

4.

**APPROVAL
OF
PREVIOUS
MEETING
MINUTES**



Corporation of the Municipality of Calvin

REGULAR MEETING OF COUNCIL

Date: February 10, 2026

Time: 6:00pm

1355 Peddlers Drive, Calvin, ON

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

Regrets:

Guests: Rick Miller (Tulloch) via Teams

1. CALL TO ORDER

Resolution Number: 2026-36

Moved By: Councillor Grant

Seconded By: Councillor Moreton

NOW THEREFORE BE IT RESOLVED THAT this February 10th, Regular Meeting of Council be called to order @ 6:00 p.m. by Mayor Gould who indicates that quorum has been achieved.

Results: Carried

2. APPROVAL OF AGENDA

Resolution Number: 2026-37

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.

Results: Carried

3. DECLARATIONS OF PECUNIARY OR CONFLICT OF INTEREST

Councillor Grant declared a conflict of interest with agenda item number 6, matter Tulloch report Stewarts Rd as Report potentially affects my parents.

4. APPROVAL OF PREVIOUS MEETING MINUTES

Resolution Number: 2026-38

Moved By: Councillor Manson

Seconded By: Councillor Latimer

NOW THEREFORE BE IT RESOLVED THAT the minutes for the Regular Council Meeting of January 13th, be approved as presented and circulated.

Results: Carried

5. DELEGATIONS TO COUNCIL - NONE

Councillor Grant leaves his chair to sit in the audience having declared a conflict with item 6 at 6:02pm

6. PRESENTATIONS TO COUNCIL-Tulloch Engineering, Rick Miller – Stewarts Road

Resolution Number: 2026-39

Moved by: Councillor Moreton

Seconded by: Councillor Latimer

WHEREAS COUNCIL FOR THE CORPORATION OF THE MUNICIPALITY OF CALVIN received the engineer or record's verbal report with respect to the Stewarts Road survey;

NOW THEREFORE BE IT RESOLVED THAT Council directs staff to contact the 2 landowners to determine whether they are prepared to commit to the costs associated with the transfer of lands in question;

AND THAT if in affirmation in both cases that staff proceed with legal involvement to transfer said lands.

Results: Carried

Councillor Grant returns to his council chair at 6:24 pm

7. BUSINESS ARISING FROM PREVIOUS COUNCIL MEETINGS

7.1 Town of Ingersoll - Conservation Authority Consolidation-Mayor Gould

Resolution Number: 2026- 40

Moved By: Mayor Gould

Seconded By: Councillor

THAT the council of the Municipality of Calvin supports this motion and;
FURTHER THAT a copy of this resolution be sent to the Ontario Minister of Environment Conservation and Parks, The Rural Ontario Municipal Association, all municipalities, Conservation Authorities and Conservation Ontario.

Result: Died for lack of second

7.2 Cassellholme Exit

7.2.1 Letter from Mayor Gould to Minister Natalia Kusendova-Bashta

Resolution Number: 2026- 41

Moved By: Mayor Gould

Seconded By: Councillor Moreton

THAT Council receive for information purposes the letter Mayor Gould submitted to Minister Natalia Kusendova-Bashta, Minister of Long-Term Care.

Results: Carried

7.2.2 Minister Natalia Kusendova-Bashta Response to Mayor Gould's letter

Resolution Number: 2026- 42

Moved By: Mayor Gould

Seconded By: Councillor Latimer

NOW THEREFORE BE IT RESOLVED THAT Council has reviewed and considered Minister Natalia Kusendova-Bashta, Minister of Long-Term Care response letter received February 04, 2026.

Results: Carried

7.2.3 Response to Minister Natalia Kusendova-Bashta

Resolution Number: 2026- 43

Moved By: Councillor Grant

Seconded By: Councillor Manson

WHEREAS Council received and considered the Ministers response to its request to exit Cassellholme;
NOW THEREFORE BE IT RESOLVED THAT Council directs staff to retain independent legal counsel to provide an opinion on the legislative framework governing municipal participation in Boards of Management, including any options available where participation has become unsustainable.

Results: Carried

7.3 Ad-Hoc Strategic Plan Hiring Committee Results (Verbal Report)

Resolution Number: 2026-44

Moved by: Councillor Latimer

Seconded by: Mayor Gould

That Council receive a verbal report from members of the Ad-Hoc Strategic Plan Hiring Committee indicating that the successful firm chosen and hired to carry out the Municipality's Strategic Plan process is KMPG;

AND FURTHER THAT as per the Committee's Terms of Reference, the committee is now dissolved.

Results: Carried

8. CONSENT AGENDA ITEMS FOR INFORMATION PURPOSES

Resolution Number: 2026-45

Moved By: Councillor Moreton

Seconded By: Councillor Manson

8.1 Cold Weather Relief and Supports DNSSAB

8.2 NBPSDHU Contact Information 2026

8.3 Nuclear-waste-transportation-NE-municipalities_Northwatch_9Jan2026

8.4 DNSSAB Upcoming Organizational Change-Coordinated Services

8.5 Saugeen Valley Conservation Authority Motion

8.6 City of Peterborough- Sustainable Funding for Police Resolution

8.7 Municipality of Brooke-Alvinston Letter of Support - Mun. of Calvin

8.8 Shuniah - Support Resolution re Bill 9 - Municipal Accountability Act 2025

- 8.9 Support Township of Perry Resolution Regarding Removal of HST and GST From New Homes
- 8.10 City of Peterborough - Elect Respect Pledge
- 8.11 City of Stratford 20260115 - Correspondence Re Adoption of Resolution in Response to Bill 68 Conservation Authorities - 15Jan26
- 8.12 Town of Fort Frances-Province of Ontario to Establish an Ontario Airport Capital Assistance Program
- 8.13 Township of Assiginack - LifeLabs closure resolution
- 8.14 Township of Assiginack Elbows Up Climate Action
- 8.15 FONOM Letter to the Prime Minister-Highways 11 & 17
- 8.16 FONOM Draft Municipal Resolution - The Birth of Change

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 of those received and reviewed, move the following forward for discussion at the next meeting: 8.6 City of Peterborough- Sustainable Funding for Police Resolution.

Results: Carried

9. ADMINISTRATIVE MATTERS:

**9.1 East Nipissing Planning Board Correspondence - Brooker File 2025-13
Resolution Number 2026-46**

Moved by: Councillor Manson

Seconded by: Councillor Latimer

WHEREAS Council of the Corporation of the Municipality of Calvin, in accordance with the Planning Act's notice and consultation provisions was invited to comment on the application;

NOW THEREFORE BE IT RESOLVED THAT Council has no objections to this application.

Results: Carried

**9.2 Public Works Superintendent Report PWS-2026-02-Annual Ontario Good Roads Conference
Resolution Number: 2026- 47**

Moved By: Councillor Grant

Seconded By: Councillor Manson

WHEREAS the Public Works Superintendent is requesting Council to approve attendance at the Ontario Good Roads Conference and that expenses be paid accordingly;

HEREBY Council for The Corporation of the Municipality of Calvin approves of this recommendation.

Results: Carried

9.3 CAO Report 2026-11 Summary of ROMA Conference Experience

Resolution Number: 2026-48

Moved by: Councillor Manson

Seconded by: Councillor Grant

THAT Council for the Corporation of the Municipality of Calvin receive CAO Report 2026-11 Summary of ROMA Conference Experience.

Results: Carried

9.4 By-Law 2026-08 To Establishment of the Joint Election Compliance Audit Committee

By-Law 2026-08

Resolution Number: 2026- 49

Moved By: Councillor Moreton

Seconded By: Councillor Latimer

BEING a by-law to authorize the establishment of the Joint Election Compliance Audit Committee and to appoint its committee members for the 2026 municipal elections.

WHEREAS Section 88.37 (1) of the Municipal Elections Act, 1996, as amended, requires the Council, before October 1st of an election year, to establish a Compliance Audit Committee to deal with matters regarding election campaign finances and contributions;

AND WHEREAS Section 88.37 (2) of the Municipal Elections Act, 1996, as amended, requires that the Committee shall be composed of not fewer than three and not more than seven members;

AND WHEREAS Section 88.37 (6) of the Municipal Elections Act, 1996, as amended, states that the clerk of the municipality shall establish administrative practices and procedures for the committee and shall carry out any other duties required under this Act to implement the committee's decisions;

AND WHEREAS the Councils of the Town of Mattawa, the Township of Papineau-Cameron, the Municipality of Mattawan and the Municipality of Calvin deem it advisable to establish the Joint Election Compliance Audit Committee and to set out the terms of reference of the Committee.

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

1. **THAT** the Corporation of the Municipality of Calvin hereby adopts the Terms of Reference for the Joint Election Compliance Audit Committee, hereto attached as Schedule "A" and forming part of this by-law, to meet the requirements of Section 88.37 (1) of the Municipal Elections Act, 1996, as amended.
2. **THAT** the Council of the Corporation of the Municipality of Calvin hereby appoints the three (3) following Municipal Clerks to the 2026 Joint Election Audit Committee for the term commencing November 15, 2026 to November 14, 2030 to meet the requirements of Section 88.37(2) of the Municipal Elections Act, 1996, as amended:
 - a) Clerk - Township of Papineau-Cameron
 - b) Clerk - Municipality of Mattawan
 - c) Clerk - Municipality of Mattawa

Results: Carried

9.5 2026 DNSSAB Levy and Apportionment

Resolution Number: 2026-50

Moved By: Councillor Manson

Seconded By: Councillor Moreton

THAT Council for The Corporation of the Municipality of Calvin receive the 2026 District of Nipissing Social Services Administration Board's communication in regard to the 2026 Levies.

Results: Carried

9.6 Fire Chief Reports for December 2025 and January 2026

Resolution Number: 2026-51

Moved By: Councillor Moreton

Seconded By: Councillor Manson

THAT Council for The Corporation of the Municipality of Calvin receive the Fire Chief reports for December 2025 and January 2026.

Results: Carried

9.7 CAO Report to Council CAO-2026-12 FONOM and AMO

Resolution Number: 2026-52

Moved By: Councillor Latimer

Seconded By: Councillor Grant

THAT Council appoint a specific number of Council members zero (0) and the CAO to attend the upcoming FONOM conference;
AND FURTHER THAT Council appoints a specific number of Council members zero (0) and the CAO to attend the upcoming AMO conferences;
AND THAT Council direct staff to proceed with early-bird registrations and hotel bookings.

Results: Carried

9.8 Mayor Report to Council -ROMA Conference Experience

Resolution Number: 2026-53

Moved By: Councillor Grant

Seconded By: Councillor Manson

THAT Council for The Corporation of the Municipality of Calvin receive the Mayors Report -ROMA Conference Experience.

Results: Carried

9.9 Public Works Superintendent Report PSW-2026-03 2015 International Plow Truck Repairs

Resolution Number: 2026-54

Moved By: Councillor Moreton

Seconded By: Councillor

NOW THEREFORE BE IT RESOLVED THAT Council receive and accept the Public Works Superintendent Report with respect to emergency repairs to the 2015 International Plow Truck performed by Con-Tech Mechanical at a cost of \$30,132.82 plus HST.

Results: Carried

9.10 Committee of the Whole Recommendations to council from Feb 04 2026 meeting

9.10.1 Review of Landfill By-Law 2024-35 (CW2026-04)

Resolution Number: 2026-55

Moved By: Councillor Moreton

Seconded By: Manson

Now therefore be it resolved that Committee of the Whole reviewed and discussed a draft by-law presented by the Public Works Superintendent to repeal and replace by-law 2024-35, a by-law to establish and maintain a system for disposal of garbage and other refuse, and FURTHER THAT Committee of the Whole Recommend that Council implements a clear bag policy effective June 1, 2026, with a transition period ending August 31, 2026. In the interim, staff will continue a public education program about the benefits of recycling vis a vis the landfill and its remaining useful life. AND FURTHER THAT, staff is directed to bring a revised draft bylaw which considers committee of the whole discussion to a future meeting .

Results: Carried

9.10.2 Review of Use of Park Lands Within and to Regulate Parking on Lands Owned by the Municipality By-Law 2019-019 (CW2026-05)

Resolution Number: 2026-56

Moved By: Councillor Moreton

Seconded By: Councillor Grant

Now therefore be it resolved that the Committee of the Whole received and discussed CAO Report CAO2026-10 Use of Park Lands Within and to Regulate Parking on Lands Owned by the Municipality and Further that it recommends to Council

THAT the Municipality continue the issuance of the parking permits for water access only properties at Smith Lake with a designated area for that purpose;

THAT the Municipality continue charging an annual parking fee of \$150.00 to water access only properties and to ensure the ability to collect the fee, that the fee be invoiced annually as a non-tax levy effective January 01, 2026;

THAT the Municipality maintain the one-vehicle-per-property limit, including direction on whether visitor or additional permits are permitted;

AND THAT Committee of a Whole recommend to Council the installation of signage identifying designated parking spaces for water access only permit holders;

FURTHERMORE that Smith Lake boat Launch and parking area are to be maintained on a year-round basis.

Results: Carried

9.11 Municipal Track -Northeastern Fire Education Conference

Resolution Number: 2026- 57

Moved By: Councillor Manson

Seconded By: Councillor Latimer

THAT Council for The Corporation of the Municipality of Calvin approves up to two (2) Council members and up to 1 member of the Fire Dept to attend the Northeastern Fire Education Conference to be held in Gravenhurst on March 27, 2026;

AND THAT all relevant expenses be paid in exchange for their participation.

Results: Carried

9.12 CAO Report 2026-13 Municipal election impact on Oct to Dec Schedule

Resolution Number: 2026- 58

Moved By: Councillor Latimer

Seconded By: Councillor Grant

THAT Council for the Corporation of the Municipality of Calvin designates the municipal office be closed on Monday October 26, 2026 due to municipal election day and staff availability;

AND FURTHER THAT should a recount be necessary, Council designates the office will be closed on Tuesday October 27, 2026 as well;

AND FURTHER THAT due to the municipal election and procedures, the regular scheduled meetings of Council of October 27, November 10 and November 24, 2026 be cancelled;

AND FURTHER THAT November 17, 2026 be appointed as the day when the newly elected Council shall carry out their Declarations of Oath, immediately followed by a Council Orientation day organized and chaired by the CAO.

Results: Carried

9.13 Public Works Superintendent Report PWS 2026-04

Resolution Number: 2026- 59

Moved By: Councillor Grant

Seconded By: Councillor Latimer

THAT Council for the Corporation of the Municipality of Calvin receive report PWS-2026-04 a report to provide information regarding Roads, Landfill and Recreation activities.

Results: Carried

9.14 Correspondence from Bluesky Net

Resolution Number: 2026-60

Moved By: Mayor Gould

Seconded By: Councillor Manson

THAT council for the Corporation of the Municipality of Calvin receives Blue Sky Net correspondence dated Feb 3, 2026, supplied by Mayor Gould entitled "Part 1 Application 2025-0639-5 TEL 8640-B2-202506395 - Bell Canada Application for forbearance from the regulation of residential local exchange services in Ontario and Quebec.

Results: Carried

10. AGENCIES, BOARDS, COMMITTEES

Resolution Number: 2026-61

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 Casselholme Exit Strategy- Mayor Gould
- 10.7 Castle Arms Mayors Meetings-Mayor Gould
- 10.8 Telecommunications/Broadband-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.

Results: Carried

11. CLOSED MEETING – NONE

13. CONFIRMATORY BY-LAW

By-Law # 2026-09

Resolution Number: 2026-62

Moved By: Councillor Grant

Seconded By: Councillor Latimer

NOW THEREFORE BE IT RESOLVED THAT By-Law 2026-09 being a By-Law to confirm the proceedings of Council be approved.

Result: Carried

14. ADJOURNMENT

Resolution Number: 2026-63

Moved By: Councillor Moreton

Seconded By: Councillor Manson

NOW THEREFORE BE IT RESOLVED THAT Council for the Corporation of the Municipality of Calvin now be adjourned @ 8:24 p.m.

Result: Carried

5.

**DELEGATIONS
TO COUNCIL**

DWIGHT FARMER - MOUNT PLEASANT ROAD MAINTENANCE

6.

PRESENTATIONS TO COUNCIL

KPMG - STRATEGIC PLAN

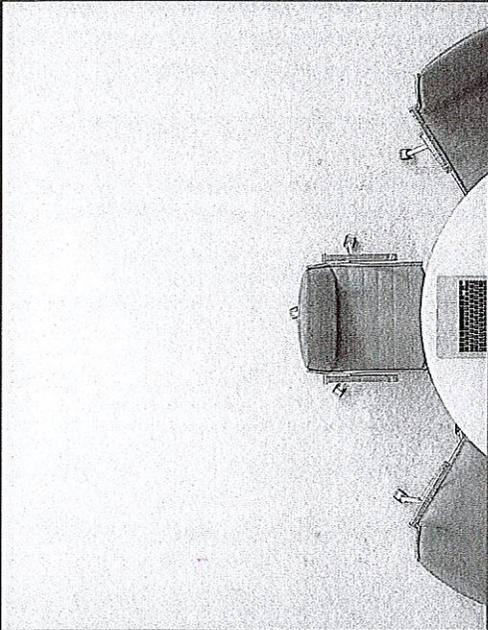


Strategic Plan Consulting Services

Municipality of Calvin

Project Charter

February 10th, 2026



Disclaimer

This project charter has been prepared by KPMG LLP ("KPMG") for the Municipality of Calvin ("Client") pursuant to the terms of our contract dated January 26, 2026 (the "Engagement Agreement").

KPMG neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than client or for any purpose other than set out in the Engagement Agreement. This report may not be relied upon by any person or entity other than the client, and KPMG hereby expressly disclaims any and all responsibility or liability to any person or entity other than the client in connection with their use of this report.

This charter is based on information and documentation that was made available to KPMG at the date of this report. KPMG has not audited nor otherwise attempted to independently verify the information provided unless otherwise indicated. Should additional information be provided to KPMG after the issuance of this report, KPMG reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly.

Pursuant to the terms of our engagement, it is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by KPMG during the course of this engagement shall be the responsibility of, and made by, the Client. KPMG has not and will not perform management functions or make management decisions for the Client.

This charter may include or make reference to future oriented financial information. Readers are cautioned that since these financial projections are based on assumptions regarding future events, actual results will vary from the information presented even if the hypotheses occur, and the variations may be material.

Comments in this report are not intended, nor should they be interpreted, to be legal advice or opinion.

KPMG has no present or contemplated interest in the client nor are we an insider or associate of the client. Accordingly, we believe we are independent of the client and are acting objectively.



Project Overview

Project Charter

The purpose of this document is to ensure clarity of expectations between KPMG and the Municipality.

This charter contains information on project objectives, governance, team, work plan, and project management.

Project Objectives – *How will we define success?*

Calvin (the "Municipality") has engaged KPMG to assist in the development of a municipal strategic plan, with the view of building an actionable road map for the long-term growth and sustainability of the Municipality. Specifically, KPMG will:

1. Assisting the Municipality with the establishment of a methodology for the strategic plan;
2. In conjunction with the Municipality, undertaking an analysis of the current state of the Municipality and the conduct of stakeholder engagement (Municipal Council, staff, and community) to assist in informing the plan's development; and
3. Summarizing the results of our analysis and presenting potential opportunities to the Municipality.

Project Drivers – *What problem are we trying to solve?*

We understand that the Municipality is looking to develop a municipal strategic plan, with the view of building an actionable road map for the long-term growth and sustainability of the Municipality.



Project Overview

Project Charter

The purpose of this document is to ensure clarity of expectations between KPMG and the Municipality.

This charter contains information on project objectives, governance, team, work plan, and project management.

Project Principles – What is important to us?

- Council sets the strategic direction for the Municipality, and as such will play a crucial leadership role throughout the project, guiding priorities, validating outcomes, and championing the final strategic plan.
- The knowledge and expertise of municipal staff will be leveraged to inform analysis and support the development of a practical, achievable roadmap for long-term success.
- The project will be conducted through a transparent, participative, and inclusive process, engaging Council, staff, and residents, and facilitated by KPMG using leading practices.
- This engagement is focused on delivering a strategic roadmap for the Municipality of Calvin, supporting long-term growth and sustainability, and is not a service delivery or operational review.

Project Timing

The project will commence on February 9th, 2026 and will be completed when the final Plan is presented to Council on May 26th, 2026.



Scope & Deliverables

Our approach to the project is divided into four phases. Each phase is focused on the accomplishment of specific, tangible objectives and activities.

Phase One: Project Initiation

This phase focuses on laying a strong foundation for the project through the facilitation of introductory and kickoff meetings with key project contributors. KPMG will spend a brief, but necessary, period at the beginning of the project to confirm the scope, establish expectations, and validate our approach with the Project Manager. This meeting will also serve to confirm project deliverables and confirm timelines.

Deliverables:

- Project Charter with confirmed project schedule/ Gantt Chart and established status reporting structure
- Communication and Stakeholder Engagement Plan
- Project Kick-Off Meeting with Project Manager

Phase Two: Data Collection and Engagement

Document Review

KPMG will complete a documentation review to ensure our team has a solid understanding of the Municipality and the Municipality's context prior to conducting public engagement and entering Planning Sessions with Council and Senior Management Team. This documentation review will include, but is not limited to, the following:

- Municipality of Calivn Strategic Plan 2022-2026
- Official Plan
- 2025 Operating Budget
- Other documentation which will provide us with an understanding of the needs and challenges facing the Municipality.



Scope & Deliverables

Our approach to the project is divided into four phases.

Each phase is focused on the accomplishment of specific, tangible objectives and activities.

Phase Three: Strategize

Following the community engagement, KPMG will facilitate a series of in-person and virtual planning meetings with Council and the Senior Management Team. Our streamlined approach involves three meetings of approximately two to three hours each.

Working Session #1: Strategic Directions (In-Person)

We begin the first meeting with a quick overview of the public survey responses as well as the themes generated from the Community Town Hall. We believe it is important for Council to understand the sentiments of the citizens.

We will then conduct a brainstorming exercise for Council and staff's ideas and desires for the Municipality's direction over the next five to ten years as well as the foundational values of the Municipality. Once we have exhausted all possible ideas, they will be grouped together into common themes. Following the meeting, KPMG will develop these themes into four to five strategic directions that are the foundation of the strategic plan and the deliverable for working session #1.

At the first working session, we will also confirm the Municipality's mission, vision, and values to ensure that they are still relevant to the community.

Working Session #2: Outcomes and Objectives (In-Person)

The second working session will begin with a review of the four to five strategic directions agreed upon at the first working session. We will ensure that Council is comfortable and accepts the proposed strategic directions since they form the basis for strategic objectives and initiatives.

Once there is common agreement on the strategic directions, KPMG will assist Council in developing objectives and desired outcomes for each strategic direction. This will be the key deliverable for working session #2.

Working Session #3: Key Work Initiatives (Virtual)

At the third and final working session, KPMG and the senior management team will present the identified vision, mission, and values for the Municipality along with the key work initiatives, milestones, timelines, and resource requirements to Council. When guided by their strategic directions, Council will find that the identification and approval of key work initiatives simplified. In turn, these work initiatives will form the foundation of the subsequent annual budgets.



Scope & Deliverables

Our approach to the project is divided into four phases.

Each phase is focused on the accomplishment of specific, tangible objectives and activities.

Phase Three: Strategize (Continued) Summary of Findings and Draft Strategic Plan

Based on the Planning Sessions and Survey results, KPMG will pull together all of the work completed during the previous phases and develop a draft corporate strategic plan. This strategic plan will include:

- The Strategic Vision, Mission, and Values of the Municipality
- A long-term vision that encapsulates where the Municipality and community need to go in the next ten years

KPMG will present the draft strategic plan to the Municipality for its review and validation. KPMG will then revise the final deliverables based upon Municipality's feedback up to a maximum of three revisions. Graphic design and production will be the responsibility of the Municipality.

Deliverables:

- Draft strategic plan

Phase Four: Final Report and Presentation

KPMG will summarize all the work completed during the previous steps and develop a final report with an executive summary including findings, conclusions and proposed recommendations. The draft report will be a priority-oriented plan with a high-level implementation and/or phasing plan that clearly illustrates how to transform conceptual goals into realistic, achievable targets for all departments and services in the Municipality. The plan will prioritize the recommendations contained within the Final Report according to ease of implementation and impact. The recommendations and implementation plan will be reviewed with the Project Manager in a final half day working session.

The draft final report will be provided to the Project Manager for review and feedback prior to being finalized. Once the final report has been validated, and the Project Manager feedback has been incorporated, KPMG will present the findings to Council.

Deliverables:

- Final strategic plan
- Final presentation

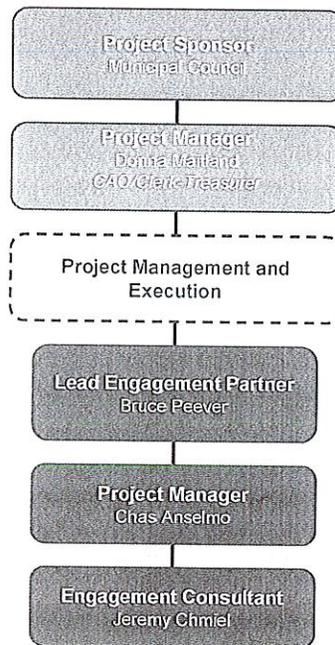


Project Schedule

PHASE	Week of															
	February				March				April				May			
	9 th	16 th	23 rd	2 nd	9 th	16 th	23 rd	30 th	6 th	13 th	20 th	27 th	3 rd	10 th	17 th	24 th
Phase 1 – Project Initiation																
Project Kick Off																
Bi-Weekly																
Phase 2 – Data Collection and Engagement																
Document Review																
Community Town Hall (Afternoon and Evening session)																
Public Survey																
Interim Report																
Phase 3 – Strategize																
Working Session #1 – Strategic Directions																
Working Session #2 – Outcomes and Objectives																
Working Session #3 – Key Work Initiatives																
Issuance of Draft Plan																
Phase 4 – Report																
Issuance of Final Plan																
Presentation to Council (May 26 th , 2026)																



Project Governance and Management



Project Management

Project Sponsor

- The Project Sponsor is the individual or body with overall accountability for the project. The Project Sponsor is the champion for the project and provides the necessary leadership to achieve the project's goals.

Project Manager (PM)

- The Project Manager is the individual with overall accountability for the project and provides the necessary leadership to achieve the project's goals. The PM ensures that the project stays on budget and schedule and that the consultant has the necessary information and support to complete the analysis and provide recommendations. All project communications are processed through the PM.

Project Support

- The Project Support position provides the necessary administration support to the project manager and Project Sponsor to ensure the consultant has the required administrative coordination.



Key Project Assumptions

The resources, scope, timeline and estimated fees are based on the assumptions provided below.

- a. The Municipality's Project Manager will formally sign off on project deliverables.
- b. The Project Team will operate as an integrated team and all project related meetings and correspondence will include both the Municipality's and KPMG personnel as appropriate.
- c. Communication with KPMG's Project Manager will be open and direct with relevant information made readily accessible.
- d. Both the Municipality and KPMG must agree to additions or changes to the scope of this engagement, deliverables or assumptions, in writing, through a documented change order request.
- e. The Municipality will provide prompt review of project deliverables. To the extent that the Municipality does not provide notice of its rejection or acceptance of a project deliverable within five (5) business day period, then such project deliverable shall be deemed to have been accepted by the Municipality.
- f. When decisions are required, the Municipality will provide prompt decisions. The lack of timely and responsive reviews and decisions may adversely impact the project plan and may lead to project delays and/or increased fees and expenses.
- g. KPMG assumes that the Municipality's leadership team will resolve business, functional, and technical issues escalated by the Project Manager within a two business day period.
- h. All KPMG resources will be dedicated to the effort as described in the Project Charter.
- i. The ability to meet project timelines depends in large part on the availability of the Municipality resources as outlined in the Project Charter. Inability to schedule resources for workshops, meetings or reviews as outlined may result in project delays, as well as potential fee and expense increases





home.kpmg/ca

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© 2026 KPMG LLP, an Ontario limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization.

Document Classification: KPMG Public

COMMUNITY STRATEGIC PLAN SURVEY

Help Shape Our Municipality's Future (Next 3-5 Years)

Council is developing a Strategic Plan to guide priorities, services, and investments over the next 3-5 years. This short survey takes about 5 minutes. Your feedback will help focus resources where they matter most.

All responses are anonymous.

1. Do you feel the municipality is headed in the right direction?

Yes Somewhat No Unsure

2. What should be the municipality's TOP priority over the next 3-5 years?

Growth and development (housing, economic development, etc.)

Infrastructure (roads, bridges, etc.)

Financial sustainability

Environmental protection and sustainability (waste management)

Strengthening community connections and engagement

Promotion of quality of life (outdoor recreation)

Protection of persons and property (fire services)

Other: _____

3. What is the single biggest challenge facing the municipality today?

4. What is the single largest opportunity within the municipality?

6. If the municipality could focus on ONE major investment next year, which should it be?

Roads & infrastructure Fire services Outdoor Recreation Economic development Housing Waste Management Communication, transparency & customer service

Other: _____

7. What is one change or improvement that would most improve your quality of life in the Municipality of Calvin?

8. How would you prefer to receive information from the municipality? (Select all that apply)

- Municipal website Email newsletters Social media
 Mailed or printed notices Public meetings / open houses
 Local bulletin boards / community spaces Other: _____

OPTIONAL - About You

How long have you lived in the municipality?

- Less than 2 years 2-5 years 6-10 years More than 10 years Seasonal resident

Age range: Under 25 25-44 45-64 65+

Thank you for taking the time to share your feedback. Results will be summarized and shared with Council and the community.

7.

**BUSINESS
ARISING
FROM
PREVIOUS
COUNCIL
MEETINGS**



Office of the City Clerk, City Hall
500 George Street North
Peterborough, Ontario
K9H 3R9

December 3, 2025

Honourable Doug Ford, Premier for the Government of Ontario;
Honourable Michael S. Kerzner, Minister of the Solicitor General;
Honourable Rob Flack, Minister of Municipal Affairs and Housing;
Association of Municipalities of Ontario (AMO);
Mary ten Doeschate, Peterborough Police Services Board Chair; and
Councils of each of Ontario's municipalities.

Subject: Sustainable Funding for Police Services Request

The following resolution, adopted by City Council at its meeting held on November 3, 2025, is forwarded for your consideration.

Moved by Councillor Crowley
Seconded by Councillor Vassiliadis

Whereas municipalities across Ontario are required to maintain a police service; and

Whereas municipalities across Ontario are required to constitute a municipal board to have policing responsibility for the municipality, or enter into a written agreement for an alternate provision of policing services; and

Whereas the City of Peterborough has constituted a municipal board; and

Whereas municipalities, across Ontario, with a police service board, are required to "ensure adequate and effective policing is provided in the area for which they have policing responsibility in accordance with the needs of the population in the area and having regard for the diversity of the population in the area" and

Whereas police service boards within municipalities where court proceedings are conducted are required to ensure the security of judges, other judicial officials, members of the public participating in court proceedings, ensuring the secure



**City of
Peterborough**

custody of persons in custody who are on or about the premises, including persons taken into custody at proceedings; and

Whereas the provision of court security is not part of providing adequate and effective policing; and

Whereas the cost of providing court security is a cost of the municipality, regardless of whether all matters originate within that municipality; and

Whereas municipalities across Ontario are required to have and maintain critical infrastructure, including appropriate police facilities and equipment, to ensure adequate and effective policing is provided; and

Whereas municipalities across Ontario are experiencing increased police operating and capital costs directly related to new compliance and operational standards required under the Community Safety and Policing Act, 2019; and

Whereas these cost increases stem from provincially mandated requirements — including training, certification, technology, reporting, and staffing obligations — necessary to bring local police services into compliance with the Act; and

Whereas municipalities have no discretion in implementing these measures and limited ability to absorb the resulting financial pressures within existing budgets; and

Whereas policing is a provincially legislated responsibility, yet municipalities are bearing the brunt of the costs to implement provincial mandates;

Therefore, be it resolved that:

Council request that the Province of Ontario provide targeted financial assistance to municipalities to offset any additional costs that are directly and demonstrably incurred as a result of compliance with the Community Safety and Policing Act, 2019, and not general increases to police budgets; and

Therefore, be it further resolved that:

Council urge the Province of Ontario to review and reform its current police grant programs to ensure a more equitable distribution of funding to municipalities so that communities with growing populations and expanding service demands receive fair and sustainable provincial support; and

Therefore, be it further resolved that:

Council request that the Province of Ontario provide stable sustainable funding to offset costs associated with the provision of providing court security services; and



City of
Peterborough

That this resolution be forwarded to the Premier of Ontario, the Minister of the Solicitor General, the Minister of Municipal Affairs and Housing, the Association of Municipalities of Ontario (AMO), the Peterborough Police Services Board Chair, and all Ontario municipalities for endorsement.

Sincerely,

A handwritten signature in cursive script that reads "John Kennedy".

John Kennedy
City Clerk



Mary ten Doeschate, Chair

Drew Merrett, Vice-Chair

Mayor Jeff Leal

Councillor Gary Baldwin

Steve Girardi

December 18, 2025

City of Peterborough (Sent via email)
500 George St. N.
Peterborough, ON K9H 3R9

Attention: Members of Council

Jasbir Raina, Chief Administrative Officer

Richard Freymond, Commissioner of Finance and Corporate Support Services

John Kennedy, Clerk

Members of Council, Mr. Raina, Mr. Freymond and Mr. Kennedy:

Re: Council Resolution – Stable Funding for Police Service Boards

The Peterborough Police Service Board unanimously passed the following motion at their Board meeting held on December 16, 2025:

Moved by Drew Merrett

Seconded by Jeff Leal

That the Board receive for consideration and endorsement the Peterborough City Council resolution made November 3, 2025 regarding stable funding for Police Service Boards.

Accordingly, the Board sends this letter in support of Council's call for the Province of Ontario to review and reform its current police grant programs to ensure a more equitable distribution of funding to municipalities; the Board believes increased and sustainable funding support from the Province is necessary to ensure the Board can meet its legislated mandate of providing adequate and effective policing in the City of Peterborough.

Sincerely,

Mary ten Doeschate,
Chair

Peterborough Police Service Board
500 Water Street, P.O. Box 2050 Peterborough, Ontario K9J 7Y4
Telephone: 705-876-1122 ext. 220 Fax: 705-876-6005
www.peterboroughpolice.com

7.2



Corporation of the Municipality of Calvin Council Resolution

Date: February 10, 2026

PRESENTATION TO COUNCIL-TULLOCH ENGINEERING, RICK MILLER-STEWARTS ROAD

Resolution Number: 2026-39

Moved By: Councillor Moreton

Seconded By: Councillor Latimer

WHEREAS COUNCIL FOR THE CORPORATION OF THE MUNICIPALITY OF CALVIN received the engineer or record's verbal report with respect to the Stewarts Road survey;
NOW THEREFORE BE IT RESOLVED THAT Council directs staff to contact the landowners to determine whether they are prepared to commit to the costs associated with the transfer of lands in question;
AND THAT if in affirmation in both cases that staff proceed with legal involvement to transfer said lands

Result: Carried

CERTIFIED to be a true copy of
Resolution No. 2026-39 passed by the Council of
The Corporation of the Municipality of Calvin
on the 10th day of February, 2026.

Trish Araujo
Deputy Clerk

8.

**CONSENT
AGENDA
ITEMS FOR
INFORMATION
PURPOSES**



MUNICIPALITY OF CALVIN

1355 PEDDLERS DRIVE, MATTAWA ON, POH 1V0

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

building@calvintownhsip.ca • www.calvintownship.ca

8.1

BUILDING REPORT

MONTH: January, 2026

1. NUMBER OF PERMITS ISSUED	1
2. TOTAL MONTHLY VALUE	\$8,000
3. TOTAL FEES COLLECTED	\$0
4. TOTAL BUILDING VALUE TO DATE	\$8,000
5. TOTAL FEES COLLECTED TO DATE	\$0

COMMENTS:

Permit: 01-2026 Type: Addition Value: \$8000 Fee: \$205

Note: Permit 01-2026 not picked up or paid for.

SHANE CONRAD
CHIEF BUILDING OFFICIAL

Building Report

January 2026

January 02: Call from property owner asking questions about their build.

January 05: Call from person looking to buy property.

January 07: - Submitted December building report to MPAC, CMHC, and StatsCan.

- Emails and phone calls.
- Travelled to 246 Adams Rd. for a site visit.
- Plan review and issued permit 01-2026 for an addition to a garage.

January 08: - Travelled to 32 Hwy 630 for a site visit.

January 13: - Call from property owner asking about requirements for windows in rooms located in the basement.

January 14: - Emails and phone calls.

- Travelled to 188 Homestead Rd. for an inspection.
- Reviewed severance application on Smith Lake
- Researched the covering of electrical masts.

January 21: - Emails and phone calls.

- Travelled to 1124 Hwy 630 for an inspection.
- Old files.
- Research

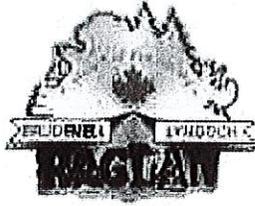
January 23: - Call from property owner asking about the process for applying for a building permit.

January 28: - Emails & phone calls.

- Old files
- Chapters meeting in East Ferris.



Shane Conrad CBO



**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

February 4, 2026

The Right Honourable Mark Carney, P.C., M.P. Prime Minister of Canada
Office of the Prime Minister
80 Wellington Street
Ottawa, ON K1A 0A2
Mark.carney@parl.gc.ca

RE: Call to Action for Justice and Protection of Canada's Children

Dear Prime Minister,

Please be advised that at the Regular Council Meeting on February 4th, 2026, Council for the Corporation of the Township of Brudenell, Lyndoch and Raglan passed the following resolution, supporting the resolution from the Town of Aylmer.

Resolution No: 2026-02-04-05
Moved by: Councillor Quade
Seconded by: Councillor Banks

"Be It resolved that the Council for the Corporation of the Township of Brudenell, Lyndoch and Raglan support the Town of Aylmer's resolution regarding a Call to Action for Justice and Protection of Canada's Children.

And further that this resolution be forwarded to the Prime Minister of Canada, Premier of Ontario, the Attorney General of Ontario, Solicitor General of Ontario, the Minister of Justice and Attorney General of Canada, Renfrew Nipissing Pembroke MPP and MP, the Federation of Canadian Municipalities and all municipalities in Ontario."

Carried.

Sincerely,

Tammy Thompson
Deputy Clerk
Township of Brudenell, Lyndoch and Raglan

January 15, 2026

The Right Honourable Mark Carney, P.C., M.P. Prime Minister of Canada
Office of the Prime Minister
80 Wellington Street
Ottawa, ON
K1A 0A2
Mark.carney@parl.gc.ca

Dear Prime Minister

Re: Support for the City of Welland's Call to Action for Justice and Protection of Canada's Children

At their Regular Meeting of Council on January 15, 2026, the Council of the Town of Aylmer endorsed the following resolution:

Whereas the Town of Aylmer supports the City of Welland's call to action for justice and protection of Canada's children; and,

Whereas the safety and well-being of children is a fundamental responsibility shared by all levels of government; and,

Whereas recent incidents involving sexual offences against children have deeply affected communities across Ontario and Canada, raising serious concerns about public safety and the adequacy of existing legislative protections; and,

Whereas violent sexual crimes against children represent some of the most serious offences under the Criminal Code of Canada and have lifelong impacts on victims, families, and communities; and,

Whereas municipalities play a critical role in advocating for policies that protect residents and promote safe communities; and,

Whereas there is a growing concern that gaps in bail, sentencing, parole eligibility, and offender monitoring allow high-risk individuals to re-enter communities pre-maturely, placing children at continued risk;

Now therefore be it resolved that the Council of the Town of Aylmer formally urges all levels of government to review and strengthen legislation and policies related to violent and sexual offences against children, including but not limited to:

- 1. Bail and Sentencing Provisions - ensuring that individuals charged with or convicted of violent sexual offences against children are subject to the strictest possible bail conditions and sentencing outcomes that reflect the severity of these crimes;**
- 2. Parole and Early Release - limiting parole eligibility, statutory release, or other forms of early release for offenders convicted of sexual offences against children who pose ongoing risks to public safety;**
- 3. Sex Offender Monitoring - strengthening the National Sex Offender Registry and related provincial tools to improve accuracy, enforcement, and timely access to information for law enforcement; and**
- 4. Victim and Community Safety - prioritizing the protection of children and community safety within the justice system above administrative or procedural efficiencies;**

And be it further resolved that copies of this resolution be forwarded to:

The Premier of Ontario
The Attorney General of Ontario
The Solicitor General of Ontario
The Prime Minister of Canada
The Minister of Justice and Attorney General of Canada
Member of Provincial Parliament, Rob Flack
Member of Parliament, Andrew Lawton
The Federation of Canadian Municipalities (FCM) and;
All 444 Ontario Municipalities

And be it further resolved that Council encourages municipalities to adopt similar resolutions to work collaboratively to present a unified municipal voice advocating for stronger protections for children across Canada.

Yours sincerely,

Owen Jaggard
Director of Legislative Services/Clerk | Town of Aylmer
46 Talbot Street West, Aylmer, ON N5H 1J7
519-773-3164 Ext. 4913 | Fax 519-765-1446
ojaggard@town.aylmer.on.ca | www.aylmer.ca

CC:

Hon. Doug Ford doug.fordco@pc.ola.org
Hon. Doug Downey doug.downey@pc.ola.org
Hon. Michael S. Kerzner michael.kerzner@pc.ola.org
Hon. Sean Fraser sean.fraser@parl.gc.ca



The Corporation of the Town of Aylmer
46 Talbot Street West, Aylmer, Ontario N5H 1J7
Office: 519-773-3164 Fax: 519-765-1446
www.aylmer.ca

Hon. Rob Flack rob.flack@pc.ola.org
Mr. Andrew Lawton andrew.lawton@parl.gc.ca
Mayor Frank Campion c/o Theresa Ettore Theresa.ettore@welland.ca
Federation of Canadian Municipalities resolutions@fcm.ca
All municipalities



**OFFICE OF THE MAYOR
FRANK CAMPION
60 East Main Street
Welland, Ontario
L3B 3X4
Phone: 905-735-1700
Fax: 905-735-1543**

December 2, 2025

Subject: A Call to Action: Standing Together for Justice and the Protection of Canada's Children

Dear Fellow Mayors,

I write to you today not only as the Mayor of Welland, but as a member of a community that has been deeply shaken by an unthinkable act in August 2025: the brutal sexual assault of a three-year-old child. This tragedy has horrified our residents, leaving families in grief and disbelief, and compelling us as leaders to confront the uncomfortable truth that our justice system is failing to adequately protect our most vulnerable.

While no policy can erase the trauma this child and their family will endure, we have a moral obligation to act. This moment demands leadership from all of us, to raise our collective voices and ensure that meaningful reform takes place.

I urge you to join me in calling on provincial and federal governments to take immediate and decisive action by advancing the following measures:

- The full and expedited implementation of recent federal bail and sentencing reforms, so that new provisions designed to protect the public—particularly victims of violent sexual crimes—are applied swiftly and consistently across all jurisdictions.
- Strengthening bail and sentencing provisions so that individuals charged with, or convicted of, violent sexual crimes face the strictest possible conditions, including limits on early release in cases of extreme brutality.
- That parole eligibility for sexual offences against children reflects the full gravity of these crimes, limiting conditional or early release for offenders who pose ongoing risks to community safety.
- Strengthening the National Sex Offender Registry, providing communities and police with timely, accurate information and effective tools to safeguard residents.

Canadians must be able to trust that our justice system prioritizes public safety—especially the safety of children—above all else. Communities like ours cannot bear the weight of knowing that legislative gaps may allow dangerous offenders to harm again.

I am calling on you, my colleagues in municipalities across Canada, to:

1. Pass council resolutions urging your respective provincial governments to review and strengthen laws protecting children from violent offenders.
2. Collaborate through FCM and provincial municipal associations to bring a united municipal voice to Ottawa and all legislatures across the country, advocating for the timely implementation and continued enhancement of justice reforms.
3. Engage your local MPs, MPPs/MLAs, and their governments to advocate for continued legislative and judicial reform.

4. Support awareness and prevention efforts within your communities to reinforce the safety and well-being of every child.

Together, we can create a wave of leadership that demands justice and refuses complacency. The protection of children transcends politics and geography; it is a shared duty that defines who we are as a nation.

Thank you for standing with us in this urgent cause. I would welcome the opportunity to coordinate efforts with you and your councils to move this national call forward.

With respect and solidarity,



Frank Campion
Mayor of Welland



**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

February 4, 2026

The Right Honourable Mark Carney, P.C., M.P. Prime Minister of Canada
Office of the Prime Minister
80 Wellington Street
Ottawa, ON K1A 0A2

Mark.carney@parl.gc.ca

RE: Call for Reform and Publication of the Ontario Sex Offender Registry

Dear Prime Minister,

Please be advised that at the Regular Council Meeting on February 4th, 2026, Council for the Corporation of the Township of Brudenell, Lyndoch and Raglan passed the following resolution, supporting the resolution from the City of Brantford.

Resolution No: 2026-02-04-06
Moved by: Councillor Banks
Seconded by: Councillor Keller

"Be It resolved that the Council for the Corporation of the Township of Brudenell, Lyndoch and Raglan support the City of Brantford's resolution regarding a Call for Reform and Publication of the Ontario Sex Offender Registry.

And further that this resolution be forwarded to the Prime Minister of Canada, Premier of Ontario, the Attorney General of Ontario, Solicitor General of Ontario, the Minister of Justice and Attorney General of Canada, Renfrew Nipissing Pembroke MPP and MP, the Federation of Canadian Municipalities, AMO and all municipalities in Ontario."

Carried.

Sincerely,

Tammy Thompson
Deputy Clerk
Township of Brudenell, Lyndoch and Raglan



December 19, 2025

Honorable Mark Carney

Sent via email: mark.carney@parl.gc.ca

Dear Honorable Mark Carney:

Please be advised that Brantford City Council, at its meeting held December 16, 2025 adopted the following:

**12.2.7 Call for Reform and Publication of the Ontario Sex Offender Registry -
Councillor Samwell**

WHEREAS the community of Welland and the surrounding communities were deeply impacted by a recent heinous crime that highlighted critical gaps in Canada's criminal justice and offender-management systems; and

WHEREAS on September 4, 2025, Mayor Frank Campion of the City of Welland wrote to the Premier of Ontario urging comprehensive reform to strengthen sentencing, parole, and bail provisions for violent sexual offenders, and to enhance public safety protections; and

WHEREAS on September 12, 2025, Mayor Mat Siscoe of the City of St. Catharines wrote to the Prime Minister of Canada expressing strong support for these reforms and calling for immediate federal action to strengthen sentencing, parole, and accountability measures for violent sexual offenders; and

WHEREAS the City of Thorold, at its meeting of September 9, 2025, adopted Resolution 14.2 requesting the Province of Ontario to amend Christopher's Law (Sexual Offenders Registry), 2000 to make Ontario Sex Offender Registry publicly accessible; and

WHEREAS several Niagara municipalities; including Grimsby, Fort Erie, Port Colborne, and St. Catharines have subsequently endorsed this call for greater transparency and reform; and

WHEREAS municipal councils, though not responsible for criminal law or parole, play a vital role in advocating for the safety and well-being of their residents;

NOW THEREFORE BE IT RESOLVED THAT:

- A. THAT the Council of the City of Brantford hereby supports the City of Thorold's Resolution calling for the Publication of the Sexual Offender Registry and the City of Welland's correspondence dated September 4, 2025, calling for reform to sentencing, parole, and registry provisions concerning violent sexual offenders; and
- B. THAT the Province of Ontario be urged to amend Christopher's Law (Sexual Offender Registry), 2000 to make the Ontario Sex Offender

Registry publicly accessible, subject to appropriate privacy and safety safeguards; and

C. THAT a copy of this resolution be forwarded to:

- i. The Right Hon. Mark Carney, Prime Minister of Canada;
- ii. The Hon. Sean Fraser, Minister of Justice and Attorney General of Canada;
- iii. The Hon. Gary Anandasangaree, Minister of Safety;
- iv. The Hon. Doug Ford, Premier of Ontario;
- v. The Hon. Doug Downey, Attorney General of Ontario;
- vi. The Hon. Michael S. Kerzner, Solicitor General of Ontario;
- vii. Member of Parliament for Brantford-Brant, Larry Brock;
- viii. Member of Provincial Parliament for Brantford-Brant, Will Bouma;
- ix. The Association of the Municipalities of Ontario (AMO);
- x. The Federation of Canadian Municipalities (FCM); and
- xi. All Ontario Municipalities for their information and support.

I trust this information is of assistance.

Yours truly,



Chris Gauthier City Clerk,
cgauthier@brantford.ca

CC - The Honorable Sean Fraser, Minister of Justice and Attorney General of Canada; - Sean.Fraser@parl.gc.ca

The Honorable Gary Anandasangaree, Minister of Safety
Gary.Anand@parl.gc.ca

The Honorable Doug Ford, Premier of Ontario; - premier@ontario.ca

The Honorable Doug Downey, Attorney General of Ontario; -
Doug.Downey@ontario.ca

The Honorable Michael S. Kerzner, Solicitor General of Ontario

michael.kerzner@oc.ola.org

Member of Parliament for Brantford-Brant, Larry Brock; -

larry.brock@parl.gc.ca

Member of Provincial Parliament for Brantford-Brant, Will Bouma; -

will.bouma@oc.ola.org

The Association of the Municipalities of Ontario (AMO) amo@amo.on.ca

The Federation of Canadian Municipalities (FCM) FCMInfo@fcm.ca

All Ontario Municipalities for their information and support