSION

Resolution Number: 2026- 297

Moved By: Councillor Manson

Seconded By: Councillor Latimer

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin move back into Open Session at 8:55 p.m. and report that it discussed:

- Personal matters about an identifiable individual, including municipal employees (s.239(2) (b))
- Labour relations or employee negotiations (s. 239(2)(d))

Resolution Number: 2026- 298

Moved By: Councillor Manson

Seconded By: Councillor Latimer

NOW THEREFORE BE IT RESOLVED THAT Council authorize an offer of employment to Ann Carr for the position of Chief Administrative Officer/Clerk-Treasurer in accordance with the Employment Agreement presented to Council;

AND THAT the Mayor and Clerk be authorized to execute the Agreement upon acceptance by the Employee

FURTHER THAT if there is a material change to be made, that changes must come back to Council for approval.

Result: Carried

13. CONFIRMATORY BY-LAW

By-Law # 2026-44

Resolution Number: 2026-299

Moved By: Councillor Manson

Seconded By: Councillor Latimer

NOW THEREFORE BE IT RESOLVED THAT By-Law 2026-44 being a By-Law to confirm the proceedings of Council be approved.

Result: Carried

14. ADJOURNMENT

Resolution Number: 2026-300

Moved By: Councillor Manson

Seconded By: Councillor Latimer

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin now be adjourned @ 8:58 p.m.

Result: Carried



Corporation of the Municipality of Calvin

SPECIAL MEETING OF COUNCIL

Date: August 25, 2026

Time: 6:00pm

1355 Peddlers Drive, Calvin, ON

Attendance: Mayor Gould, Councillors Grant, Latimer (Teams), Moreton

Staff: Ann Carr, Deputy Clerk, T Araujo

Regrets: Manson

1. CALL TO ORDER

Resolution Number: 2026-301

Moved By: Councillor Grant

Seconded By: Councillor Moreton

NOW THEREFORE BE IT RESOLVED THAT this August 25th, Special Meeting of Council be called to order @ 6:00 p.m. by Mayor Gould who indicates that quorum has been achieved.

Result: Carried

2. APPROVAL OF AGENDA

Resolution Number: 2026-302

Moved By: Councillor Grant

Seconded By: Councillor Latimer

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

Result: Carried

3. APPROVAL OF PREVIOUS MEETING MINUTES – Deferred to next meeting

4. ADMINISTRATIVE MATTERS

4.1 COUNCIL SYNOPSIS-ADMINISTRATIVE TRANSITION BY-LAWS 2026-45 to 2026-49

Resolution Number: 2026-303

Moved By: Councillor Moreton

Seconded By: Councillor Grant

NOW THEREFORE BE IT RESOLVED THAT the Council for the Corporation of the Municipality of Calvin accepts the report entitled Council Synopsis for information purposes.

Result: Carried

4.2 By-Law 2026-45 BEING A BY-LAW TO RESCIND THE APPOINTMENT OF THE INTERIM CHIEF ADMINISTRATIVE OFFICER, CLERK AND TREASURER

By-Law 2026-45

Resolution Number: 2026-304

Moved By: Councillor Moreton

Seconded By: Councillor Grant

NOW THEREFORE BE IT RESOLVED THAT the Council for the Corporation of the Municipality of Calvin adopts By-Law 2026-45 Being a By-Law to Rescind the Appointment of the Interim CAO/Clerk-Treasurer

AND THAT the By-Law shall come into force effective August 25th 2026.

Result: Carried

4.3 By-Law 2026-46 BEING A BY-LAW TO APPOINT A CHIEF ADMINISTRATIVE OFFICER, CLERK AND TREASURER FOR THE CORPORATION OF THE MUNICIPALITY OF CALVIN
By-Law 2026-46

Resolution Number: 2026-305

Moved By: Councillor Grant

Seconded By: Councillor Latimer

NOW THEREFORE BE IT RESOLVED THAT the Council for the Corporation of the Municipality of Calvin adopts By-Law 2026-46 Being a By-Law to Appoint Ann Carr as the CAO/Clerk-Treasurer effective August 25th 2026.

AND THAT any previous by-law or resolution of the Municipality dealing specifically with the same subject matter is hereby repealed to the extent of any inconsistency with this By-law;

Result: Carried

4.4 By-Law 2026-47 BEING A BY-LAW TO RESCIND THE TEMPORARY APPOINTMENT OF PATRICIA ARAUJO AS ACTING CLERK AND TO DESIGNATE HER AS AN ALTERNATE SIGNING OFFICER

By-Law 2026-47

Resolution Number: 2026-306

Moved By: Councillor Moreton

Seconded By: Councillor Latimer

NOW THEREFORE BE IT RESOLVED THAT the Council for the Corporation of the Municipality of Calvin adopts By-Law 2026-47 Being a By-Law to rescind the temporary appointment of Patricia Araujo as Acting Clerk

AND to designate Patricia Araujo as an Alternate Signing Officer

AND THAT this By-Law shall come into force and take effect on August 25, 2026.

Result: Carried

4.5 By-Law 2026-48 BEING A BY-LAW TO CONFIRM MUNICIPAL OFFICERS AUTHORIZED TO ACT AS COMMISSIONERS FOR TAKING AFFIDAVITS

By-Law 2026-48

Resolution Number: 2026-307

Moved By: Councillor Moreton

Seconded By: Councillor Latimer

NOW THEREFORE BE IT RESOLVED THAT the Council for the Corporation of the Municipality of Calvin adopts By-Law 2026-47 Being a By-Law to Confirm Ann Carr and Patricia Araujo as Municipal Officers Authorized to Act as Commissioners for Taking Affidavits;

AND THAT any previous by-law or resolution of the Municipality dealing specifically with the same subject matter is hereby repealed to the extent of any inconsistency with this By-law;

FURTHER MORE THAT this By-Law shall come into force and take effect on August 25, 2026

Result: Carried

4.6 By-law 2026-49 – PROBITY MUNICIPAL CONSULTING AGREEMENT

By-Law 2026-49

Resolution Number: 2026-308

Moved By: Councillor Moreton

Seconded By: Councillor Grant

NOW THEREFORE BE IT RESOLVED THAT the Council for the Corporation of the Municipality of Calvin adopt By-Law 2026-49 Being a By-Law to Authorize the Execution of an Agreement with Probity Municipal Consulting for the Senior Municipal Advisor-CAO Transition and Special Projects Services; **AND WHEREAS** By-law 2026-32, and the Letter of Engagement dated July 17, 2026, authorized thereunder respecting Interim CAO/Clerk-Treasurer services, are hereby repealed and superseded; **AND FURTHER MORE** the repeal of By-law 2026-32 shall not affect any rights, obligations, payments, liabilities or other matters properly arising under the previous Letter of Engagement prior to the coming into force of this By-law.

AND FURTHER MORE THAT this By-Law shall come into force and take effect on August 25, 2026

Result: Carried

5. CONFIRMATORY BY-LAW

By-Law # 2026-50

Resolution Number: 2026-309

Moved By: Councillor Moreton

Seconded By: Councillor Grant

NOW THEREFORE BE IT RESOLVED THAT By-Law 2026-50 being a By-Law to confirm the proceedings of Council be approved.

Result: Carried

8. ADJOURNMENT

Resolution Number: 2026-310

Moved By: Councillor Moreton

Seconded By: Councillor Grant

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin now be adjourned @ 6:07 p.m.

Result: Carried

5.

**DELEGATIONS
TO COUNCIL**

6.

PRESENTATIONS TO COUNCIL

7.

**BUSINESS
ARISING
FROM
PREVIOUS
COUNCIL
MEETINGS**



July 29, 2026

Premier Doug Ford
Legislative Building, Room 28, Queen's Park
Toronto, Ontario
M7A 1A1
Sent Via Email: Premier@ontario.ca

Dear Premier Ford,

On behalf of the Federation of Northern Ontario Municipalities (FONOM), representing 110 municipalities across Northeastern Ontario, I am writing to request that the Province undertake a comprehensive review of how provincially mandated and shared municipal service costs are apportioned among Ontario municipalities.

This issue has been brought forward by several municipalities, including the Municipalities of Calvin and Mattawan, which have identified significant inequities that can arise when Current Value Assessment (CVA) is used as the primary basis for allocating the costs of provincially mandated services, shared municipal services, and regional service boards. FONOM believes these concerns warrant a broader provincial discussion.

FONOM believes this presents an opportunity for the Province to demonstrate leadership on an issue affecting municipalities across Ontario, not just those in Northern Ontario. Rather than focusing solely on a review of Current Value Assessment, we encourage the Province to undertake a broader examination of Ontario's municipal cost apportionment model to ensure it continues to reflect the realities facing municipalities today.

Current Value Assessment remains an important component of Ontario's property assessment system and should continue to play a role in determining municipal capacity. However, experience has shown that relying primarily on CVA to allocate the costs of provincially mandated and shared municipal services can lead to unintended inequities, particularly in rural and Northern municipalities. Communities with significant industrial assessment, hydro corridors, pipelines, resource infrastructure, provincial parks, Crown land, or large acreages may appear to have a strong assessment base while possessing a relatively small residential tax base, limited-service levels, and a



reduced ability to absorb increasing costs. In many cases, these municipalities contribute disproportionately toward regional and provincially mandated services despite receiving fewer local services and facing unique geographic and infrastructure challenges.

FONOM is not advocating for the elimination of Current Value Assessment. Rather, we believe the Province should consider a **Modernized Municipal Cost Apportionment Model** that continues to recognize assessment capacity while incorporating additional measures such as permanent population, household count, service availability, geographic isolation, and overall municipal fiscal capacity. Such an approach would better reflect the realities faced by municipalities across Ontario while creating a more equitable and sustainable framework for allocating shared costs. The examples provided by the Municipality of Calvin demonstrate that even a partial hybrid model can significantly reduce disparities while preserving the underlying principles of assessment-based apportionment.

FONOM also recognizes that any changes to long-established funding formulas must be implemented thoughtfully. Municipalities currently benefiting from the existing model should be provided with sufficient time to adjust their financial planning. Accordingly, should the Province determine that changes are appropriate, FONOM would support a phased implementation over a three to four-year period. A gradual transition would allow municipalities to adapt while minimizing financial disruption and maintaining stability throughout Ontario's municipal sector.

We respectfully request that the Province establish a provincial working group involving the Ministry of Finance, the Ministry of Municipal Affairs and Housing, MPAC, the Impact Assessment Corporation, municipal associations, including FONOM, AMO, and ROMA, and municipal finance professionals representing urban, rural, and Northern Ontario. Such a working group could examine the strengths and limitations of the current model and develop recommendations that ensure Ontario's municipal cost apportionment framework remains fair, transparent, and sustainable for decades to come.

Premier, municipalities across Ontario recognize that property assessment and municipal funding are complex subjects with significant financial implications. Our request is not intended to shift costs from one municipality to another without careful consideration. Rather, we are seeking a collaborative review to determine whether Ontario's existing formulas continue to reflect today's municipal realities and whether



refinements could improve fairness while maintaining stability across the province.

FONOM looks forward to working collaboratively with your government, MPAC, Impact Assessment Corporation, AMO, ROMA, and municipal partners to develop solutions that strengthen Ontario's municipal funding framework and ensure a fairer distribution of shared costs for municipalities of every size.

Thank you for your consideration. We look forward to the opportunity to discuss this important issue further.

Yours,

Dave Plourde, President of FONOM

cc: The Honourable Peter Bethlenfalvy, Minister of Finance

The Honourable Rob Flack, Minister of Municipal Affairs and Housing

AMO

ROMA

Municipality of Calvin

Municipality of Mattawan

MPAC

**Ministry of Emergency Preparedness
and Response**

Office of the Minister

438 University Ave., 14th Floor
Toronto ON M5G 2K8

**Ministère de la Protection civile
et de l'Intervention en cas d'urgence**

Bureau de la ministre

438, av. University, 14^e étage
Toronto ON M5G 2K8



DATE: July 18, 2026

MEMORANDUM TO: Heads of Council

SUBJECT: Alert Ready

Dear Heads of Council:

Given the significant impacts of this year's wildland fire season, our government is enhancing the tools available to municipalities and First Nations to support emergency response. As part of this effort, we are expanding access to the Alert Ready system, which can deliver urgent emergency messages directly to the public through television, radio, and compatible mobile devices. Alerts are intended for exceptional situations requiring immediate public awareness and action.

An Alert Ready notification may be requested when:

- An event presents an immediate or imminent threat to life, public health, safety and security, or could result in substantial property damage.
- Prompt public notification and a clear call to action will help reduce the risk.
- The event falls within an approved Broadcast Intrusive Alert category.

The following officials are authorized to request an Alert Ready message for incidents occurring within their own jurisdiction:

- Heads of Council, including Mayors, Reeves, Wardens and Regional Chairs
- First Nations Chiefs
- Community Emergency Management Coordinators (and alternates)
- Police Chiefs and Deputy Chiefs \ Fire Chiefs and Deputy Chiefs
- Senior municipal government officials
- The Provincial Emergency Operations Centre (PEOC)

Local authorities determine whether conditions warrant an alert and submit the proposed message to the PEOC. The PEOC verifies the identity of the requestor and assesses whether the request meets Alert Ready activation criteria before issuing the alert. Alerts may be updated, extended, or cancelled as circumstances evolve.

Your respective emergency management officials have established access to PEOC

contact information and may engage the PEOC as required to support Alert Ready requests.

Every alert:

- Should identify the affected area / Describe the hazard or threat / Provide clear public instructions / Direct the public to an authoritative source for additional information.
- Must be issued in both English and French. Translation assistance is available through the PEOC when required.

Thank you for your continued commitment to keeping Ontario safe and protected.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jill Dunlop', with a stylized flourish at the end.

The Honourable Jill Dunlop
Minister of Emergency Preparedness and Response

cc.

Matthew Pegg, Deputy Minister and Commissioner of Emergency Management

To: Premier@ontario.ca
CC: vic.fedeli@pc.ola.org

Premier Ford,

I can't tell you how happy I was when I heard your speech during the AMO conference a couple of days ago. It is really wonderful that you are supporting the idea of forest fire protection and are calling for the purchase of 60 waterbombers. I understand that De Havilland has indicated that an order of 50 aircraft would be sufficient for them to build a second production line, which makes your proposal particularly timely.

It may surprise you to know that one of Ontario's municipalities initiated this call in the riding of the Honourable Vic Fedeli, MPP for Nipissing. In January 2024, I researched and wrote a resolution called "**Provincial and National Fire Fighting Strategy**," which I have attached for your information. It was subsequently passed by Calvin Council.

The resolution was supported by municipalities across Ontario, including East Ferris, Sault Ste. Marie, Kincardine and Goderich, among many others. By the end of 2024, the initiative had gone national. At the December 4, 2024 meeting of the FCM Board of Directors in Calgary, the Board voted to support and forward the resolution, quoting Municipality of Calvin as the sponsor.

I have always appreciated the support that Vic Fedeli has shown the Municipality of Calvin and our community. He demonstrated that support again following the June 2025 storm, which caused enormous damage in Calvin and in Samuel de Champlain Provincial Park which is within our township. The storm has increased the likelihood of a massive forest fire, so your announcement came as a breath of fresh air — instead of smoke.

I thought you might find it interesting that an initiative that began with a small northern Ontario municipality has now become part of the national conversation.

Thank you for your attention, and if there is anything we can do to assist, please feel free to reach out.

With best wishes and many thanks,

Richard Gould
Mayor, Municipality of Calvin

CC: The Honourable Vic Fedeli, MPP for Nipissing
Attachment: Provincial and National Fire Fighting Strategy



Corporation of the Municipality of Calvin

Council Resolution

Date: January 30, 2024

Resolution Number: 2024-31

Moved By: Councillor Moreton

Seconded By: Councillor Manson

Background: Before Calvin township became a township, it was burned by numerous forest fires. This was before the time of fire towers, water bombers, and municipal fire departments. A 1881 report from Lawrence Tallan, Provincial Land surveyor, states: *"The township of Calvin has been traversed by repeated and severe fires – so well have the flames done their work that with the exception of an insignificant portion, scarcely a vestige of the original timber remains."*

History has a way of repeating itself, and now rural municipalities and remote areas need more than ever to be prepared to respond to forest fires. Invasive pests like the emerald ash borer and the spruce bud worm are killing large numbers of trees, leaving copious amounts of dry kindling in our forests just waiting for a careless human or a lightning strike. Our forests are choked with deadfall and forest fires are becoming increasingly difficult to control. Add to this the effects of rising temperatures and drier seasons, or climate change, and we could be facing increasingly disastrous forest fires. This is not the time to be caught short with limited forest fire-fighting resources.

Jordan Omstead of the Canadian Press recently wrote: "But as Canada's water bombers age – and wildfire seasons are expected to intensify – some wildland

firefighters and emergency preparedness experts say the country needs to prop up its fleet of firefighting aircraft, even though several provinces are playing down concerns about capacity.” He quotes Eric Davidson, president of the Ontario Professional Association of Wildland Firefighters, “We’re really starting to see the effect of the aging fleet.”

The article further states the John Gradek, lecturer at McGill University estimates that almost half of the larger water bombers used to fight Canadian forest fires are nearing the end of their service life.

However, a Canadian company making a large skimmer-style water bomber is backed up with orders from European countries until the end of the decade.

Ontario has its own fleet of aircraft. They have 20 fixed-wing aircraft which includes 9 CL215 and CL415 water bombers that are 24 years old on average. The remaining 11 aircraft are an average of 54 years old. Melissa Candelaria, a spokesperson for Minister Graydon Smith says the MNR can handle Ontario fires with these aircraft, but Jennifer Kamau, communications manager for the Canada Interagency Forest Fire Centre, CIFFC, noted that other provinces contract out firebombers and last year there was a strain in Canada to get the resources to areas in need because there were so many fires across the country at the same time and very few aircraft available.

Peter Zimonjic of the CBC quoted the Canadian Association of Fire Chiefs (CAFC) President Ken McMullen, “It’s not often that the fire chiefs sound the alarm. We are very concerned about this impending crisis that the summer of 2024 and beyond is going to bring our sector.”

In 2023 we all smelled the smoke and saw the sky turn brown. Buildings can be replaced, but lives cannot. And once an area is burned it takes more than a lifetime for it to return to its original state.

WHEREAS Forest fires are a very real threat to rural municipalities.

AND WHEREAS smoke from forest fires put people's health at risk. This is especially true of children and the elderly. The David Suzuki Foundation reports that wildfires kill many thousands of people per year and most of the deaths are from smoke inhalation.

AND WHEREAS forest fires are a very real danger to the climate and according to The Guardian, in 2023 they emitted three times as much carbon as the entire carbon footprint of Canada.

AND WHEREAS according to the John Crace interview in The Guardian with William Kurz, a retired scientist with Natural Resources Canada, around two billion tonnes of carbon have been released into the atmosphere from forest fires in 2023.

AND WHEREAS carbon emissions from forest fires are not counted against Canada's Paris agreement commitments, according to Kurz, but they far exceeded all of the emissions tied to Canada's economy (670 mega tonnes, or 0.67 billion tonnes, according to Environment and Climate Change Canada).

AND WHEREAS that standing healthy forest serves as a carbon sink, drawing in carbon, but once destroyed by fire, even though second growth takes its place, it is much less effective for many decades.

AND WHEREAS the federal government owns no water bombers and assists the provinces through the CIFFC, Canadian Interagency Forest Fire Centre, a spokesperson with CIFFC says that last year there were too many requests and not enough inventory to meet the needs of the country.

AND WHEREAS as reported by De Havilland Canada who manufacture the Canadian made water bomber, they have contracts with European countries for the next 22 of its new DHC-515 planes, which will take until 2029 or 2030 to complete and there will be very little production available to replace the aging water bombers in Ontario and the rest of Canada.

NOW THEREFORE BE IT RESOLVED THAT the council of the Corporation of Calvin Township urges and encourages the Federal Government to commit additional funds for cost sharing of provincial firefighting and to consider the development of a national strategy of firefighting. Furthermore, we urge the federal government to consider the measures necessary for acquiring a national fleet of Canadian-made waterbombers, with home bases strategically located to best serve and respond to the needs of rural communities, and a national fire administration to better coordinate and manage efforts across the country. We also encourage the introduction of a program similar to the Joint Emergency Preparedness Program (JEPP) which was ended in 2013.

And we encourage Minister Graydon Smith to step up the on-the-ground firefighting capability and water bomber acquisitions in Ontario.

AND THAT this resolution be forwarded to The Right Honourable Justin Trudeau, Prime Minister of Canada, The Honourable Bill Blair, Minister of National Defence, The Honourable Doug Ford, Premier of Ontario, The Honourable Graydon Smith, Minister of Natural Resources and Forestry of Ontario, The Honourable Vic Fideli, Minister of Economic Development Ontario, the Federation of Canadian Municipalities (FMC) and the Association of Municipalities Ontario (AMO).

AND THAT this resolution be shared with all 444 municipalities in Ontario for their consideration and adoption.

Results: Carried

Recorded Vote:

<u>Member of Council</u>	<u>In Favour</u>	<u>Opposed</u>
Mayor Gould	☐	☐
Councillor Moreton	☐	☐
Councillor Latimer	☐	☐
Councillor Grant	☐	☐
Councillor Manson	☐	☐



**TOWNSHIP OF
BRUDENELL, LYNDOCH AND RAGLAN**

42 Burnt Bridge Road, PO Box 40
Palmer Rapids, Ontario K0J 2E0
TEL: (613) 758-2061 · FAX: (613) 758-2235

July 8, 2026

The Honourable Doug Ford, Premier of Ontario
Premier's Office
Room 281, Legislative Building, Queen's Park
Toronto, ON M7A 1A1

RE: Ontario Most Outdated Property Reassessment in Canada: A Call to Return to Property Tax Reassessment Cycle

Dear Mr. Ford,

Please be advised that at the Regular Council Meeting on July 8th, 2026, Council for the Corporation of the Township of Brudenell, Lyndoch and Raglan passed the following resolution, supporting the resolution from the Eastern Ontario Wardens' Caucus.

Resolution No: 2026-07-08-14
Moved by: Councillor Kauffeldt
Seconded by: Councillor Banks

"Be it resolved that the Council for the Corporation of the Township of Brudenell, Lyndoch and Raglan support the Eastern Ontario Wardens' Caucus's resolution regarding A Call to Return to Property Tax Reassessment Cycle as attached.

And further that this resolution be forwarded to the Premier of Ontario, Minister of Finance, EOWC Members of Provincial Parliament, the Association of Municipalities of Ontario, the Rural Ontario Municipal Association, the Municipal Property Assessment Corporation, the Ontario Big City Mayors, the Western Ontario Wardens' Caucus, the Mayors and Regional Chairs of Ontario, the Federation of Northern Ontario Municipalities and all municipalities in Ontario."

Carried.

Sincerely,

Tammy Thompson

Tammy Thompson
Deputy Clerk
Township of Brudenell, Lyndoch and Raglan

**Resolution 2026-03: Ontario Most Outdated Property Reassessment in
Canada: A Call to Return to Property Tax Reassessment Cycle**

Date: May 8, 2026

Moved by: Warden Jennifer Murphy, County of Renfrew
Seconded by: Warden Robert Mullin, County of Hastings

WHEREAS the Eastern Ontario Wardens' Caucus (EOWC) serves over 1.1 million residents across 13 upper-tier and single-tier municipalities, encompassing a total of 103 municipalities in Ontario;

AND WHEREAS municipalities in Ontario are currently required to calculate property taxes based on property valuations from 2016, over a decade ago;

AND WHEREAS all other provinces in Canada have continued regular reassessment cycles, resulting in properties being reassessed multiple times since 2016, making Ontario the most outdated in Canada;

AND WHEREAS the prolonged pause in the reassessment cycle has created significant distortions in assessed values, resulting in inequities among property classes; and

AND WHEREAS outdated assessments negatively impact investment decisions, economic competitiveness, municipal planning, and disproportionately affect independent small businesses; and

AND WHEREAS the continued pause on property tax reassessment in Ontario creates uncertainty for municipalities, property owners, and investors regarding future tax liabilities;

AND WHEREAS a current and predictable assessment system is essential to supporting strong communities, maintaining fairness in taxation, and encouraging economic investment consistent with the Ontario government's objective of being "Open for Business";

AND WHEREAS the lack of clarity regarding the timing of the next reassessment is contributing to delayed or deferred investment decisions, thereby impacting economic competitiveness across the province;

AND WHEREAS municipal governments, particularly in rural and small-urban communities, rely on a stable and updated assessment system to address financial pressures including inflation, rising labour costs, and increasing service demands;

NOW THEREFORE BE IT RESOLVED that the EOWC formally requests that the Government of Ontario commit to a clear and prompt return to the property tax reassessment cycle;

AND BE IT FURTHER RESOLVED THAT the Province provide a defined timeline and transparent plan for implementing future reassessments on a regular and predictable basis;

AND BE IT FURTHER RESOLVED THAT the Government of Ontario work in coordination with the Municipal Property Assessment Corporation (MPAC) to ensure properties are reassessed in an accurate and timely manner;

AND BE IT FURTHER RESOLVED THAT a copy of this resolution be circulated to the Honourable Doug Ford, Premier of Ontario; the Honourable Peter Bethlenfalvy, Minister of Finance; EOWC Members of Provincial Parliament; the Association of Municipalities of Ontario; the Rural Ontario Municipal Association; the Municipal Property Assessment Corporation; the Ontario Big City Mayors; the Western Ontario Wardens' Caucus; the Mayors and Regional Chairs of Ontario; the Federation of Northern Ontario Municipalities; and all EOWC municipalities."

Carried

Signed by:



EOWC Chair Bonnie Clark

info@eowc.org



THE MUNICIPALITY OF CALVIN

REPORT TO COUNCIL FROM CAO

7.5

To: Mayor and Council
Subject: Shared Services Agreement-Chief Building Official
Author: Ann Carr, CAO, Clerk Treasurer
Date: September 08, 2026
Report No.: CAO-Report 2026-26

Purpose:

To purpose of this report is to provide Council with an update, and to propose the passing thereof of By-Law regarding the shared service agreement for the Chief Building Official (CBO) between the Township of Papineau-Cameron, Township of Mattawan and the Municipality of Calvin.

Background:

Resolution 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 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 complete not complete an agreement so that it might:

- Incorporate an estimated Chief Building 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

Resolution 2026-202

Moved by Councillor Latimer

Seconded by Councillor Grant

THAT Council for the Corporation of the Municipality of Calvin resolve that in addition to resolution 2026-017 forwarded to Papineau-Cameron on May 25, 2026, through the CAO, the Township of Papineau-Cameron consults with the Municipality of Calvin to negotiate the terms and conditions of a new CBO agreement.

Result: Carried

Resolution 2026-212

Moved by Councillor Manson

Seconded by Councillor Grant

WHEREAS Council for the Corporation of the Municipality of Calvin has received CAO report 2026-21 entitled "Chief Building Official Shared Service Agreement-Update and Extension";

AND WHEREAS the current shared service agreement for Chief Building Official services with the Township of Papineau-Cameron is expiring and required extension until such time as a new agreement is in place reflecting the Council for Corporation of the Municipality of Calvin's direction;

AND WHEREAS Council previously provided direction through resolution 2026-175, which was forwarded to the Township of Papineau-Cameron in May 2026 and subsequently discussed between the respective Chief Administrative Officers, including a follow-up discussion, including June 15th, 2026;

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation directs staff to forward this resolution to the Township of Papineau-Cameron as formal notice that Council authorizes the extension of the current shared service agreement for Chief Building Official services;

AND THAT such extension includes an annual salary adjustment for the current Chief Building Official, pending the execution of a new agreement incorporating Council's direction as outlined in Resolution 2026-175, be brought forward for this Council's consideration.

Result: Carried



THE MUNICIPALITY OF CALVIN

REPORT TO COUNCIL FROM CAO

Analysis:

1. The Council of the Township of Papineau-Cameron does not agree to amend the committee to not have a sitting member of Council on the Committee. It was expressed that all Chief Administrative Officers are invited to participate in the Committee meeting with the nominated Council member. It was a concern that the language in respect to the "shall appoint one representative to the committee (versus specifically a Council Member)" contained in resolution 2026-175 would constitute that a member of the public would be able to negotiate future terms of the agreement and that an elected official would better represent the community at the committee meetings.
 2. The Township of Papineau-Cameron has added Schedule "A" to the By-Law describing the costs associated to the training of the Chief Building Official as well as the cost moving forward with the retirement of the current Chief Building Official. The new Chief Building Official's first day is September 08, 2026. Therefore, this fulfills the estimated Chief Building Officials training expense budget required by the Council for the Municipality of Calvin contained in resolution 2026-175.
-

Financial:

1. The new Chief Building Official has been hired, and compensation has been negotiated by the Township of Papineau-Cameron. The newly hired Chief Building Official will be training for the purposes of succession training to ensure the continuity of the Building Department for three months with the current Chief Building Official. The current Chief Building Official retires fully in November.
 2. The 2026 Budget for the Municipality of Calvin for Building Inspection Services is **\$33,200.00**. With the proposed overlap for training as indicated in Schedule "A" to the by-law is **\$27,272.37**. This cost does not include travel expenses which is typically under \$1000.00 per year.
-

Conclusion:

Currently the existing By-Law for shared services for the purpose of Chief Building Official expired on June 27, 2026, and in good faith the Township of Papineau-Cameron has continued to offer the service under the expired agreement.

The conditions set out in resolution 2026-175 by the Council of the Municipality of Calvin have been heard by the Township of Papineau-Cameron and the hiring process has been conducted to provide the information requested by the Council of the Municipality of Calvin regarding the training and succession training required by the new Chief Building Official and the costs associated.

Recommendation:

WHEREAS Council for the Municipality of Calvin has requested conditions to be met before the signing of the shared service agreement with the Township of Papineau-Cameron and the Township of Mattawan;
AND WHEREAS the expense for the hiring of a new Chief Building Official due to the retirement of the existing Building Official has been presented as Schedule "A" of the agreement as requested by the Council of the Municipality of Calvin;
AND FURTHERMORE, that the Council for the Municipality of Calvin enter into the agreement by adopting By-Law 2026-51 and that the agreement form part of the by-law;
BE IT HEREBY RESOLVED that the Council of the Municipality of Calvin adopt By-Law 2026-51 and that By-Law 2026-51 shall come into force and effect immediately upon its signing by the Mayor and Chief Administrative Officer.



THE CORPORATION OF THE MUNICIPALITY OF CALVIN

BY-LAW NUMBER 2026-51

BEING A BY-LAW TO ENTER INTO A SHARED CHIEF BUILDING OFFICIAL/ BUILDING INSPECTOR/ PROPERTY STANDARDS BY-LAW OFFICER SERVICES AGREEMENT BETWEEN THE CORPORATION OF THE TOWNSHIP OF PAPINEAU-CAMERON, THE CORPORATION OF THE MUNICIPALITY OF CALVIN, AND THE CORPORATION OF THE MUNICIPALITY OF MATTAWAN

WHEREAS the Municipal Act, S.O. 2001 c. 25, as amended authorizes municipalities to enter into an agreement;

AND WHEREAS the Council of the Municipality of Calvin deems it expedient to enter into an Shared Chief Building Official/ Building Inspector/ Property Standards By-Law Officer Services Agreement with the Corporation of the Township of Papineau-Cameron and the Corporation of the Municipality of Mattawan;

AND WHEREAS Section 3 (1) of the Ontario Building Code Act, S.O. 1992, c. 23 as amended, states that the council of each municipality is responsible for the enforcement of this Act in the municipality, except where otherwise provided by this Act;

AND WHEREAS Section 3 (2) of the Ontario Building Code Act, S.O. 1992, c. 23 as amended, states that the council of each municipality shall appoint a chief building official and such inspectors as are necessary for the enforcement of this Act in the areas in which the municipality has jurisdiction;

AND WHEREAS Section 3 (3) of the Ontario Building Code Act, S.O. 1992, c.23 as amended, states that the councils of two or more municipalities may enter into an agreement,

- (a) providing for the joint enforcement of this Act within their respective municipalities;
- (b) providing for the sharing of costs incurred in the enforcement of this Act within their respective municipalities; and
- (c) providing for the appointment of a chief building official and inspectors;

NOW THEREFORE the Council of the Corporation of the Municipality of Calvin enacts the following;

1. THAT the Mayor and Clerk are hereby designated as signing officers and are authorized to execute a Shared Chief Building Official/ Building Inspector/ Property Standards By-Law Officer Services Agreement with the Corporation of the Township of Papineau-Cameron and the Corporation of the Municipality of Mattawan.
2. THAT the Shared Chief Building Official/ Building Inspector/ Property Standards By-Law Officer Services Agreement is attached hereto as Schedule "A" (together with its schedules) as incorporated herein forms a part hereof of this By-law.
3. THAT the attached Shared Chief Building Official / Building Inspector/ Property Standards By-Law Officer Services Agreement is effective from June 27, 2026 to June 26, 2030, subject to any amendments thereto or the termination of the said agreement.
4. THAT this Agreement shall be effective from the date of signing.
5. THAT this By-Law shall become ratified upon the signing thereof.

MAYOR

CLERK

THE CORPORATION OF THE TOWNSHIP OF PAPINEAU-CAMERON

BY-LAW NUMBER 2026-16

BEING A BY-LAW TO ENTER INTO A SHARED CHIEF BUILDING OFFICIAL / BUILDING INSPECTOR / PROPERTY STANDARDS BY-LAW OFFICER SERVICES AGREEMENT BETWEEN THE CORPORATION OF THE TOWNSHIP OF PAPINEAU-CAMERON, THE CORPORATION OF THE MUNICIPALITY OF CALVIN, AND THE CORPORATION OF THE MUNICIPALITY OF MATTAWAN

WHEREAS the Municipal Act, S.O. 2001 c. 25, as amended authorizes municipalities to enter into an agreement;

AND WHEREAS the Council of Papineau-Cameron Township deems it expedient to enter into an Shared Chief Building Official / Building Inspector / Property Standards By-Law Officer Services Agreement with the Corporation of the Municipality of Calvin, and the Corporation of the Municipality of Mattawan;

AND WHEREAS Section 3 (1) of the Ontario Building Code Act, S.O. 1992, c. 23 as amended, states that the council of each municipality is responsible for the enforcement of this Act in the municipality, except where otherwise provided by this Act;

AND WHEREAS Section 3 (2) of the Ontario Building Code Act, S.O. 1992, c. 23 as amended, states that the council of each municipality shall appoint a chief building official and such inspectors as are necessary for the enforcement of this Act in the areas in which the municipality has jurisdiction;

AND WHEREAS Section 3 (3) of the Ontario Building Code Act, S.O. 1992, c.23 as amended, states that the councils of two or more municipalities may enter into an agreement,

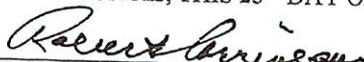
- (a) providing for the joint enforcement of this Act within their respective municipalities;
- (b) providing for the sharing of costs incurred in the enforcement of this Act within their respective municipalities; and
- (c) providing for the appointment of a chief building official and inspectors;

AND WHEREAS the Council of The Corporation of The Township of Papineau-Cameron deems it expedient to enact such a By-Law, approved by Resolution 2026- 168 passed by Council June 23, 2026

NOW THEREFORE the Council of the Corporation of the Township of Papineau-Cameron enacts the following;

1. THAT the Mayor or Deputy Mayor and Clerk are hereby designated as signing officers and are authorized to execute a Shared Chief Building Official / Building Inspector / Property Standards By-Law Officer Services Agreement with the Corporation of the Municipality of Calvin, and the Corporation of the Municipality of Mattawan.
2. THAT the Shared Chief Building Official / Building Inspector / Property Standards By-Law Officer Services Agreement is attached hereto as Schedule "A" (together with its schedules) as incorporated herein forms a part hereof of this By-law.
3. THAT the attached Shared Chief Building Official / Building Inspector / Property Standards By-Law Officer Services Agreement is effective from June 27, 2026 to June 26, 2030, subject to any amendments thereto or the termination of the said agreement.
4. THAT this Agreement shall be effective from the date of signing.
5. THAT this By-Law shall become ratified upon the signing thereof.

READ A FIRST, SECOND AND THIRD TIME, ENACTED AND PASSED BEFORE AN OPEN COUNCIL, THIS 23rd DAY OF JUNE, 2026.


MAYOR

COPY


CAO / CLERK-TREASURER

Schedule "A" by By-Law 2026-16

**SHARED CHIEF BUILDING OFFICIAL / BUILDING INSPECTOR / PROPERTY
STANDARDS BY-LAW OFFICER SERVICES AGREEMENT**

THIS AGREEMENT made in triplicate as of the day of , 2026.

BETWEEN:

The Corporation of the Township of Papineau-Cameron
having its principal office at
4861 Highway 17, P.O. Box 630 Mattawa, ON P0H 1V0
(herein after called "Papineau-Cameron")

OF THE FIRST PART

AND

The Corporation of the Municipality of Calvin
having its principal office at
1355 Peddlers Drive, Mattawa, ON P0H 1V0
(herein after called "Calvin")

OF THE SECOND PART

AND

The Corporation of the Municipality of Mattawan
having its principal office at
947 Hwy 533, P.O. Box 610, Mattawa, ON P0H 1V0
(herein after called "Mattawan")

OF THE THIRD PART

WHEREAS Section 3 (1) of the Ontario Building Code Act, S.O. 1992, c. 23 as amended, states that the council of each municipality is responsible for the enforcement of this Act in the municipality, except where otherwise provided by this Act;

AND WHEREAS Section 3 (2) of the Ontario Building Code Act, S.O. 1992, c. 23 as amended, states that the council of each municipality shall appoint a chief building official and such inspectors as are necessary for the enforcement of this Act in the areas in which the municipality has jurisdiction;

AND WHEREAS Section 3 (3) of the Ontario Building Code Act, S.O. 1992, c.23 as amended, states that the councils of two or more municipalities may enter into an agreement,

- (a) providing for the joint enforcement of this Act within their respective municipalities;
- (b) providing for the sharing of costs incurred in the enforcement of this Act within their respective municipalities; and
- (c) providing for the appointment of a chief building official and inspectors;

WHEREAS the parties hereto have agreed to the terms by which they will participate in the operation of a Shared Chief Building Official / Building Inspector / Property Standards By-Law Officer;

THAT in consideration of the covenants, agreements and conditions contained herein, the parties hereto agree as follows:

1.0 CONTRACT TERM

The term of this Agreement shall be 4 years, commencing June 27, 2026 and ending June 26, 2030.

2.0 PARTICIPATION OPERATING COSTS & REVIEWS

The objective of the parties is to participate in the operating costs of the Shared Chief Building Official / Building Inspector / Property Standards By-Law Officer in direct proportion to the use of the Shared Chief Building Official / Building Inspector / Property Standards By-Law Officer by each of the parties by a percentage measurement in the attached Schedule "A" and of the following:

Shared Chief Building Official / Building Inspector / Property Standards By-Law Officer employment operation expenses include, but not limited to the following:

- Salary
- Vacation Pay
- Annual Cost of Living Adjustment
- Government Employment Insurance
- Government Canada Pension Plan
- WSIB (Workplace Safety Insurance Board)
- Government Employer Health Tax
- Employee Pension Plan
- Employee Health Benefits Plan
- All of the above for an individual for Succession Planning

Percentage Measurement by:

- Three year average of the most current number of Annual Households in each separate Municipality.
- Three year average of the most current number of Annual Building Permits issued in each separate Municipality.
- Three year average of the most current number of Annual Building Values in each separate Municipality.
- Three year average of the most current number of Annual Property Assessment Value (less exempt assessment) in each separate Municipality.
- Property Standards participation.
- Host Municipality, 5% reduction for administration service.

The parties therefore agree that their participation in operating costs shall be using the averages of years 2023/2024/2025 attached as Schedule "A" being as follows:

a) Township of Papineau-Cameron	47.28%
b) Municipality of Calvin	32.42%
c) Municipality of Mattawan	20.29%

Using the percentage measurement in the attached Schedule "A", the percentages shall be re-analyzed by each parties Council's at the end of each calendar year December 31, and the new percentages shall apply for the successive calendar year approved by each parties Council Motion/Resolution.

3.0 HOST MUNICIPALITY

The parties agree that the host Municipality shall be The Corporation of the Township of Papineau-Cameron and shall be the employer of the Shared Chief Building Official / Building Inspector / Property Standards By-Law Officer.

4.0 ADMINISTRATION SERVICE

The parties agree that the host Municipality shall have a 5% reduction on the participation percentage measurement for providing administration items and service such as cell phone, payroll, human resources, human resources insurance, etc.

5.0 MUNICIPAL CONTRIBUTION LEVY

The parties agree that each Municipality shall issue monthly levy payments to the Host Municipality.

6.0 TRAVEL EXPENSES

The parties agree that any travel expenses in connection with the Shared Chief Building Official / Building Inspector / Property Standards By-Law Officer services shall be handled as follows:

- a) Papineau-Cameron to pay their own travel expenses.
- b) Calvin to pay their own travel expenses.
- c) Mattawan to pay their own travel expenses.

Schedule "A" by By-Law 2026-16

7.0 EDUCATION EXPENSES

The parties agree that any required education training, licensing, and seminar/workshop expenses relating to building department service, enforcement and property standards, shall be paid by the parties in accordance with the approved percentage measurement cost sharing.

8.0 INSURANCE

The parties agree that any insurance claims in connection with the Shared Chief Building Official / Building Inspector / Property Standards By-Law Officer services shall be handled as follows:

- a) Papineau-Cameron shall provide and pay for its own building department insurance coverage expenses and insurance claims.
- b) Calvin shall provide and pay for its own building department insurance coverage expenses and insurance claims.
- c) Mattawan shall provide and pay for its own building department insurance coverage expenses and insurance claims.

In addition, each party shall during the term of the agreement have the other parties included as "additional named insured" for only in respect of and during the services performed under this and cross liability insurance is to be provided.

9.0 LEGAL EXPENSES

The parties agree that any legal expenses in connection with the Shared Chief Building Official / Building Inspector / Property Standards By-Law Officer services shall be handled as follows:

- a) Papineau-Cameron to pay their own legal expenses.
- b) Calvin to pay their own legal expenses.
- c) Mattawan to pay their own legal expenses.

10.0 MANAGEMENT COMMITTEE

Role

The Management Committee is an Advisory Body, whose mandate is to oversee the terms and conditions of this agreement.

Membership

Each Municipality shall appoint one member of Municipal Council.

Chairperson

The chairperson shall be rotated on the basis of a 1 year term. The rotation shall be made by a draw of names to determine the order of rotation.

Minutes of Meetings

The host Municipalities Administrator shall keep a copy of all minutes of the meetings of the Management Committee. The host municipalities administrator shall circulate one copy to each participating municipality.

Meetings

One meeting will be held each year. The management committee has the option of calling additional meetings as required.

Location of Meetings

Meetings are to be held at the host municipality's administration office. The Management committee has the option to determine a different location of a meeting as required.

Resolution of Problems

If a problem should arise, the committee would address the joint inter-municipal councils that are participating in this agreement. Upon completing this procedure, the disputing municipality or municipalities, may request arbitration.

11.0 AGREEMENTS & AMENDMENTS

This Agreement supersedes all prior negotiations, representations or agreements, either written or oral.

12.0 TERMINATION

If either party wishes to terminate this agreement, that party may do so by giving the other parties at least 60 days written notice, by registered mail, its intention to terminate.

13.0 ARBITRATION PROVISIONS

In the event that the parties hereto are unable to agree as to the interpretation or implementation of any of the terms of this Agreement and all matters associated with the Shared Chief Building Official / Building Inspector / Property Standards By-Law Officer, then the matter in dispute shall, on written notice by any party, be determined by Arbitrations.

The parties shall agree upon an Arbitrator, and if they are unable to agree within 30 days of Notice from either party, then each party shall appoint an Arbitrator within 15 days and the 2 Arbitrators so appointed shall appoint a third Arbitrator within the following 15 days.

The decision of the Arbitrator or Arbitrators as the case may be, shall be final and there shall be no appeals on questions of law or mixed fact and law. In all other respects, the provisions of the Arbitration Act of Ontario, 1991, as amended, shall apply.

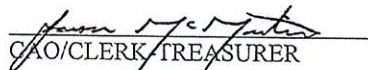
The cost of Arbitration shall be part of the operational expenses of the Shared Chief Building Official / Building Inspector / Property Standards By-Law Officer.

IN WITNESS WHEREOF the parties hereto have executed this Agreement on the following dates:

By the Township of Papineau-Cameron on the 23 day of JUNE, 2026,
by By-Law No. 2026-16

THE CORPORATION OF THE TOWNSHIP OF PAPINEAU-CAMERON


MAYOR


CAO/CLERK-TREASURER

By the Municipality of Calvin on the _____ day of _____, 2026,
by By-Law No. _____

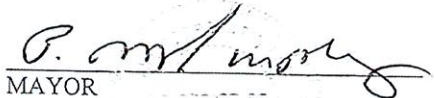
THE CORPORATION OF THE MUNICIPALITY OF CALVIN

MAYOR

CLERK-TREASURER

By the Municipality of Mattawan on the 9th day of July, 2026,
by By-Law No. 2026-011

THE CORPORATION OF THE MUNICIPALITY OF MATTAWAN


MAYOR


CLERK-TREASURER

Schedule "A"

Municipal Contributions for Shared Building Department Services

Current CBO Until January - November 2026

Salary	\$44.92 / hr	3 day week	1128 hrs	2026	\$50,669.76
Vacation Pay (3 weeks)			2024	6%	\$3,040.19
Salary Gross Pay					\$53,709.95
Annual Cost of Living Adjustment			2026	Included above	\$0.00
Employment Insurance			2026	1.63% x 1.4	\$1,225.66
Canada Pension Plan			2026	5.95% x 1	\$3,195.74
WSIB			2026	3.15%	\$1,691.86
Employer Health Tax			2026	1.95%	\$1,047.34
Employee Pension Plan			2026	3.50%	\$1,879.85
Employee Health Benefits Plan			2026	11 months	\$5,720.00
					\$68,470.40

Succession Planning Individual September - December 2026

Salary	\$41.83/hr	3 day week	408 hrs	2026	\$17,066.64
Vacation Pay (3 weeks)			2026	6%	\$1,024.00
Salary Gross Pay					\$18,090.64
Annual Cost of Living Adjustment			2026	Included above	\$0.00
Employment Insurance			2026	1.63% x 1.4	\$412.83
Canada Pension Plan			2026	5.95% x 1	\$1,076.39
WSIB			2026	3.15%	\$569.86
Employer Health Tax			2026	1.95%	\$352.77
Employee Pension Plan			2026	3.50%	\$633.17
Employee Health Benefits Plan			2026		\$3,120.00
					\$24,255.65

Chief Building Official Expense \$92,726.06

	VALUES	PERCENTAGE	AMOUNTS
2023 Number of Households			
Papineau-Cameron	556.00	55.54%	\$51,504.18
Calvin	292.00	29.17%	\$27,048.96
Mattawan	153.00	15.28%	\$14,172.91
Totals	1,001.00	100.00%	\$92,726.06
2024 Number of Households			
Papineau-Cameron	562.00	55.64%	\$51,596.08
Calvin	295.00	29.21%	\$27,083.35
Mattawan	153.00	15.15%	\$14,046.62
Totals	1,010.00	100.00%	\$92,726.06
2025 Number of Households			
Papineau-Cameron	574.00	57.23%	\$53,065.56
Calvin	295.00	29.41%	\$27,272.37
Mattawan	134.00	13.36%	\$12,388.13
Totals	1,003.00	100.00%	\$92,726.06
2023 Number of Permits			
Papineau-Cameron	23.00	40.35%	\$37,415.78
Calvin	22.00	38.60%	\$35,789.00
Mattawan	12.00	21.05%	\$19,521.28
Totals	57.00	100.00%	\$92,726.06
2024 Number of Permits			
Papineau-Cameron	29.00	45.77%	\$43,371.87
Calvin	21.00	33.87%	\$31,407.21
Mattawan	12.00	19.35%	\$17,946.98
Totals	62.00	100.00%	\$92,726.06
2025 Number of Permits			
Papineau-Cameron	31.00	38.27%	\$35,487.75
Calvin	37.00	45.68%	\$42,356.35
Mattawan	13.00	16.05%	\$14,881.96
Totals	81.00	100.00%	\$92,726.06
2023 Building Values			
Papineau-Cameron	965,000.00	37.02%	\$34,328.49
Calvin	925,600.00	35.51%	\$32,926.89
Mattawan	716,000.00	27.47%	\$25,470.67
Totals	2,606,600.00	100.00%	\$92,726.06
2024 Building Values			
Papineau-Cameron	2,794,400.00	23.51%	\$21,802.06
Calvin	2,382,000.00	20.04%	\$18,584.49
Mattawan	6,708,428.00	56.45%	\$52,339.51
Totals	11,884,828.00	100.00%	\$92,726.06
2025 Building Values			
Papineau-Cameron	3,519,500.00	54.22%	\$50,274.30
Calvin	1,928,376.00	29.71%	\$27,545.89
Mattawan	1,043,500.00	16.08%	\$14,905.88
Totals	6,491,376.00	100.00%	\$92,726.06
2023 Assessment (less exempt assessment)			
Papineau-Cameron	167,485,700.00	57.17%	\$53,014.86
Calvin	96,359,400.00	32.89%	\$30,500.99
Mattawan	29,097,100.00	9.93%	\$9,210.21
Totals	292,942,200.00	100.00%	\$92,726.06
2024 Assessment (less exempt assessment)			
Papineau-Cameron	170,581,900.00	56.97%	\$52,823.51
Calvin	97,622,400.00	32.60%	\$30,230.39
Mattawan	31,234,100.00	10.43%	\$9,672.16
Totals	299,438,400.00	100.00%	\$92,726.06
2025 Assessment (less exempt assessment)			
Papineau-Cameron	171,929,000.00	56.97%	\$52,821.72
Calvin	97,515,100.00	32.31%	\$29,959.55
Mattawan	32,369,200.00	10.72%	\$9,944.78
Totals	301,813,300.00	100.00%	\$92,726.06
Property Standards			
Papineau-Cameron	Yes By-Law	1.00	\$92,726.06
Calvin	No By-Law	0.00	\$0.00
Mattawan	No By-Law	0.00	\$0.00
Totals		1.00	\$92,726.06
Municipalities Contributions			
Papineau-Cameron	52.28%	Admin Fee less 5%	Levy Contributions \$43,843.10
Calvin	29.92%		\$30,064.72
Mattawan	17.79%		\$18,818.24
TOTAL	100.00%		\$92,726.06

8.

**CONSENT
AGENDA
ITEMS FOR
INFORMATION
PURPOSES**



PORT COLBORNE

Legislative Services

Municipal Offices: 66 Charlotte Street
Port Colborne, Ontario L3K 3C8 • www.portcolborne.ca

"

T 905.228.8031 F 905.834.5746

E charlotte.madden@portcolborne.ca

August 17, 2026

Email: premier@ontario.ca

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queens Park
Toronto, ON M7A 1A1

Dear Honourable Doug Ford:

**Re: City of Port Colborne Support the Town of Wasaga Beach – Finlay's Law on
Emergency Room Reform**

Please be advised that, at its meeting of August 11, 2026, the Council of The Corporation of the City of Port Colborne supported the resolution received from the Town of Wasaga Beach regarding Finlay's Law on Emergency Room Reform.

The correspondence is attached for your consideration.

Sincerely,

C. Madden

Charlotte Madden
City Clerk

ec: The Honourable Sylvia Jones, Minister of Health
The Honourable Marjorie Michel, Federal Minister of Health
Jeff Burch, MPP for Niagara Centre
Fred Davies, MP for Niagara South
The Association of the Municipalities of Ontario (AMO)
The Ontario Hospital Association (OHA)
The Ontario Medical Association (OMA)
The Western Ontario Wardens' Caucus (WOWC)
All Ontario Municipalities



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August 17, 2026

Email: premier@ontario.ca

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queens Park
Toronto, ON M7A 1A1

Dear Honourable Doug Ford:

Re: City of Port Colborne Support the Town of Wasaga Beach – Traffic Calming and Speeding Mitigation

Please be advised that, at its meeting of August 11, 2026, the Council of The Corporation of the City of Port Colborne supported the resolution received from the Town of Wasaga Beach regarding Traffic Calming and Speeding Mitigation.

The correspondence is attached for your consideration.

Sincerely,

C. Madden

Charlotte Madden
City Clerk

ec: The Honourable Prabmeet Singh Sarkaria, Minister of Transportation
The Honourable Peter Bethlenfalvy, Minister of Finance
Jeff Burch, MPP for Niagara Centre
The Association of the Municipalities of Ontario (AMO)
The Rural Ontario Municipal Association (ROMA)
The Ontario Provincial Police
All Ontario Municipalities



PORT COLBORNE

Legislative Services

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Port Colborne, Ontario L3K 3C8 • www.portcolborne.ca

"

T 905.228.8031 F 905.834.5746

E charlotte.madden@portcolborne.ca

August 17, 2026

Email: premier@ontario.ca

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queens Park
Toronto, ON M7A 1A1

Dear Honourable Doug Ford:

Re: City of Port Colborne Support the Town of Wasaga Beach – Innovative Housing and Support Models for Adults with Developmental Disabilities

Please be advised that, at its meeting of August 11, 2026, the Council of The Corporation of the City of Port Colborne supported the resolution received from the Town of Wasaga Beach regarding Innovative Housing and Support Models for Adults with Developmental Disabilities

The correspondence is attached for your consideration.

Sincerely,

C. Madden

Charlotte Madden
City Clerk

ec: The Honourable Michael Parsa, Minister of Children, Community and Social Services
The Honourable Natalia Kusendova-Bashta, Minister of Long-Term Care
The Honourable Raymond Cho, Minister for Seniors and Accessibility
Jeff Burch, MPP for Niagara Centre
Fred Davies, MP for Niagara South
The Association of the Municipalities of Ontario (AMO)
All Ontario Municipalities



FOR IMMEDIATE RELEASE

August 12, 2026

FONOM AND WORKFORCE PLANNING BOARDS IDENTIFY MUNICIPAL WORKFORCE CHALLENGES ACROSS NORTHEASTERN ONTARIO

Machar Township - The Federation of Northern Ontario Municipalities (FONOM), in partnership with the four Northeastern Ontario Workforce Planning Boards, has released a new report examining the recruitment, retention and workforce development challenges facing municipalities across the region.

The Municipal Workforce Development and Job Vacancies Survey was launched at the 2026 FONOM Conference in Timmins. It gathered 61 responses from municipal representatives across the districts of Algoma, Cochrane, Manitoulin, Nipissing, Parry Sound, Sudbury and Timiskaming.

The findings demonstrate that workforce pressures are affecting municipalities of every size. Ninety-four per cent of respondents reported difficulty attracting qualified candidates, either generally or for specific positions. The positions most frequently identified as difficult to fill were senior management, public works and finance, followed by administrative, by-law enforcement and water and wastewater positions.

"Municipal employees deliver the essential services that residents and businesses rely on every day. When a community cannot recruit a treasurer, public works employee, building official or senior administrator, the impacts are felt throughout the municipality," said FONOM President Dave Plourde. "Northern Ontario continues to be an economic engine for the province, but our communities need a strong and sustainable municipal workforce to support that growth. FONOM looks forward to working with the Province and our workforce planning partners on practical solutions."

Smaller municipalities reported particularly difficult circumstances due to limited financial resources, smaller candidate pools, geographic isolation and a lack of dedicated human resources capacity. Municipalities also face increasing competition from mining operations, other public-sector employers and larger communities for skilled and experienced employees.

Three-quarters of respondents indicated that their municipality had increased salaries or adjusted pay scales to remain competitive. However, the report concludes that compensation alone will not resolve the challenge. Municipalities identified salary benchmarking, centralized recruitment resources, shared human resources support, improved training opportunities and assistance with succession planning as important regional priorities.

"This survey gives us valuable, on-the-ground information directly from municipal leaders and staff," said Stacie Fiddler, Executive Director of the Labour Market Group. "The results confirm that

recruitment and retention pressures are widespread, but they also point us toward practical areas for collaboration. Better labour market information, expanded access to training and certification, and stronger workforce planning tools can help municipalities prepare for both their immediate and long-term staffing needs.”

The report also found that leadership and management abilities, regulatory and technical knowledge, and skilled trades certifications are among the most evident skills gaps. Respondents highlighted the need for more accessible training, including opportunities outside the largest Northern centres, streamlined certification pathways and increased support for succession planning.

“Northeastern Ontario municipalities are competing for workers in a challenging labour market, often with fewer resources and fewer qualified candidates available locally,” said **Julie Joncas, Executive Director of the Far Northeast Training Board**. “This partnership provides a stronger regional understanding of those pressures. By working together, we can develop solutions that reflect the realities of Northern communities and help build the workforce needed to support municipal services and future economic growth.”

FONOM and the four Workforce Planning Boards will use the findings to support continued regional collaboration and discussions with the Ontario government. The partners will explore opportunities to improve municipal recruitment, retention, training, succession planning and workforce development across Northeastern Ontario.

“Municipalities are doing everything they can to adapt, but this is a regional and provincial challenge that requires a coordinated response,” added Plourde. “Supporting the municipal workforce is an investment in strong communities, reliable public services and the continued economic success of Northern Ontario.”

The four participating Workforce Planning Boards are:

The Labour Market Group;
Algoma Workforce Investment Corporation;
Far Northeast Training Board; and
Workforce Planning for Sudbury & Manitoulin.

-30-

Media Contact:

Dave Plourde, President,
Federation of Northern Ontario Municipalities
705-335-1615 | fonom.info@gmail.com

Workforce Development and Job Vacancies

FEDERATION OF NORTHERN ONTARIO MUNICIPALITIES
STACIE FIDDLER

FEDERATION OF NORTHERN MUNICIPALITIES – WORKFORCE DEVELOPMENT AND JOB VACANCIES

Introduction

Small Northern municipalities face unique workforce development challenges that can affect their ability to deliver essential services, support economic growth, and remain resilient in the face of demographic and labour market changes. Limited populations, geographic isolation, competition for skilled workers, and constrained organizational capacity often make it more difficult to recruit, retain, and develop employees than in larger urban centres.

Better understanding these challenges is important to provide evidence-based insights that can inform targeted strategies, strengthen local workforce capacity, and help ensure Northern communities are well positioned to meet current and future service and economic development needs.

Methodology

In the spring of 2026, the Federation of Northern Ontario municipalities (FONOM) partnered with the four Northeastern Ontario Workforce Planning Boards on a new initiative focused on better understanding the workforce challenges facing municipalities across Northeastern Ontario.

A survey tool was developed to gather real, on-the-ground information related to recruitment and retention, hard-to-fill positions, succession planning, skills shortages, and the broader pressures communities are facing in attracting and keeping skilled workers.

The survey was launched at the Spring FONOM conference in Timmins from May 11-13, 2026. The survey was open for a total of 3 weeks and garnered 61 responses from FONOM's 109 member municipalities.

The responses were received from the following regions:

District of Sudbury:	5 out of 10 members	50%
District of Manitoulin:	1 out of 9 members	1%
District of Temiskaming:	5 out of 23 members	22%
District of Nipissing:	6 out of 11 members	54%
District of Algoma:	10 out of 21 members	47%
District of Parry Sound:	12 out of 22 members	55%
District of Cochrane:	4 out of 13 members	30%

Overview

In total, 61 responses to the survey were received. These included seven instances where two individuals replied from the same municipality, and one instance where three individuals replied from the same municipality.

In a perfect world, one would eliminate the duplicate responses, so as not to give additional weight to those municipalities that contributed more than one response. But survey respondents can sometimes provide inaccurate responses. It is not possible to determine which of the multiple responses is accurate. The value of collecting more responses is that the overall average is more likely to reflect the accurate result. For this reason, all responses, including multiple responses, have been relied upon in this analysis.

Profile of respondents

The 61 respondents primarily represented small municipalities with populations under 5,000 residents (Table 1).

Table 1: Survey respondents by municipality population

Municipal population	Number
Under 1,000	22
1,000-5,000	28
5,000-10,000	6
10,000-50,000	1
50,000 plus	4

Number and type of employees

Respondents were asked to provide their staffing numbers by different categories of employees. Table 2 provides the responses, by different sizes of municipalities.

Table 2: Average number of employees by employment type and by size of municipality

	Full-time	Part-time	Contract	Seasonal
Under 1,000	7	2	1	3
1,000-5,000	18	5	1	5
5,000-10,000	91	14	8	13
10,000-50,000	95	52	1	20
50,000 plus	887	443	240	136

Not surprisingly, the larger the municipality, the greater the number of employees. Some other patterns are apparent as well:

- Larger municipalities have a proportionately higher number of part-time employees; among municipalities with 10,000 or more residents, the part-time workforce is approximately 50% to

55% as large as the full -time workforce, while among the smaller municipalities, that proportion of between 15% and 29%

- The largest municipalities (50,000 or more residents) have a proportionately higher number of contract workers compared to the size of their full-time workforce, but municipalities with under 1,000 residents come second in terms of the proportion comparison of their contract workers to full-time workers
- These small municipalities also hire a proportionately larger number of seasonal employees compared to their number of full-time employees

Presence of HR staff

Respondents were asked whether they had a designated HR department or a dedicated staff position whose primary focus is HR (hiring, firing and so on). Table 3 presents the results by size of municipality.

Table 3: Presence of HR department or dedicated staff position

	HR presence			Comment
	Yes	No	Other	
Under 1,000	32%	68%	0%	
1,000-5,000	14%	79%	7%	We have an HR Committee comprised of the clerk and 2 members of council; CAO/Clerk
5,000-10,000	83%	0%	17%	Payroll person has partial HR duties while our CAO also shares a big portion of HR duties
10,000-50,000	100%	0%	0%	Dedicated staff position that assists with HR and payroll
50,000 plus	75%	25%	0%	

In general, larger municipalities are more likely than smaller municipalities to have an HR department or dedicated HR staff position.

Table 4: Presence of union

	Union presence		
	Yes	No	Other
Under 1,000	41%	59%	0%
1,000-5,000	43%	57%	0%
5,000-10,000	50%	33%	17%
10,000-50,000	100%	0%	0%
50,000 plus	100%	0%	0%

The likelihood of a unionized workplace increases with the size of the municipality. Indeed, municipalities with over 10,000 residents all had a unionized workplace, whereas in the case of those with less than 10,000 residents half or less had a unionized workplace. The one instance of an “Other” response was because the workplace represented a mix of unionized and non-unionized workers.

Job vacancies and job candidate recruitment

Respondents were asked how many municipal staff positions were vacant at the time the survey was being completed, as well as the nature of the position. The average responses are presented in Table 5.

Table 5: Average number of job vacancies, by type of position and by size of municipality

	Union Positions	Non-Union Positions	Skilled Trades	Permanent	Temporary	Professional
Under 1,000	0.4	0.3	0.1	0.2	0.2	0.1
1,000-5,000	0.7	0.7	0.7	0.8	0.6	0.7
5,000-10,000	0.5	0.5	0.3	0.5	0.0	0.0
10,000-50,000	1.0	1.0	0.0	0.0	1.0	0.0
50,000 plus	1.0	1.0	1.0	1.0	0.8	1.0

While there were more vacancies among larger municipalities than among smaller ones, the magnitude of the difference was not nearly as much as one might expect. For example, municipalities with 50,000 or more residents have more than 100 times the number of full-time employees as municipalities with 1,000 or less employees, yet they only have at most 10 times the number of job vacancies in any given category.

Duration of job vacancies

Respondents were asked how long job vacancies remained unfilled. The responses by size of municipality are shown in Table 6.

Table 6: Duration of job postings by size of municipality

	ALL	Under 1,000	1,000-5,000	5,000-10,000	10,000-50,000	Over 50,000
Less than 1 month	29%	29%	32%	20%	0%	25%
1-3 months	19%	10%	18%	40%	100%	25%
3-6 months	7%	10%	7%	0%	0%	0%
More than 6 months	5%	5%	4%	20%	0%	0%
More than 1 year	3%	10%	0%	0%	0%	0%
None of the above	22%	29%	25%	0%	0%	0%
Other	15%	10%	14%	20%	0%	50%

By and large. Job postings last from zero to three months. What is more difficult to interpret is what respondents may have meant by selecting “none of the above,” as the time frames offered would seemed to have covered all the options. Their comments submitted under the “Other” category may shed some light here. In most instances, respondents indicated that the answer to this question varied by the type of occupation. Also, some positions are permanently posted (the example given was lifeguards and temporary front desk clerks).

One can compare those answers that selected a specific time frame to the available data on duration of job vacancies, available through the Job Vacancy and Wage Survey. Table 7 compares the results. The Job Vacancy and Wage Survey data represents the average duration over the last five reported quarters for all Ontario. It is striking that the values are virtually identical.

Table 7: Reported duration of job postings, FONOM survey and Ontario data

	FONOM	ONTARIO
Less than 1 month	46%	49%
1-3 months	30%	29%
3-6 months	24%	22%

Ontario data from Statistics Canada, Table 14-10-0443-01

Hardest to fill positions

Respondents were asked which positions were hardest to fill by selecting from a set of occupational categories. Table 8 shows the results by size of municipality and is ordered from the most to least difficult among all municipalities.

Table 8: Hardest to fill positions by size of municipality

	ALL	Under 1,000	1,000-5,000	5,000-10,000	10,000-50,000	Over 50,000
Senior Management	38%	36%	39%	50%	0%	25%
Public Works	31%	45%	21%	33%	0%	25%
Finance	31%	14%	39%	50%	0%	50%
Administrative/Clerical	25%	27%	25%	33%	0%	0%
By-Law Enforcement	20%	14%	18%	50%	0%	25%
Water/Wastewater	18%	5%	18%	33%	0%	75%
Fire Services	8%	5%	11%	17%	0%	0%
Recreation	5%	0%	7%	17%	0%	0%
None of the above	5%	5%	7%	0%	0%	0%
Other	26%	27%	21%	17%	100%	50%

The positions most often cited as most difficult are senior management, public works and finance.

A medium number of municipalities expressed high recruitment difficulty with positions relating to administrative/clerical, by-law enforcement and water/wastewater.

Few municipalities expressed high levels of difficulty recruiting for positions in fire services and recreation.

Under the “Other” category, seven municipalities named Chief Building Official, Building Inspector, Building Official or Building Department, three mentioned Planners or Planning, and two mentioned IT. A few mentioned employment categories such as part-time, casual or seasonal, and then there were half a dozen individual positions mentioned, each by one respondent, from Transfer Station Attendant to Chief Administrative Officer.

Identifying and assessing recruitment methods

The next two questions asked about recruitment methods, firstly, about which methods were used, then about which worked best. In asking about recruitment methods, respondents were provided with a list of the typical recruitment activities. The survey was set up in such a way that only one method could be selected. The method with the largest number of responses (one out of three respondents) was “Other,” where they were allowed to write in their response. In almost all instances, the answer was that they used some multiple of these options, and quite a few indicated that they used a majority or all of them. For this reason, Table 9 illustrating the responses has labelled the “Other” selection as “Multiple/All.” The table is ordered from the method with the most responses to the least, followed by none of above.

Table 9: Recruitment methods by size of municipality

	ALL	Under 1,000	1,000-5,000	5,000-10,000	10,000-50,000	Over 50,000
Multiple/All	33%	23%	36%	17%	100%	75%
Municipal website	20%	18%	29%	0%	0%	0%
Social Media	18%	18%	18%	33%	0%	0%
Other online job boards	18%	23%	11%	50%	0%	0%
Local newspapers	3%	9%	0%	0%	0%	0%
Indeed	3%	5%	4%	0%	0%	0%
Word of mouth/ community networks	3%	0%	4%	0%	0%	25%
Colleges/Universities	0%	0%	0%	0%	0%	0%
LinkedIn	0%	0%	0%	0%	0%	0%
None of the above	2%	5%	0%	0%	0%	0%

Some respondents did specify which multiple methods they used. Among those which received many mentions were social media, job boards and the municipal website. Methods which were mentioned that were not part of the survey list included professional associations, Municipal World for management positions and local employment services offices.

Respondents were next asked which of these recruitment methods worked best. The survey asked that they write in their response. In some cases, the respondents entered two responses or provided a comment. Several respondents noted that a different method was used depending on the occupation. To reflect all the input, where a response has two entries it was treated as two responses and all the answers were aggregated for all sizes of municipalities. In total, there were 74 entries, counting the multiple responses mentioned earlier.

By far, social media received the most mentions with 20, followed by on-line job boards (11) and the municipal website (8). Seven respondents specifically mentioned Indeed, although only four cited it as the best method, while three commented that it attracted many applicants but also many more unqualified candidates. Six respondents mentioned professional associations or industry associations (AMCOT, OBOA). Another six cited a variety of local resources (local advertising, local job boards, local media, and local employment services).

In cases where a comment was provided, it is usually explained that the best method depended on the position, requiring a more targeted approach for a professional position, whereas social media, the municipal website or local media was relied upon for other positions.

Challenges relating to job recruitment

With regard to recruitment challenges, respondents were first asked whether they had difficulty attracting qualified candidates. In the closed-ended question, respondents were provided with several possible responses to choose from:

- Yes
- Yes, for some positions
- No
- None of the above
- Other (please specify)

No respondent chose “none of the above” or “other.” Table 10 shows the remaining responses.

Table 10: Difficulty in attracting qualified candidates

	ALL	Under 1,000	1,000-5,000	5,000-10,000	10,000-50,000	Over 50,000
Yes	51%	68%	50%	17%	0%	25%
Yes, for some positions	43%	27%	43%	67%	100%	75%
No	7%	5%	7%	17%	0%	0%

Very few respondents expressed no difficulty in attracting qualified candidates – only 7% (four of 61 responses). Half said they experienced difficulty, while slightly over four in ten qualified the difficulty, saying it was present for some positions. It appears that smaller municipalities were more likely to experience difficulty overall, while larger municipalities were much more likely to limit the difficulty to some positions.

Respondents were next asked the extent to which competition with other industry sectors impacted their ability to recruit job candidates. The answers (measured in percentages) are shown in Table 11.

Table 11: Extent to which competition with other industry sectors impacts ability to recruit

ALL	< 1,000	1,000-5,000	5,000-10,000	10,000-50,000	> 50,000
54%	49%	53%	70%	---	59%

There were no replies from municipalities with 10,000 to 50,000 residents

Perhaps the best way to express the result is that municipalities face a moderate degree of competition with other industry sectors in attracting job candidates. It is worth diving deeper into the responses, however. Among municipalities with 5,000 or fewer residents, where the overall rating around 50% (49% and 53%), the actual answers fall into three distinct categories: approximately one-third express a high level of competition (a score of 65% or more); around one-third score it as medium (41% to 63%) and one-third score it as low (30% or less). In short, municipalities experience the recruitment competition to significantly different degrees, from high through moderate to low, where the average rating is moderate.

Respondents were further asked which industries they felt they were competing against for employees. Respondents were required to write in their responses, and the results are presented in Table 12, divided by the degree of competition respondents felt from other industry sectors for job applicants.

Table 12: Industries that provide competition for employees

High level of competition from other employers		Moderate level of competition from other employers		Low level of competition from other employers	
Industry	#	Industry	#	Industry	#
Mining	12	Mining	5	Mining	2
Other public sector	7	Other public sector	7	Other public sector	6
All industries	4	All industries		All industries	
Other	5	Other	8	Other	4
Don't know	1	Don't know	4	Don't know	4

The two sectors most likely to be named as competitors for employees were other public sector (usually expressed as other municipalities, but also included other public services or agencies, provincial parks, and First Nations governments) and mining. Mining was by far most often cited among municipalities that experienced a high level of competition from other employers (who also were the only category to feel that the competition came from all industries). Otherwise, other public sectors were more often named by those municipalities who experienced a moderate or low degree of competition from other industries. These latter municipalities were also more likely to say they did not know which industries were providing recruitment competition or they did not provide an answer.

Respondents were next specifically asked which positions were most affected by salary competition with mining operations. In total, 49 respondents provided an answer:

- One-third (35%) said there was no impact or that it was not applicable (several indicating there was no mining operation close by)
- Over four in ten (43%) named public works primarily, or equipment operators or labourers
- The larger municipalities (over 10,000 residents) specifically cited mechanics, engineers and other skilled trades positions

Questions relating to wages, pension and benefits as part of the attraction package

The next set of questions inquired about strategies relating to wages, as well as how pension and benefits may influence recruitment outcomes.

The first question asked whether the municipality had increased salaries or adjusted pay scales to remain competitive. In most cases (75% of all respondents), said they had (Table 13). As shown in Table 13, approximately one in eight (12%) indicated it was not possible within their budget (all were municipalities with fewer than 10,000 residents), while one in ten (10%) said no.

Table 13: Increasing salaries or adjusting pay scales to remain competitive

	ALL	Under 1,000	1,000-5,000	5,000-10,000	10,000-50,000	Over 50,000
Yes	75%	67%	79%	83%	0%	100%
Not possible within budget	12%	14%	11%	17%	0%	0%
No	10%	10%	11%	0%	100%	0%
Considering it	3%	10%	0%	0%	0%	0%

Those municipalities that answered yes were asked to indicate what adjustments were made. The 45 responses fell into numerous categories:

- Cost of living increased
- Added benefit (s) (e.g. vacation time)
- Offered a bonus
- Increased starting rates of positions
- Increased wage for specific positions to remain competitive or retain staff
- Pay increased to attract candidates with experience or with desired educational credentials
- Some increased for certain positions based on comparisons with neighbouring municipalities or market levels
- Increased the wage grid
- Increased wages through collective agreement negotiations
- Pay equity increased
- Review of all positions together with a labour market survey
- Periodic salary reviews
- Compensation review by outside consultant

Next, all respondents were asked whether they believed job candidates understood the value of the OMERS or municipal pension plan. The responses are provided in Table 14.

Table 14: Job candidates' understanding of value of municipal pension plan

	ALL	Under 1,000	1,000-5,000	5,000-10,000	10,000-50,000	Over 50,000
Yes	33%	38%	21%	67%	0%	50%
No	27%	10%	46%	0%	0%	25%
Not certain	28%	33%	21%	33%	100%	25%
Other	12%	19%	11%	0%	0%	0%

While there are large variations in the responses by size of municipality, there is no obvious pattern of response by size. The overall results for all respondents better reflect reality; one-third (33%) say that job candidates do understand, just under one-third (27%) say they do not, and a similar proportion (28%) are uncertain. Those municipalities that answered “Other” as a response usually had no pension plan or only had it for certain positions. In a few other instances, the “Other” response was used to express the view that young people are less concerned about preparing for their retirement.

Further on the topic of pensions as part of the compensation package, respondents were asked what challenges they faced in promoting pension value to younger or mid-career applicants. The answer relied on respondents writing in their reply.

Of the 50 comments entered, almost half (24, or 48%) said some variant of “younger workers are more interested in the immediate pay cheque.” This included such observations as “the future is too far away for younger workers,” “younger workers have immediate cash needs, such as saving for a house, as opposed to saving for retirement,” or “they feel it represents a large cut into their pay cheque (every dollar counts).” Most suggest this immediate-term attitude is particularly prevalent among this generation of youth, although a couple of respondents said that it has always been this way.

Eight respondents (16%) said they had no challenges in communicating about the benefits, while another five (10%) said the question was not applicable. A further five (10%) said that current workers are less interested in or committed to employment for the long-term. Another three (6%) felt that the workers did not understand the mechanics of how a pension worked.

Respondents were asked how they communicated pension and benefit information to applicants. Table 15 provides the results.

Table 15: How pension and benefit information is provided to applicants

	ALL	Under 1,000	1,000-5,000	5,000-10,000	10,000-50,000	Over 50,000
Job posting	35%	29%	39%	50%	0%	25%
Interview stage	25%	29%	25%	33%	0%	0%
Offer letter	12%	19%	11%	0%	0%	0%
Website	2%	0%	0%	0%	0%	25%
None of the above	3%	10%	0%	0%	0%	0%
Other	23%	14%	25%	17%	100%	50%

A little over one third (35%) of all respondents provide this information in the job posting and another quarter (25%) convey it during the interview stage. Almost a quarter (23%) chose “Other,” which when asked to specify, meant all of the above options or some mix of most of the options. In one instance, a respondent indicated that they communicated this information during onboarding.

Finally, respondents were asked whether tools or benefits from FONOM would help better communicate about these benefits. Only one-quarter (27%) said yes, while two-thirds were uncertain; that high level of uncertainty was consistent across all sizes of municipalities (Table 16). One possible reason for the uncertainty might be that it is unclear what that support from FONOM could look like.

Table 16: Would communication tools from FONOM help?

	ALL	Under 1,000	1,000-5,000	5,000-10,000	10,000-50,000	Over 50,000
Yes	27%	40%	18%	33%	0%	25%
No	7%	0%	14%	0%	0%	0%
Uncertain	66%	60%	68%	67%	100%	75%

Skill gaps and addressing workforce and recruitment challenges

Respondents were asked to identify the most evident skills gap by selecting from a list of options. Table 17 presents the answers. They are listed from highest to lowest percentage response among all responses.

Table 17: Most evident skills gaps

	ALL	Under 1,000	1,000-5,000	5,000-10,000	10,000-50,000	Over 50,000
Leadership/management	21%	15%	25%	33%	0%	0%
Regulatory/technical knowledge	17%	15%	18%	33%	0%	0%
Skilled trades certifications	16%	15%	11%	0%	0%	100%
Soft skills (communication, reliability)	12%	15%	14%	0%	0%	0%
Heavy equipment operation	10%	10%	7%	33%	0%	0%
Digital/IT skills	2%	5%	0%	0%	0%	0%
Other	17%	20%	18%	0%	100%	0%
None of the above	5%	5%	7%	0%	0%	0%

Three skills top the list (between one in five and one in six of respondents): leadership/management; regulatory/technical knowledge; and skilled trades certifications. Two other skills attracted around one in ten respondents: soft skills (communication, reliability) and heavy equipment operation. Digital/IT skills received a small number of responses and only among municipalities with under 1,000 residents.

Among those who selected "Other," four in ten indicated that all of the listed options represented skills gaps, while two others selected two options from the list.

Additional comments were:

- Many municipal staff obtain training once hired as opposed to coming with a municipal education
- There is a lack of skills for any municipal management positions: i.e. Clerk, Treasurer, CBO, Fire Chief. As these people retire, it is getting harder to find replacements. Often "stealing" from other municipalities.

Respondents were next asked what specific supports or policy changes would help their municipality address workforce challenges. The question invited respondents to write in their response. Of the 40 comments offered, 15 were either "don't know," "unsure" or "unknown." The largest substantive cluster of responses involved six comments supporting training, notably soft skills training at the high school and post-secondary levels, more funding to support training (in relation to DZ or AZ license, or heavy equipment certification), including more classrooms beyond the five biggest cities in the North to improve access, and streamlined qualification and certification pathways. Two other comments specifically targeted more promotion of skilled trades, another two desired more support with succession planning, and two sought policies encouraging migration to the North or expanding housing options for people wishing to work in the North.

More specifically, respondents were next asked what they saw as the primary barrier to successful recruitment in their municipality. The 55 respondents often cited more than one barrier; the three most common issues (each mentioned by around a third of respondents) were:

- Salary: the inability to offer a competitive wage, in relation to other municipalities, other employers and the fact that the job sometimes involves multiple hats; some noted that either their council was skeptical about the need for higher wages or their tax base precluded higher wages
- Lack of candidates: This was often expressed as a lack of qualified or skilled/educated candidates, often related to their smaller population base and remote location, and the consequent competition for qualified staff with other employers (often combined with the issue of a less than competitive salary)
- Location: A more remote location not only limited the job candidate pool, but it could also be less attractive as a draw for people to relocate for a position; several simply stated theirs was a rural location less enticing to younger staff, others noticed the limited availability of public services, retailers, restaurants and other amenities available in larger urban settings

Several respondents also mentioned either the cost or limited availability of suitable housing, combining this with the remote location and/or less competitive salary barrier.

A couple of respondents noted the challenge of competing for qualified bilingual staff or the difficulties of working in an environment that attracts more public scrutiny. Only two respondents said they were not facing recruitment difficulties.

The next question asked respondents which supports from FONOM would be most helpful when recruiting qualified individuals for municipal positions. The survey offered a set of possible responses, with the results shown in Table 18, in order of the highest to lowest scores among all respondents.

Table 18: Preferred supports from FONOM for recruiting qualified job candidates

	ALL	Under 1,000	1,000-5,000	5,000-10,000	10,000-50,000	Over 50,000
Salary benchmarking data	31%	24%	32%	33%	100%	50%
Centralized job posting platform	19%	33%	11%	17%	0%	0%
Shared HR resources	7%	10%	7%	0%	0%	0%
Recruitment best practices guide	5%	0%	11%	0%	0%	0%
Pension/benefits communication toolkit	3%	0%	0%	33%	0%	0%
Template job descriptions	2%	5%	0%	0%	0%	0%
Other	24%	24%	29%	17%	0%	0%
None of the above	9%	5%	11%	0%	0%	50%

The support which was clearly the most preferred was salary benchmarking data, which increased in preference the larger the municipality. Second was a centralized job posting platform, but mainly of interest to municipalities with fewer than 10,000 residents. The remaining options received limited support. Nearly one-quarter of respondents selected “Other” with most indicated that they would have chosen all of the available options.

Finally, respondents were asked if they wished to provide any further comments relating to the workforce development challenges they are facing. Of the fourteen comments made, only one topic was referenced by three respondents, that is, the challenge of managing with a small staff team. In their view, it meant individuals taking on multiple roles, which can pose availability, scheduling and workload management challenges (especially with respect to seasonal demands or emergencies), create difficulties for training and succession planning, cause disruptions due to staff leaves or retirements, and make it difficult to find job candidates with the necessary skills, experience and versatility. It also generates compounded pressures arising from increased administrative and regulatory requirements.

The other comments were:

- Rising transportation costs for employees
- Use FONOM to host sessions to train new councillors or to develop a roster of consultants for staff training
- Sharing with others that succession planning was very useful to them
- Cannot always guarantee enough hours for part-time staff
- Retention is an issue too; younger staff come to build their resumes, but then some move on

- Council sometimes goes beyond their role and gets too involved in operational issues
- Sometimes a toxic dynamic may develop with some members of council or the public
- Firefighter training is a big burden for small municipalities
- Have had hires who turned out to have been less qualified than they stated, resulting in people being let go soon after they are hired

In closing, respondents were asked if they would be willing to participate in a follow-up interview or discussion about workforce development challenges. Three in ten said yes, another three in ten said no, and four in ten said maybe.

Conclusion

The survey findings demonstrate that workforce recruitment and retention remain significant challenges for municipalities across Northeastern Ontario, regardless of community size. While the nature and scale of these challenges vary, respondents consistently identified difficulty attracting qualified candidates, competition from other employers, succession planning pressures, and limited organizational capacity as key barriers to building and sustaining a stable municipal workforce.

Smaller municipalities face particularly complex challenges. Limited financial resources, smaller candidate pools, geographic isolation, and fewer dedicated human resources supports often make it more difficult to compete for skilled workers. At the same time, respondents highlighted increasing competition from mining, other public sector employers and larger municipalities, particularly for technical, skilled trades, public works, finance and senior management positions.

The findings also demonstrate that municipalities are actively adapting their recruitment strategies through salary adjustments, broader advertising approaches, and enhanced benefits. However, many respondents indicated that compensation alone is insufficient to address long-term workforce shortages. Sustainable solutions will require continued investment in workforce development, skills training, succession planning and strategies that improve the attractiveness of municipal careers.

Respondents identified several areas where regional collaboration could strengthen municipal workforce capacity. Salary benchmarking information, centralized recruitment resources, shared human resource supports, and improved access to training and certification opportunities were among the most frequently identified priorities. These findings suggest that coordinated regional approaches, supported by organizations such as FONOM and workforce planning partners, can help municipalities respond more effectively to shared labour market challenges.

Overall, the survey provides valuable evidence of the workforce realities facing Northern Ontario municipalities. The findings establish a foundation for future workforce planning initiatives and highlight opportunities to strengthen recruitment, retention and workforce development strategies that support resilient municipal services and sustainable community growth across the region.

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

Sent via email: premier@ontario.ca

August 20th, 2026

Re: Funding for Official Plan and Comprehensive Zoning By-law Reviews

Dear Premier Ford,

On behalf of the Council of the Corporation of the Town of Latchford, I am writing to provide you with a copy of Resolution No. 26/150, adopted by Council on August 18, 2026.

Small, rural and northern municipalities require current Official Plans and Zoning By-laws to support housing, attract investment, encourage economic development and responsibly plan for infrastructure and municipal services. However, completing comprehensive reviews of these documents can place a significant financial burden on municipalities with limited tax bases, staffing capacity and financial resources.

The Town of Latchford recently applied to the Northern Ontario Heritage Fund Corporation for assistance with modernizing its land-use planning framework. The Town was advised that stand-alone studies are not eligible under the current program guidelines. This funding gap may force smaller municipalities to delay necessary planning updates or redirect limited municipal funds away from other essential services.

Council is respectfully requesting that the Government of Ontario establish a dedicated, sustainable and recurring funding program to assist municipalities with the costs of reviewing and updating Official Plans and Comprehensive Zoning By-laws. The program should recognize the differing financial and administrative capacities of municipalities and provide enhanced assistance to small, rural, northern and lower-tier municipalities.

Eligible expenses should include professional planning services, technical studies, public and Indigenous consultation where applicable, mapping and geographic information system updates, growth analyses, servicing and infrastructure assessments, and other supporting work required to develop modern and effective planning documents.

We respectfully ask your government to recognize Official Plans and Zoning By-laws as critical housing-enabling and economic development infrastructure. Providing municipalities with the resources to complete this important work will help remove barriers to development, create greater certainty for residents and investors, and better position communities across Ontario for responsible and sustainable growth.

Thank you for your consideration of this request. We would welcome the opportunity to discuss this matter further with you or the appropriate provincial representatives.

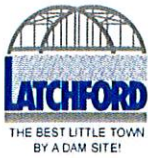
Kindest Regards,

Malorie Robinson

Malorie Robinson
CAO/Clerk-Treasurer
Town of Latchford

Cc:

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Minister of Finance, Peter Bethlenfalvy minister.fin@ontario.ca
Minister of Economic Development, Job Creation and Trade, Vic Fedeli, medjct.minister@ontario.ca
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CORPORATION OF THE TOWN OF LATCHFORD RESOLUTION

Resolution No.: 26/150

Date: August 18th, 2026

MOVED BY: Councillor Newell

SECONDED BY: Councillor McDonald

Whereas, municipalities are required to plan for responsible growth, housing, economic development, infrastructure, environmental protection and the long-term needs of their communities through comprehensive land-use planning documents, including Official Plans and Zoning By-laws;

And whereas, Official Plans and Zoning By-laws must be periodically reviewed and updated to ensure they remain consistent with current provincial legislation, policies, community needs, development pressures and opportunities for economic growth;

And whereas, the cost of undertaking comprehensive Official Plan and Zoning By-law reviews can represent a significant financial burden, particularly for small, rural and northern municipalities with limited tax bases, staffing capacity and financial resources;

And whereas, outdated planning documents can create barriers to residential, commercial and industrial development, limit a municipality's ability to respond to changing economic opportunities, and make it more difficult to identify and prepare lands for future growth;

And whereas, modern and current planning documents provide municipalities, residents, businesses and investors with greater certainty regarding where and how development can occur and allow municipalities to proactively plan for housing, employment lands, infrastructure and municipal services;

And whereas, investment in municipal planning is an investment in economic development, housing readiness and community growth, as updated Official Plans and Zoning By-laws can help municipalities remove unnecessary barriers to development and establish clear policies to support new investment;

And whereas, the Town of Latchford applied to the Northern Ontario Heritage Fund Corporation (NOHFC) for assistance with the modernization of its land-use planning framework and was advised that stand-alone studies are ineligible under the current NOHFC program guidelines;

And whereas, municipalities should not be required to choose between funding essential municipal services and undertaking the comprehensive planning work necessary to position their communities for future housing and economic growth;

Now therefore be it resolved that, the Council of the Corporation of the Town of Latchford hereby calls upon the Government of Ontario to establish a dedicated and

sustainable funding program to assist municipalities with the costs associated with reviewing, updating and modernizing Official Plans and Comprehensive Zoning By-laws;

And further that, such a funding program recognize the differing financial and administrative capacities of municipalities and provide enhanced funding opportunities for small, rural, northern and lower-tier municipalities where the cost of comprehensive planning reviews can represent a disproportionate burden on the municipal tax base;

And further that, eligible costs include, but not be limited to, professional planning services, technical studies and background reports required to support Official Plan and Zoning By-law reviews, public and Indigenous consultation where applicable, mapping and geographic information system updates, growth and development analysis, infrastructure and servicing assessments, and other supporting work necessary to establish modern and effective municipal planning documents;

And further that, the Province recognize municipal Official Plans and Zoning By-laws as critical economic development and housing-enabling infrastructure that provide the regulatory foundation necessary to support investment, development and sustainable community growth;

And further that, consideration be given to establishing a recurring funding intake so municipalities can undertake required planning reviews proactively rather than delaying necessary updates because of financial constraints;

And finally that, a copy of this resolution be circulated to the Premier of Ontario; the Minister of Municipal Affairs and Housing; the Minister of Finance; the Minister of Economic Development, Job Creation and Trade; the Minister of Northern Economic Development and Growth; the Minister of Infrastructure; the Federal Economic Development Agency for Northern Ontario (FedNor); John Vanthof, MPP for Timiskaming—Cochrane; Pauline Rochefort, MP Nipissing-Timiskaming; the Association of Municipalities of Ontario (AMO); the Federation of Northern Ontario Municipalities (FONOM); the Northwestern Ontario Municipal Association (NOMA); the Rural Ontario Municipal Association (ROMA); and all municipalities in Ontario, requesting their support and endorsement of this resolution.

CARRIED