



The Corporation of the Municipality of Huron Shores  
Regular Meeting  
AGENDA

25-14

Wednesday, May 14, 2025, 7:00 p.m.  
Council Chambers

1. Call To Order
2. Agenda Review
3. Declaration of Pecuniary Interest
  - 3.1 J. Armstrong - Jim Hillis  
I own 50% of Armstrong Enterprises which is a contracting business in the area
4. Adoption of Council Minutes
  - 4.1 Regular Council Meeting - April 9, 2025
  - 4.2 Special Council Meeting - April 30, 2025
5. Delegations and Petitions
  - 5.1 Jim Hillis  
J. Armstrong declared a conflict on this item. (I own 50% of Armstrong Enterprises which is a contracting business in the area)
6. Council and Staff Reports
  - 6.1 Mayor Armstrong
    - 6.1.1 FONOM Conference Report
    - 6.1.2 ADMA and NOWA Meetings
  - 6.2 CAO/Clerk - Memo on Volunteer Coverage and Screening Requirements, CL-25-158
  - 6.3 Public Works Monthly Report, PW-25-64
  - 6.4 CAO/Clerk - Dean Lake Road Sinkhole and Bridge Closure, CL-25-159
  - 6.5 Roads Project Tracking Sheet
  - 6.6 2025 Ongoing Project Tracking Sheet
  - 6.7 Service Delivery Review - Implementation Tracking Sheet
7. General Business
  - 7.1 Planning Act Matters

**7.1.1 To Grant Provisional Consent to Application File No.: 2025-C-03**

The Municipality of Huron Shores has received an Application for Consent File No.: 2025-C-03. The application purposes to sever a 31 acre parcel of land, from the retained 45 acre parcel of land being described as 13775 HIGHWAY 17, in the Municipality of Huron Shores.

**7.2 By-laws**

**7.2.1 By-law #25-21 to Enter into a Seasonal Waste Site Key Holder Agreement**

Melwel Lodge

**7.2.2 By-law #25-22 to Enter into a Primary Public Safety Answering Services Agreement**

**7.2.3 By-law #25-23 to Enter into an Inter-municipal Service Agreement with the City of Sault Ste. Marie**

**7.2.4 By-law #25-24 to Amend the Recreational Vehicle Licensing By-law No. 24-12**

**7.2.5 By-law #25-25 to Adopt Updated Code of Conduct**

**7.2.6 By-law #25-26 to Authorize Application to Ontario Infrastructure and Lands Corporation for Financing of Certain Capital Works**

**7.3 Minutes - Boards and Committees**

Minutes - Boards and Committees (Internal)

**7.3.1 Iron Bridge Historical Museum Committee - April 8, 2025**

**7.3.2 Huron Shores Recreation Committee - March 25, 2025**

**7.3.3 Infrastructure Services Committee - April 3, 2025**

**7.3.4 Community Development Advisory Committee - April 3, 2025**

Minutes - Board and Committees (Joint/External)

**7.3.5 Thessalon Town and Township Cemetery Board - December 2, 2024**

**7.3.6 Algoma Public Health Board of Health - February 26, 2025**

**7.4 Motions**

**7.4.1 to Appoint Patrick Burns to the Huron Shores Fire Department**

**7.4.2 to Appoint Engineer to Respond to Drainage Petition**

**7.4.3 to Receive Strong Mayor's Powers Overview , CL-25-157**

**7.4.4 to Approve Public Services Committee Terms of Reference**

**7.4.5 to Approve Reallocation of Fire Department Budget for Auto Extrication Equipment Purchase**

**7.5 Notices of Motion**

**7.5.1 Councillor Currie**

Municipally-owned Commercial and Industrial Lands for Surplus



## **8. Letters & Communications for Action**

### **8.1 AMO Events**

AMO Municipal Trade and Tariff Forum

### **8.2 AMO Events**

AMO Rural Healthy Democracy Forum Highlight

### **8.3 AMO Education**

Trauma and Violence Informed Decision Making for Elected Officials Workshop

### **8.4 Township of Rideau Lakes**

Stop Strong Mayor Powers in Ontario Petition

8.4.1 Town of Saugeen Shores

8.4.2 Town of Amherstburg

8.4.3 Town of Kingsville

8.4.4 Town of Aylmer

8.4.5 Town of Parry Sound

8.4.6 Greater Napanee

8.4.7 Township of Zorra

8.4.8 Municipality of North Middlesex

8.4.9 Town of Techumseh

8.4.10 Town of Essex

8.4.11 Town of Petawawa

8.4.12 Town of Deep River

8.4.13 Municipality of South Huron

8.4.14 Town of Plympton-Wyoming

8.4.15 City of Stratford

8.4.16 Town of Cobalt

8.4.17 Municipality of North Perth

8.4.18 Township of Springwater

8.4.19 Town of Goderich

### **8.5 AMO Education**

Antisemitism and Anti-Islamophobia Workshop

### **8.6 Township of Howick**

Accelerated High Speed Internet Project

**8.7 Township of Mulmur**

Procurement and Advocacy for Trade Agreement Exemptions

**8.8 Town of Georgina**

Salt Management

**8.9 AMO Events**

AMO Strategic Leadership Workshops

**8.10 Town Parry Sound**

Call for Inclusive Research to Reflect Diversity of Canadian Communities

**8.11 Dr. Trefry Centre**

Donation Request

**8.12 Township of Champlain**

Surveillance and Monitoring of Heavy Vehicles in Ontario

**8.13 Township of Otonabee-South Monagan**

Proposal to End Daylight Saving Time in Ontario

**8.14 AMO Events**

Request for Delegations

**8.15 Michael Ralf**

Surplus Land to Purchase

**9. Letters & Communications for Information**

**9.1 Reading File and Routine**

Correspondence Previously Addressed by Council

**9.2 AMO Watchfile**

April 3, 10, 17, 24, May 1, 8, 2025

**9.3 AMO Policy Update**

Expanding Strong Mayor Powers, Improving Ambulance Procurement

**9.4 AMO Policy Update**

New Advocacy on Development Charges, Buy-Canadian and Buy-Ontario Initiatives, and Code of Conduct

**9.5 Federation of Northern Ontario Municipalities**

Ministry of Transportation Collaboration Opportunity

**9.6 Ministry of Municipal Affairs and Housing**

Expanding Strong Mayor Powers

**9.7 Town of Bruce Mines**

Provincial Review of the Provincial Land Tax for Unincorporated Areas

**9.8 Municipal Property Assessment Corporation (MPAC)**

Financial Statement

**9.9 Municipal Property Assessment Corporation (MPAC)**

Annual Report

**9.10 Municipal Property Assessment Corporation (MPAC)**

Performance Report

**9.11 AMO Policy Update**

New Economic Reality Demands Partnership and Strategic

**9.12 AMO Policy Update**

AMO Responds to the Speech from the Throne and Launches Health Sector Survey

**9.13 AMO Policy Update**

Ontario Introduces Bill 5 and Re-Introduces Homelessness Encampments Bill, New Report on Tariffs Impacting Municipal Construction Cost

**10. Closed Session**

**10.1 Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board**

**11. Confirming By-law**

**12. Adjournment**



## The Corporation of the Municipality of Huron Shores

### Regular Meeting Minutes

25-11

April 9, 2025, 7:00 p.m.

Council Chambers

Council Members Present:	Councillor Jane Armstrong, Councillor Blair MacKinnon, Councillor Jock Pirrie, Councillor Peter Falk, Councillor Tim Currie
Council Members Absent:	Councillor Danielle Brown, Councillor Luke Vine
Staff Present:	CAO/Clerk Natasha Roberts, Administrative Assistant Kelsey Nyman, Deputy Clerk Amber Shannon

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#### 1. Call To Order

The Regular Meeting of the Council of the Corporation of the Municipality of Huron Shores was held on Wednesday, April 9, 2025, and called to order at 7:01 p.m.

##### Council and Staff Attendance

Council Chambers: Mayor Armstrong; Councillors Currie, Pirrie, Falk and MacKinnon; CAO/Clerk Roberts; Treasurer Tener

Via Zoom: Deputy: Deputy Clerk Shannon; Administrative Assistant Nyman

Mayor Armstrong proceeded with a reading of the Traditional Land Acknowledgement Statement.

#### 2. Agenda Review

Mayor Armstrong advised Council of the addition of Item 8.13 to the agenda and noted that Item 8.11 would be addressed following the delegations.

#### 3. Declaration of Pecuniary Interest

**3.1 J. Armstrong - to Award Contract No. 2025-04 Gravel Tender**

I own 50% of Armstrong Enterprises which supplies gravel for the gravel tender from Armstrong Pit

**4. Adoption of Council Minutes**

**4.1 Special Public Meeting - March 12, 2025**

**4.2 Regular Meeting - March 12, 2025**

**4.3 Special Council Meeting - March 26, 2025**

**25-11-01**

Moved by T. Currie

Seconded by J. Pirrie

BE IT RESOLVED THAT Council adopt the minutes of the Special Public and Regular meeting of Council held March 12, 2025, and the Special meeting of Council, held March 26, 2025, as circulated.

CARRIED

**5. Delegations and Petitions**

**5.1 Tom Mills, Ryan Kendall, Gabe Stefanizzi**

re Item 8.11 Letter to Mayor and Council re: Trap Rock Quarry at 90 Walker Road

Tom Mills and Gabe Stefanizzi appeared as a delegation on behalf of 27 property owners opposed to a proposed quarry at 90 Walker Lane, citing environmental, health, and safety concerns. Mr. Stefanizzi also shared the personal importance of the area's tranquility. Council thanked the delegates; no questions were raised.

**6. Council and Staff Reports**

**6.1 Public Works Monthly Report, PW-25-61**

**6.2 On-going Project Tracking Sheet**

**6.3 Service Delivery Review - Implementation Tracking Sheet**

**7. General Business**

**7.1 Planning Act Matters**

**7.1.1 to Authorize Transfer of Ownership of a Portion of Bridge Lake Road to the Municipality, PL-25-73**

**25-11-03**

Moved by T. Currie

Seconded by B. MacKinnon

BE IT RESOLVED THAT Council authorizes the acceptance of the transfer of ownership of a portion of Bright Lake Road, which is currently municipally maintained and under municipal jurisdiction, but not municipally owned;

AND THAT staff be directed to work with the owner's representative to complete the legal transfer of title at no cost to the Municipality;

AND THAT the subject portion of Bright Lake Road be recognized as municipally owned and maintained upon registration of the transfer.

CARRIED

**7.1.2 to Receive Housing Accelerator Fund Application Summary and Local Housing Strategy, PL-25-62**

**25-11-04**

Moved by T. Currie

Seconded by J. Pirrie

BE IT RESOLVED THAT Council receive the report titled Housing Accelerator Fund Application Summary and Local Housing Strategy;

AND THAT staff be directed to continue advancing the outlined initiatives through existing planning, development, and modernization processes;

AND THAT Council acknowledges these initiatives as reflective of the Municipality's strategic commitment to sustainable, appropriately scaled housing growth aligned with provincial priorities.

CARRIED

### **7.1.3 to Acknowledge Current Approach to Short-Term Rentals and Next Steps, PL-25-71**

**25-11-05**

Moved by T. Currie

Seconded by P. Falk

BE IT RESOLVED THAT Council acknowledges the ongoing community feedback related to Short-Term Rentals (STRs), recognizing both the benefits to tourism and local economies, and the concerns raised by residents regarding neighbourhood impacts;

AND THAT Council confirms the use of existing municipal bylaws and enforcement tools to address STR-related concerns, including:

1. The Noise Control By-law #15-14
2. The Animal Control By-law #22-76
3. Maintaining Land in a Clean and Clear Condition By-law #23-36
4. Fire prevention and compliance measures, as overseen by the Fire Department;
5. Matters involving public safety or criminal activity fall under the authority of the appropriate enforcement agency.

AND THAT Council acknowledges that short-term rentals will be considered as part of the 2025 Comprehensive Zoning By-law Review, which is underway and will include public consultation to help inform future decisions of Council.

CARRIED

## **7.2 By-laws**

### **7.2.1 By-law #25-15 to Set Speed Limits on Melwel Road**

**25-11-06**

Moved by P. Falk

Seconded by J. Pirrie

WHEREAS Council received the Kresin Engineering report titled Melwel Road Alignment Review, dated February 2025, and supports the recommendation of the Infrastructure Services

Committee to implement a posted speed limit of 50 km/h on Melwel Road, with advisory speed signage of 30 km/h posted at the three hazard areas along with all recommended hazard warning signage;

NOW THEREFORE BE IT RESOLVED THAT By-law #25-15, being a by-law to prescribe a rate of speed for motor vehicles travelling on Melwel Road was passed in open Council this 9th Day of April, 2025;

AND THAT the by-law shall come into force and take effect upon its passing and the installation of the prescribed signage.

CARRIED

#### **7.2.2 By-law 25-16 to Establish 2025 Tax Rate**

##### **25-11-07**

Moved by T. Currie

Seconded by P. Falk

BE IT RESOLVED THAT By-law #25-16 being a by-law of the Corporation of the Municipality of Huron Shores for the purpose of establishing the 2025 Tax Rates, was passed in open Council this 9th day of April, 2025;

AND THAT the 2025 Municipal Budget incorporates the changes requested by Council at the March 26th, 2025 Special Budget Meeting, authorizing \$4,643,633.00 to be raised through taxation for Municipal Expenditures, be attached hereto and forming part of this by-law as Schedule 'A'.

CARRIED

#### **7.2.3 By-law #25-17 to Establish 2025 Tax Ratio**

##### **25-11-08**

Moved by T. Currie

Seconded by B. MacKinnon

BE IT RESOLVED THAT By-law #25-17 being a by-law of the Corporation of the Municipality of Huron Shores for the purpose of establishing 2025 Tax Ratios was passed in open Council this 9th day of April, 2025.



CARRIED

**7.2.4 By-law #25-18 to Establish 2025 Fire Department Honoraria**

**25-11-09**

Moved by P. Falk

Seconded by B. MacKinnon

BE IT RESOLVED THAT By-law #25-18 being a by-law of the Corporation of the Municipality of Huron Shores to adopt the 2025 Fire Department Honoraria, was passed in open Council this 9th day of April, 2025.

CARRIED

**7.2.5 By-law #25-19 Seasonal Waste Site Key Holder Agreements**

Clear Lake Camp, Brownlee Lake Park, and McAlpine Campground

**25-11-10**

Moved by T. Currie

Seconded by J. Pirrie

BE IT RESOLVED THAT By-law #25-19, being a by-law of the Corporation of the Municipality of Huron Shores, to execute a Seasonal Waste Disposal Site Key Holder Agreement with:

- Clear Lake Camp
- Brownlee Lake Campground
- McAlpine Beach Campground

to allow after-hours access to the Municipal Waste Disposal Site, was passed in open Council this 9th day of April, 2025.

CARRIED

**7.3 Minutes - Boards and Committees**

Minutes - Boards and Committees (Internal)

**7.3.1 Sowerby Hall Heritage Committee - November 12, 2024**

**7.3.2 Infrastructure Services Committee - March 6, 2025**

- 7.3.3 Mississagi River Monitoring Committee - April 4, 2024**
- 7.3.4 Community Development Advisory Committee - March 6, 2025**
- 7.3.5 Huron Shores Public Library Board - January 7 and February 4, 2025**

**25-11-11**

Moved by T. Currie

Seconded by J. Pirrie

BE IT RESOLVED THAT Council receives the Minutes of the following municipal committees:

- Sowerby Hall Heritage Committee - November 12, 2024;
- Infrastructure Services Committee - March 6, 2025;
- Mississagi River Monitoring Committee - April 4, 2024;
- Community Development Advisory Committee - March 6, 2025; and
- Huron Shores Public Library Board - January 7 and February 4, 2025

CARRIED

Minutes - Board and Committees (Joint/External)

- 7.3.6 Algoma Public Health Board of Health - January 29, 2025**
- 7.3.7 Algoma District Services Administration Board - February 13, 2025**

**25-11-12**

Moved by T. Currie

Seconded by B. MacKinnon

BE IT RESOLVED THAT Council receives the Minutes of the following joint board on which the Municipality has representation:

- Algoma Public Health Board of Health - January 29, 2025; and
- Algoma District Services Administration Board - February 13, 2025.

CARRIED

## **7.4 Motions**

### **7.4.1 2025 AMO Conference**

**25-11-13**

Moved by T. Currie

Seconded by J. Pirrie

BE IT RESOLVED THAT Council authorizes Mayor Armstrong and Councillor Currie, or designate, to attend the 2025 Annual Association of Municipalities of Ontario (AMO) Conference, being held in Ottawa from August 17th to 20th, 2025;

AND THAT it cover all associated expenses.

CARRIED

### **7.4.2 to Accept Helmut Boettcher Resignation from the Environmental Advisory Committee**

**25-11-14**

Moved by J. Pirrie

Seconded by T. Currie

BE IT RESOLVED THAT Council accepts, with regret, the resignation of Helmut Boettcher from the Environmental Advisory Committee effective March 7, 2025;

CARRIED

### **7.4.3 to Approve Amendments to Donation Policy C-05**

**25-11-15**

Moved by T. Currie

Seconded by P. Falk

WHEREAS Council, by Resolution No. 25-02-17 directed staff to amend the Donation Policy (C-05) to include a financial threshold for the CAO/Clerk to approve donation requests without requiring Council approval;

AND WHEREAS staff have prepared amendments to the Donation Policy (C-05), authorizing the CAO/Clerk to approve donation requests up to \$500.00 without requiring Council approval, provided the request meets the eligibility and evaluation criteria outlined in the policy, and clarifying that donation requests exceeding \$500.00 must be presented to Council for consideration and approval.

NOW THEREFORE BE IT RESOLVED THAT Council approves the proposed amendments to the Donation Policy (C-05) as presented.

CARRIED

**7.4.4 to Approve Committee Restructuring and Appoint Members, PL-25-67**

**25-11-16**

Moved by T. Currie

Seconded by B. MacKinnon

WHEREAS recent changes to Council, including the appointment of a new Mayor and two new Councillors, along with a review of operational needs, have identified opportunities to streamline committee responsibilities and improve coordination of community programming;

AND WHEREAS the Municipality seeks to enhance public participation, provide adequate staff resources, and ensure appropriate liability coverage for volunteers involved in municipal events and initiatives;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Municipality of Huron Shores hereby:

1. Dissolves the Protective Services Committee and Infrastructure Services Committee, and establishes a Public Services Committee comprised of the same Council members previously appointed to the Infrastructure Services Committee;
2. Appoints Mayor Armstrong as the second Human Resources Commissioner;
3. Appoints Councillor Vine to the Public Services Committee;

4. Appoints Councillor Brown to the Huron Shores Recreation Committee and increases public membership by 3 members of the public;
5. Assigns a staff resource to the Huron Shores Recreation Committee;
6. Appoints Councillor Vine to the Environmental Advisory Committee and adjusts the meeting frequency to every other month;
7. Rename the Finance and Audit Committee to the Finance Committee and appoints Mayor Armstrong to the Finance Committee;
8. Appoints Councillor Brown to the Iron Bridge Historical Museum Committee.
9. Appoints Councillor Currie to the Mississagi River Monitoring Committee.
10. Authorizes the appointment of task groups under the umbrella of standing or advisory committees for specific initiatives or events, with formal appointments to ensure appropriate WSIB and liability coverage;
11. Directs staff to review and advertise committee vacancies arising from the restructuring.
12. Appoint Councillor Pirrie to the Ward 4 Recreation Committee.

CARRIED

#### **7.4.5 to Advocate for Expedited Accreditation of Foreign-Trained Doctors in Ontario**

**25-11-17**

Moved by J. Armstrong

Seconded by P. Falk

WHEREAS physician shortages continue to be a critical issue in Northern Ontario, leaving many residents without access to adequate primary healthcare services;

AND WHEREAS the Honourable Sylvia Jones, Minister of Health, previously indicated that Ontario was expediting the accreditation process for foreign-trained doctors to help address this crisis;

AND WHEREAS over a year has passed since these commitments were made, yet municipalities across the North have not seen measurable improvements in the availability of qualified physicians;

AND WHEREAS the shortage of healthcare professionals is worsening, particularly in rural and northern communities;

NOW THEREFORE BE IT RESOLVED THAT the Council of Municipality of Huron Shores calls on the Government of Ontario to provide an update on the progress of fast-tracking foreign-trained doctor accreditation and outline specific measures being implemented to address physician shortages in Northern Ontario;

AND THAT the Federation of Northern Ontario Municipalities (FONOM) be requested to advocate on behalf of all northern municipalities for immediate and effective action to accelerate the licensing process for foreign-trained physicians and improve healthcare access in our communities;

AND THAT a copy of this resolution be forwarded to the Honourable Sylvia Jones, Minister of Health; the Association of Municipalities of Ontario (AMO); FONOM; and all municipalities in Northern Ontario for their consideration and support.

CARRIED

**7.4.6 to Approve Balance of ROOTS Grant Funding from Fire Department Reserve**

**25-11-18**

Moved by T. Currie

Seconded by J. Pirrie

BE IT RESOLVED THAT Council approve the purchase of vehicle stabilizing struts for the Fire Department at a total cost of \$9,901.52 plus applicable taxes;

AND THAT the balance of the cost, following the \$6,000 grant received from ROOTS, be funded from reserves;

AND THAT the Fire Department defer the purchase of one sea can in 2025 to offset the use of reserve funds for this equipment.

CARRIED

**7.4.7 to Authorize By-law Amendment re: Recreational Vehicle Licensing By-law, CL-25-155**

**25-11-19**

Moved by P. Falk

Seconded by T. Currie

BE IT RESOLVED THAT Council approve, in principle, the amendment to By-law #24-12 to repeal and replace Section 4.2.1 to eliminate prorated license fees;

AND THAT staff be directed to bring forward the amending by-law for Council's consideration and adoption at the next Regular Council meeting.

CARRIED

**7.4.8 to Adopt the 2025 - 2029 Corporate Strategic Plan, PL-25-70**

**25-11-20**

Moved by T. Currie

Seconded by P. Falk

WHEREAS the Municipality has undertaken a strategic planning process to identify priorities and guide decision-making for the period 2025 to 2029;

AND WHEREAS the draft Corporate Strategic Plan has been reviewed by Council and reflects the community's vision, values, and priorities;

NOW THEREFORE BE IT RESOLVED THAT Council hereby adopts the Corporate Strategic Plan 2025–2029 as presented;

AND THAT the Plan be used to guide municipal programs, services, and decision-making over the next five years.

CARRIED

**7.4.9 to Approve the Public Notice Policy C-08 and Repeal By-law #06-16, CL-25-156**

**25-11-21**

Moved by T. Currie

Seconded by B. MacKinnon

BE IT RESOLVED THAT Council adopt the Public Notice Policy C-08 attached to this report;

AND THAT By-law #06-16 being a by-law to establish procedures for public notice, be repealed in its entirety.

CARRIED

**7.4.10 to Adopt Compliance Report under Municipal Act, 2001 – Ontario Regulation 284/09 Budget matters - Expenses, FN-25-59**

**25-11-22**

Moved by T. Currie

Seconded by B. MacKinnon

BE IT RESOLVED THAT Council adopts the Compliance Report for expenses excluded from the 2024 budget outlined in Treasurer's Report entitled "Compliance with Ontario Regulation 284/09" dated April 9, 2025, as a requirement of Ontario passed under the *Municipal Act, 2001*.

CARRIED

**7.4.11 to Award Contract No. 2025-04 Gravel Tender**

J. Armstrong declared a conflict on this item. (I own 50% of Armstrong Enterprises which supplies gravel for the gravel tender from Armstrong Pit)

Mayor Armstrong departed Council Chambers at 8:11 p.m., Councillor Falk assumed chair. Mayor Armstrong returned at 8:13 p.m.

**25-11-23**

Moved by T. Currie

Seconded by J. Pirrie



WHEREAS two bids for the gravel tender were received to fulfill the requirements of the 2025 Gravel Contract being comprised of the following:

1. To supply, haul and place 3,000 cu. yds. of 5/8" Type "M" Gravel on various roads in Ward 1.
2. To supply, haul and place 3,000 cu. yds. of 5/8" Type "M" Gravel on various roads in Ward 2.
3. To supply, haul and place 2,000 cu. yds. of 5/8" Type "M" Gravel on various roads in Ward 4.

NOW THEREFORE BE IT RESOLVED THAT Council awards the 2025 Gravel Tender to Gilbertson Enterprises Limited in the amount of \$197,200.00 plus HST, noting that the gravel cost is over budget by less than 0.3% and is expected to be offset by savings in Grass Cutting and Brushing Services.

CARRIED

#### **7.4.12 to Award Contract 2025-05 Roadside Brushing**

**25-11-24**

Moved by J. Pirrie

Seconded by T. Currie

WHEREAS two bids were received to fulfill the requirements of the 2025 Roadside Brushing Contract;

NOW THEREFORE BE IT RESOLVED THAT Council awards the 2025 Roadside Brushing contract to TMI Brushing at the tendered rate of \$150.00 per hour, plus HST.

CARRIED

#### **7.4.13 to Award Contract 2025-06 Roadside Grass Cutting**

**25-11-25**

Moved by J. Pirrie

Seconded by T. Currie

WHEREAS one bid was received to fulfill the requirements of the 2025 Roadside Grass Cutting contract;

NOW THEREFORE BE IT RESOLVED THAT Council awards the 2025 Roadside Grass Cutting contract to TMI Brushing at the tender contract price of \$17,800.00 plus HST, with additional work, if required, billed at \$135.00 per hour, plus HST.

CARRIED

**7.4.14 to Review Request for Municipal Consent re Rock Networks (H&M) LP , PW-25-58**

Municipal Permit Request ID in BOW: MCP-Rock Networks-4843

**25-11-26**

Moved by T. Currie

Seconded by J. Pirrie

WHEREAS the Municipality of Huron Shores has received a request for consent to install an underground conduit as part of the fibre optic deployment within the Municipality;

NOW THEREFORE BE IT RESOLVED THAT Council receive the report titled “Request for Municipal Consent – Rock Networks”;

AND THAT Council direct staff to:

1. Continue dialogue with BEAMEO and Rock Networks to obtain additional information regarding construction timelines, safety protocols, and restoration commitments;
2. Consult with legal counsel to develop a restoration agreement that appropriately addresses the scope and nature of the proposed work;

AND THAT Council authorize staff to provide conditional approval for the project pending satisfactory response and resolutions to the items identified in the report.

CARRIED

**7.4.15 to Authorize Application to the Royal Canadian Legion, Ontario Provincial Command Branch and Ladies Auxiliaries Charitable Foundation**

**25-11-27**

Moved by T. Currie

Seconded by J. Pirrie

BE IT RESOLVED THAT Council authorizes the CAO/Clerk to submit an application for funding under the Royal Canadian Legion, Ontario Provincial Command Branches and Ladies' Auxiliaries Charitable Foundation, as per the request of the Fire Chief, for a Telescoping Hydraulic Ram to expand the fire departments fire and rescue operations under Station 1, and a Wajax Pump to assist with forestry and rural fire response under Station 2.

CARRIED

**7.4.16 to Authorize Survey to Finalize Walker Lane Road Opening,  
PL-25-72**

**25-11-28**

Moved by T. Currie

Seconded by P. Falk

BE IT RESOLVED THAT Council direct staff to obtain a reference plan for the applicable portion of Walker Lane;

AND THAT staff be directed to prepare a new by-law, referencing the appropriate Part on the registered plan, to formally open that portion of Walker Lane for public use;

AND THAT the costs to obtain a reference plan be drawn from roads reserves.

CARRIED

**7.4.17 to Consider Possibility of a Heritage Designation for the Dean  
Lake Bridge, PW-25-60**

**25-11-29**

Moved by T. Currie

Seconded by P. Falk

BE IT RESOLVED THAT Council receive the report titled 'Possibility of Heritage Designation for the Dean Lake Bridge' dated April 9, 2025 for information;

AND THAT Council direct staff to proceed as per Option B.

CARRIED

**7.4.18 to Establish Task Group to Coordinate Children's Mental Health Day**

**25-11-30**

Moved by T. Currie

Seconded by J. Armstrong

BE IT RESOLVED THAT, as recommended by the Community Development and Advisory Committee (CDAC), and in accordance with the newly formalized approach to task groups, a task group of volunteers be established to assist EarlyOn's Children's Mental Health Day to be held May 10th, 2025, at the Iron Bridge Recreation Centre, in recognition of Mental Health Week 2025;

AND THAT this event serve as a community wellness day featuring activities, recognition, and promotion of local supports and resources that contribute to the mental well-being of children and youth.

CARRIED

**7.4.19 to Establish Task Group to Coordinate an Outdoor Trade Show**

**25-11-31**

Moved by T. Currie

Seconded by J. Armstrong

BE IT RESOLVED THAT, as recommended by the Community Development and Advisory Committee (CDAC), a task group to explore possible event, with the goal of engaging local vendors, community organizations, and the public in a multi-day event that promotes economic development, tourism, and community connection.

CARRIED

**7.4.20 to Authorize Scope Change for Potomac River Bridge Replacement, PL-25-75**

**25-11-32**

Moved by T. Currie

Seconded by J. Pirrie

WHEREAS Council, on September 11, 2024, passed By-law No. 24-45 to authorize an agreement with MCA Contracting for the rehabilitation of the Potomac River Bridge;

AND WHEREAS updated site conditions and design requirements identified during the project development process have necessitated a change in scope from rehabilitation to full replacement;

NOW THEREFORE BE IT RESOLVED THAT Council acknowledges the revised scope of the Potomac River Bridge Project and authorizes staff to proceed under the existing agreement with MCA Contracting, including all related preparations, at a total contract cost not to exceed \$2 million.

CARRIED

**7.4.21 to Authorize Quotes for an Engineering Assessment of the Iron Bridge Recreation Centre Roof, PL-25-76**

**25-11-33**

Moved by T. Currie

Seconded by P. Falk

BE IT RESOLVED THAT Council authorize staff to obtain quotes from qualified engineers for a structural feasibility assessment of the Iron Bridge Recreation Centre roof;

AND THAT staff report back to Council with the findings and a recommended path forward.

CARRIED

**7.5 Notices of Motion**

**8. Letters & Communications for Action**

**8.1 Town of Bradford West Gwillimbury**

Request Landlord Tenant Reforms

**8.2 AMO Education**

Managing Communications Through Crisis Workshop

**8.3 AMO Event**

Inaugural AMO Rural Healthy Democracy Forum

**8.4 Municipality of Chatham-Kent**

Impact of Tariffs

**8.4.1 Municipality of St. Charles**

Proposed US Tariffs on Canadian Goods

**8.5 Algoma District Municipal Association**

Spring Meeting - April 12'25

**25-11-34**

Moved by T. Currie

Seconded by P. Falk

BE IT RESOLVED THAT Mayor Armstrong attend the Spring ADMA meeting on April 12, 2025 in Desbarats, Ontario;

AND THAT all associated expenses be paid.

CARRIED

**8.6 Employment and Social Development Canada**

Canada Volunteer Award 2025

**8.7 AMO Education**

Navigating Conflict Relationship as an Elected Official

**8.8 Jean and Stuart Armstrong**

Waste Site Hours

**25-11-35**

Moved by T. Currie

Seconded by J. Pirrie

BE IT RESOLVED THAT Council acknowledges receipt of a request to amend the operating hours of the Cullis Road Waste Disposal Site;

AND THAT Council confirms there will be no change to the site's current hours of operation at this time.

CARRIED

**8.9 AMO Education**

Unlock Opportunity Through the Application of Human Rights-Based Approach to Municipal

**8.10 AMO Education**

Competing Rights What You Need to Know

**8.11 Tom Mills**

Letter to Mayor and Council re: Trap Rock Quarry at 90 Walker Road

**25-11-02**

Moved by T. Currie

Seconded by P. Falk

WHEREAS Council has received both a letter and a delegation expressing concerns about the potential establishment of a quarry located at 90 Walker Road;

NOW THEREFORE BE IT RESOLVED THAT Council direct staff to prepare a formal written summary outlining the process for obtaining approval for a commercial mining operation, including the municipality's role and authority;

AND THAT this summary be made available on the municipal website for the benefit of all interested residents.

CARRIED

**8.12 City of Peterborough**

Use of X

**8.13 Ministry for Seniors and Accessibility**

2025 Ontario Senior of the Year

**25-11-36**

Moved by J. Armstrong

Seconded by T. Currie

BE IT RESOLVED THAT Council members be invited to submit nominations for the 2025 Ontario Senior of the Year Award to the Clerk,

including all required information for the submission, no later than April 25, 2025;

AND THAT staff be directed to prepare and submit the selected nomination to the Ontario Honours and Awards Secretariat on behalf of the Municipality of Huron Shores prior to the required deadline.

CARRIED

**9. Letters & Communications for Information**

**9.1 Routine & Reading File**

Correspondence Previously Addressed by Council

**9.2 AMO Watchfile**

March 13, 20, 27, 2025

**9.3 Ministry of Natural Resources**

2025-2026 Annual Work Schedule

**9.4 AMO Policy Update**

Continued AMO Action on Trade and Tariffs

**9.5 AMO Education**

Resources for Local Democratic Engagement

**9.6 Algoma Power Inc.**

2025 Community Newsletter

**9.7 Bloom**

Overcoming Municipal Dysfunction

**9.8 AMO Policy Update**

New Provincial Cabinet

**10. Closed Session**

**11. Confirming By-law**

**25-11-37**

Moved by P. Falk

Seconded by T. Currie



BE IT RESOLVED THAT By-law #25-20, being a by-law of the Corporation of the Municipality of Huron Shores to Adopt the Minutes of the Regular Council Meeting held Wednesday, April 9th, 2025, authorizing the taking of any action authorized therein and thereby, was passed in open Council this 9th day of April, 2025.

CARRIED

**12. Adjournment**

**25-11-38**

Moved by P. Falk

Seconded by B. MacKinnon

BE IT RESOLVED THAT Council does adjourn at 9:11 p.m.

CARRIED

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MAYOR

---

CLERK



**The Corporation of the Municipality of Huron Shores**  
**Special Meeting Minutes**

**25-12**  
**April 30, 2025, 7:00 p.m.**  
**Council Chambers**

Council Members Present: Councillor Jane Armstrong, Councillor Blair MacKinnon, Councillor Jock Pirrie, Councillor Peter Falk, Councillor Tim Currie, Councillor Danielle Brown, Councillor Luke Vine

Staff Present: CAO/Clerk Natasha Roberts

Gallery: Charles A. Harnick from ADR Chambers Inc. (ADRC)

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**1. Call To Order**

The Special Public Meeting of the Council of the Corporation of the Municipality of Huron Shores was held on Wednesday, April 30, 2025, and called to order at 7:00 p.m.

Council and Staff Attendance

Council Chambers: Mayor Armstrong; Councillors Pirrie, Currie, Brown, Vine, MacKinnon, and Falk; CAO/Clerk Roberts

Mayor Armstrong proceeded with a reading of the Traditional Land Acknowledgement Statement.

**2. Agenda Review**

**3. Declarations of Pecuniary Interest**

**4. General Business**

**4.a Code of Conduct Education Session with Integrity Commissioner, Mr. Harnick of ADR Chambers**

Integrity Commissioner Charles A. Harnick of ADR Chambers Inc. (ADRC) was in attendance to provide Council with training on the Council Code of Conduct.

Mr. Harnick delivered a presentation outlining key elements of the Code. Council members actively engaged with the material, asking questions to clarify and deepen their understanding of various provisions and responsibilities outlined in the Code.

**5. Closed Session**

**6. Adjournment**

**25-12-01**

Moved by T. Currie

Seconded by D. Brown

BE IT RESOLVED THAT Council does adjourn at 9:07 p.m.

---

MAYOR

---

CLERK

-----Original Message-----

From: Jim Hillis [mailto:Jim.Hillis@outlook.com]

Sent: November 11, 2019 10:48 AM

To: Natasha Roberts

Subject: PCL 142 SEC ACS; S 1/2 LT 7 CON 3 Gladstone ST LT123881, HURON SHORES



①

Good morning Natasha,

I drove up to the Bridge last Tuesday in hopes to chat with you but you were out for a few days.

I have spoken with Sara in the past and she was very helpful.

I do have some additional questions that still need answers and I'm hoping that you might be able to assist?

I will follow up with a call if clarification is required afterwards.

Currently there is a road to the lot that passes a cottage to the right. Who owns/maintains this road entrance?

Who's world be responsible for maintenance, upgrades and snow removal?

Do you know who owns the cottage to the right?

When I marked the lot lines a few weeks ago, I notice that the Trans Canada trail runs through the North East side of the property. Who is responsible for the maintenance of the trail? What happens if there is an injury to someone hiking the trail? Is there an issue with making upgrades to the property that the trail runs through? It is pretty much useless land except for harvesting of trees.

That said, is there guidelines for forest management on private land with in the Township?

Also, what about small animals? We would like to start Organic gardening and perhaps Maple Syrup.

Would this be a concern?

Current road into the property needs improvement. The one existing culvert would need to be reset and other culverts where seasonal water might be an issue would need to be installed. Are creek crossings on private land an issue or would we be able to install culverts where we see fit?

Another concern is the current structures on site. We would like to improve the main building to use for storage during construction. If we build on the north end of the lake it might stay as a garden shed. Are there concerns with the number of buildings onsite or is it based on a percentage of the property size?

I think that's all for now. Your answers will likely lead to further questions.

Thanking you in advance Natasha, looking forward to your answers.

Jim

Jim Hillis

Hillis.jim@outlook.com

1(705)835-0605

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RE: PCL 142 SEC ACS; S 1/2 LT 7 CON 3 Gladstone ST LT123881, HURON SHORES

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②

From Natasha Roberts <natashia@huronshores.ca>

Date Wed 2019-11-13 2:07 PM

To Jim Hillis <HillisJim@outlook.com>

Cc Harry Hadikin <harry@huronshores.ca>

 2 attachments (3 MB)

Reformatted Zoning By-law 3.0 - Office Consolidation October 3, 2018.pdf; Warnock Lake.png;

Hi Jim,

The road in question appears to be privately held lands with no municipal maintenance or municipal snow removal taking place on that road. I cannot provide you with the name of the owner of the cottage to the right, however you are welcome to attend the office and scroll through the roll book to find the property and locate the ownership that way.

In regard to the Voyager Trail, the Voyager Hiking Trail Association along with volunteers help to maintain the trail. Liability is a great question and unfortunately the Municipality does not have an answer for that. You may want to confirm with a lawyer, or speak to a representative from the association that might have those answers. The website can be accessed here: <https://www.voyageurtrail.ca/>.

The municipality does not have any forest management guidelines. There may be some limitations/guidelines enforced by the Ministry, should any portion of the property be assessed Managed Forest. (The Ministry of Natural Resources and Forestry is responsible for landowner eligibility under the Managed Forest Tax Incentive Program - more information can be found here: <https://www.mpac.ca/PropertyTypes/PropertyAssessmentProcedures/AssessmentProceduresManagedForestPropertiesOntario>).

With that being said, the Municipality recently adopted a Tree Canopy and Natural Vegetation policy. The purpose of the policy is the recognize the benefits of protecting and enhancing, and promoting understanding and appreciation of the Municipality's tree canopy and natural vegetation and their contribution to sustainable development. Where the land use adjacent to a waterbody is residential, the Ministry of Natural Resources and Forestry recommends a minimum shoreline buffer width of 15 metres for water quality protection around lakes and rivers supporting warm water aquatic species and a minimum shoreline buffer width of 30 metres where the waterbody supports cold water aquatic species.

In regard to the zoning of the property and the permitted uses, the attached image shows that a small portion (circled in yellow) of the property is zoned Waterfront Recreational, with the remainder of the parcel being zoned Rural (this is the grey colour). As per our zoning by-law, section 4.1.7 Keeping of Animals, states "the use of an accessory building or structure for the keeping of animals, other than domestic pets, is not permitted in any residential zone." Therefore, animals, other than domestic pets, are permitted in the rural zone. Other permitted uses in the rural zone include a hobby farm and maple

syrup processing establishment. The following definitions may be beneficial;

**3.6.3 Farm, Hobby:**

Means land on which a farm may be operated primarily for recreational purposes or for home consumption by the occupants of the dwelling on the same lot, and which is clearly secondary and Accessory to the permitted residential use. A hobby farm may also include a farm produce outlet.

**3.6.4 Farm Produce Outlet:**

Means an Accessory use to a farm, which consists of the retail sale of agricultural products produced on the farm where such outlet is located.

**3.13.3 Maple Syrup Processing Establishment:**

Means land, buildings and/or structures used to collect, manufacture and/or store maple syrup products produced on the property where such use is established.

It appears that there is already a main use dwelling on the property. The Municipality only allows for one main use building, however should you wish to build on the North portion of the property and convert the current building to an accessory use building, that shouldn't be an issue so long as the required setbacks for all structures are maintained. There is a provision in the zoning by-law that speaks to the maximum lot coverage for both the main use building and accessory use buildings, but with 100+ acres, this is not likely to be an issue. I've attached a copy of our zoning by-law as well. Should you require any maps for this document, they can all be accessed on our website at [www.huronshores.ca](http://www.huronshores.ca), under Government/Services/Planning. I have also included a link to the Schedule A2 map of our Official Plan which might be beneficial for you to review <https://huronshores.ca/wp-content/uploads/2010/07/OP-Sched-A3-as-Modified-by-MMAH-Mod-27c-Apr2012.pdf>.

I have included our Public Works Superintendent, Harry Hadikin, in order that he better provide you with the options of dealing with culverts and diverting seasonal water on private land.

Regards,

Natashia Roberts  
Deputy Clerk  
Municipality of Huron Shores  
7 Bridge St., P.O. Box 460  
Iron Bridge, ON P0R 1H0

[natashia@huronshores.ca](mailto:natashia@huronshores.ca)

Ph: 705-843-2033  
Fax: 705-843-2035

\*\*\*\*\*  
Confidentiality Warning: This email contains information for the use only of the intended recipient. If you have received this email in error, please advise by reply and destroy all copies of this message. Thank you.



# CONSTRUCTION PERMIT

Building Code Act, 1992  
c. 23, s 8(2)

Permit Number <b>20-18</b>	<input checked="" type="radio"/> NEW CONSTRUCTION	<input type="radio"/> ADDITION TO EXISTING BUILDING	<input type="radio"/> ALTERATION OR REPAIR	Roll Number 57-24-000-017-12100
Name of Principal Authority <b>Municipality of Huron Shores</b>		Telephone 705 843-2033		
Issued to <b>Chantal Andrushyhn and James Hillis</b>		Address <b>1 Hillside Court, Oro Medonte</b>		
Contractor		Address		
Project Site Number and Street <b>21422 Highway 17</b> on the _____ side, between _____				
Lot Number <b>Con 3, Lot 7 SPT PCL 142 ACS RP 1R5294 Part 1</b>		Area of Work (m2) <b>230m2</b>		
Description of Work being performed <b>Square timber home - Concrete footing-ICF walls, wood frame construction, eng. truss</b>		Value of Construction <b>\$ 225,000.00</b>		
Main permitted use of building <b>Single Family Dwelling</b>		Zoning <b>W. Rec/Rural</b>		
Set Backs Side Yard: <b>+/- 2000ft</b> Side Yard: <b>+/- 1200ft</b> Front Yard: <b>+/- 135ft</b> Rear Yard: <b>+/- 250ft</b>				
Remarks <b>New Square timber home/attached garage - concrete footing - ICF walls, wood frame const.</b>		Permit Fee <b>\$ 1070.00</b>		
Date: <b>July 10, 2020</b>		Permit issued by: <b>Kevin Morris - Tulloch Engineering Inc.</b>		

The personal information on this permit was collected pursuant to the Building Code Act, 1992 and forms part of a public record open to inspection by any person upon request at the office of the clerk during normal office hours. See the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.58, s. 14 (1) (c).

Original - PRINCIPAL AUTHORITY Copy - ASSESSMENT Copy - INSPECTOR Copy - PERMIT HOLDER Copy - FIELD

The person to whom this permit has been issued shall notify the officials(s) noted below in advance of the stages of construction specified below. Permission is not included to dig, tunnel or bore into or under any part of a street, nor to occupy or obstruct any street sidewalk or other municipal property. To obtain permission to occupy the street or sidewalk during construction, present this permit at the office of the clerk of the municipality. The owner or owner's agent is responsible for the proper setting of grades for the structure, and may request assistance from the inspector. Unless otherwise specifically so provided for and approved in writing by the appropriate inspector, full compliance is required with all the provisions of the Building Code made under the Building Code Act, 1992; the Electrical Safety Code adopted by regulation under the Electricity Act, 1998; and of any by-law or resolution of the principal authority, which in whole or in part regulates structural requirements, erection, alteration, location, use, etc. of buildings. This permit is subject to revocation in accordance with the above-cited authorities.

If the municipality gives notice of intention to designate a property as property of cultural heritage value or interest under section 29 of the Ontario Heritage Act, any permit that allowed for the alteration or demolition of the property and that was issued by the municipality under any Act, before the day the notice was served on the owner of the property and on the Ontario Heritage Trust and published in a newspaper is void as of the day the notice of intention is given in accordance with subsection 29 (3) of that Act.

<p><b>BUILDING CODE</b> 2006, O. Reg. 350/06, Div. C, Part 1, Sentence 1.3.5.1.(2)</p> <p>Kevin Morris - Tulloch Engineering Inc. Chief Building Official Registered Code Agency telephone 705-842-3372</p> <p>Plumbing Inspector telephone (where applicable)</p> <p><b>STAGES OF CONSTRUCTION REQUIRING NOTICE</b></p> <p>(a) readiness to construct footings. <input checked="" type="checkbox"/></p> <p>(b) substantial completion of footings and foundations prior to commencement of backfilling. <input checked="" type="checkbox"/></p> <p>(c) substantial completion of structural framing and ductwork and piping for heating and air-conditioning systems, if the building is within the scope of Part 9 of Division B. <input checked="" type="checkbox"/></p> <p>(d) substantial completion of structural framing and roughing-in of heating, ventilation, air-conditioning and air-contaminant extraction equipment, if the building is not a building to which Clause (c) applies. <input type="checkbox"/></p> <p>(e) substantial completion of insulation, vapour barriers and air barriers. <input checked="" type="checkbox"/></p> <p>(f) substantial completion of all required fire separations and closures and all fire protection systems including standpipe, sprinkler, fire alarm and emergency lighting systems. <input type="checkbox"/></p> <p>(g) substantial completion of fire access routes. <input type="checkbox"/></p> <p>(h) readiness for inspection and testing of: (i) building sewers and building drains, (ii) water service pipes, (iii) fire service mains, (iv) drainage systems and venting systems, (v) the water distribution system, and (vi) plumbing fixtures and plumbing appliances. <input checked="" type="checkbox"/></p> <p>(i) readiness for inspection of suction and gravity outlets, covers and suction piping serving outlets of an outdoor pool described in Clause 1.3.1.1.(1)(U) of Division A, a public pool or a public spa. <input type="checkbox"/></p> <p>(j) substantial completion of the circulation/recirculation system of an outdoor pool described in Clause 1.3.1.1.(1)(U) of Division A, a public pool or public spa and substantial completion of the pool before it is first filled with water. <input type="checkbox"/></p> <p>(m) substantial completion of installation of plumbing not located in a structure, before the commencement of backfilling, and <input type="checkbox"/></p> <p>(n) completion of construction and installation of components required to permit the issue of an occupancy permit under Sentence 1.3.3.1.(2) or to permit occupancy under Sentence 1.3.3.2.(1), if the building or part of the building to be occupied is not fully completed. <input checked="" type="checkbox"/></p> <p>Additional notices prescribed by principal authority <b>Completion</b> <input checked="" type="checkbox"/></p> <p>NOTE: Sewage system notice requirements are included separately on the Sewage System Construction Permit - MW Form 316</p>	<p><b>ELECTRICAL SAFETY CODE</b> Part 1, C22.1-02, made applicable by O. Reg. 167/99, as amended</p> <p>1-877-372-7233</p> <p>Electrical Inspector telephone</p> <p><b>2-004 Inspection</b></p> <p>(1) A contractor shall file with the inspection department a completed application for inspection of any work on an electrical installation:</p> <p>(a) Before or within 48 hours after commencement of the work whether or not electrical power or energy has been previously supplied to the land, building, or premises on which the work was performed;</p> <p>(b) Shall pay the fees prescribed by the inspection department; and</p> <p>(c) Be in compliance with Ontario Regulation 570/05 made under Part VIII of the Electricity Act, 1998</p> <p>(2) An application for inspection which has been refused in accordance with the provisions of Rule 2-008 shall, for purposes of Subrule (1) hereof, be deemed not to be a completed application</p> <p>(3) Every contractor who undertakes an electrical installation is responsible for ensuring the electrical installation complies with this Code and for procuring an authorization for connection from the inspection department before the installation is used for any purpose.</p> <p>(4) The contractor shall give to the inspection department at least forty-eight hours' notice in writing that the work on the electrical installation has been completed and that the installation is ready for a connection authorization, but where the work is being performed in a remote district or is not immediately accessible for any other reason, the notice shall be of such greater length as is necessary to accommodate the inspection schedule of the inspection department.</p> <p>(5) Inspections as required by the inspection department may be made at such time and in such manner as the inspection department determines.</p> <p>(6) An electrical installation shall not be concealed or rendered inaccessible until it conforms to this Code and such concealment or rendering inaccessible has been authorized by an inspector.</p> <p>(7) An inspection may be deemed by the inspection department to have been made for an electrical installation or a group of electrical installations and connection authorized even though all portions of any installation in the group and all installations in the group have not been inspected subject to conditions set out in the Code. See also subrules (8-11).</p>
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An Inspector or registered code agency shall, not later than two days after receipt of a notice, undertake a site inspection of the building. Div. C, Part 1, Sentence 1.3.5.3.(1).





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**RE: Resolution of Council**

---

From Natasha Roberts <natashia@huronshores.ca>

Date Thu 2023-06-01 12:31 PM

To 'Jim Hillis' <Hillis.Jim@outlook.com>

Cc Amber Burgler <Amber@huronshores.ca>

②

Hi Jim,

It is a complicated scenario. I spoke with Kevin after he met with you and we discussed his opinion re: few loads of gravel and brushing that would be required to get gravel trucks in to your property, which was also discussed at the Infrastructure Meeting. The concern is whether providing maintenance on that status of road would set a precedent for all other unassumed/unmaintained roads of which there are plenty in Huron Shores.

I am waiting to hear back from our solicitor to determine what the best course of action is for the Municipality in these situations (i.e. whether an agreement for the owner to provide maintenance is appropriate, obligations the Municipality would have if Council were to authorize a one-time road improvement, etc.). Based on the resolution of Council, I have authority to enter into an agreement if that is the direction we have to go, but if it is determined that the municipality would have no obligations after a one-time gravel application, then we need to provide a cost to Council for the road improvements for their consideration.

It you wouldn't mind, let me sit with this for a little longer while I wait to hear what our solicitors have to provide.

I apologize for the delay.

Natashia Roberts  
CAO/Clerk

Ph: 705-843-2033

Fax: 705-843-2035

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**From:** Jim Hillis <Hillis.Jim@outlook.com>

**Sent:** May 31, 2023 5:14 PM

**To:** Natasha Roberts <natashia@huronshores.ca>

**Cc:** Amber Burgler <Amber@huronshores.ca>

**Subject:** Re: Resolution of Council

①a

Good afternoon Natasha,

I haven't been ignoring your email, I'm just not sure how to respond.

After we met in chamber I thought it was fairly clear that based on guidance from my legal advisor that we would wait until your roads superintendent came and had a look at the road.

1b

Kevin came out the very next week and felt that it wasn't much more than 3-4 hours work and a few loads of gravel to bring the road up to where it needs to be.

I would have gone to the council meeting if I had known that the road spur was going to be discussed.

I truly appreciate the speed in which matters are being handled but I'm not really any further ahead.

Jim

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**From:** Natasha Roberts <[natashia@huronshores.ca](mailto:natashia@huronshores.ca)>

**Sent:** Tuesday, May 16, 2023 4:04:28 PM

**To:** 'Jim Hillis' <[Hillis.Jim@outlook.com](mailto:Hillis.Jim@outlook.com)>

**Cc:** Amber Burgler <[Amber@huronshores.ca](mailto:Amber@huronshores.ca)>

**Subject:** RE: Resolution of Council

Good afternoon Mr. Hillis,

I hope you're keeping well.

As you are aware, I brought your request for road maintenance to the Infrastructure Services Committee meeting on April 27<sup>th</sup>, 2023, who made a recommendation to go to Council at their May 10<sup>th</sup> Council meeting. At that meeting, Council deliberated your request and passed the attached resolution. Pending the opinion of our Municipal Solicitor, if you are still willing, Council has authorized an agreement to permit you to conduct road improvements on the section of Municipally Owned, Unassumed/unmaintained laneway located north of Sunset Beach Road.

I will be in touch once I have an opportunity to speak with our solicitor.

Thanks,



**Natashia Roberts**

CAO/Clerk  
Municipality of Huron Shores

7 Bridge St. PO Box 460  
Iron Bridge ON P0R 1H0  
P 705-843-2033 F 705-843-2035  
[natashia@huronshores.ca](mailto:natashia@huronshores.ca)



**CLICK TO TAKE OUR SURVEY!**

**WE WANT YOUR FEEDBACK**

\*\*\*\*\*

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Superintendent and he states that no road work or culverts have been changed at that location. I will need to reach out to the former Clerk and Superintendent to investigate further.

I have looped in Councillor Currie in this email as he is the Chair of the Infrastructure Services Committee.

Natashia Roberts  
CAO/Clerk

Ph: 705-843-2033  
Fax: 705-843-2035

 *Please consider the environment before printing this e-mail*

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**From:** Jim Hillis <[Hillis.Jim@outlook.com](mailto:Hillis.Jim@outlook.com)>  
**Sent:** June 7, 2023 9:45 AM  
**To:** Natashia Roberts <[natashia@huronshores.ca](mailto:natashia@huronshores.ca)>  
**Cc:** Matthew Seabrook <[m.seabrook@huronshores.ca](mailto:m.seabrook@huronshores.ca)>  
**Subject:** Road spur maintenance

Good morning Natashia,  
I was wondering if I could be added to the docket for the upcoming council meeting ?  
I think that if I'm allowed 10 minutes to explain what I'm after that it would be easier for the councillors to make a decision.

Thanks again Natasha,

Jim

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**RE: Road spur maintenance**

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From Natasha Roberts <natashia@huronshores.ca>

Date Tue 2023-06-13 10:27 AM

To 'Jim Hillis' <Hillis.Jim@outlook.com>

Cc Matthew Seabrook <m.seabrook@huronshores.ca>; Tim Currie <t.currie@huronshores.ca>

Hi Jim,

You have been added to tomorrow night's Council meeting as the second delegation. You are welcome to attend in person, or via Zoom at the following link:

<https://us02web.zoom.us/meeting/register/tZAocO2pqjsjHdB0ghLHh3WTfmgGvPngdZ6g>

See you tomorrow.

Natashia Roberts  
CAO/Clerk

Ph: 705-843-2033

Fax: 705-843-2035

 *Please consider the environment before printing this e-mail*

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**From:** Natasha Roberts

**Sent:** June 7, 2023 10:28 AM

**To:** 'Jim Hillis' <Hillis.Jim@outlook.com>

**Cc:** Matthew Seabrook <m.seabrook@huronshores.ca>; Tim Currie <t.currie@huronshores.ca>

**Subject:** RE: Road spur maintenance

Good morning Jim,

You can certainly request a delegation to Council. The next meeting will be June 14<sup>th</sup>. The Regular Meeting will start shortly after 7:00 p.m. as there is a Special Public meeting for a Planning Act matter but should not take much more than 5-10 minutes. You are slotted in as the second Delegation, following a presentation by our Auditors, at approximately 7:30 p.m. I have attached our Delegations and Deputations Policy that outlines your time allotment, etc.

As previously mentioned, Council has authorized an agreement to allow you to do maintenance on the section of road (as per your request via email dated March 31, attached), subject to our solicitors feedback on liability. I'm also seeking feedback from our solicitor to determine what any future obligations the municipality would have going forward should Council choose to provide one-time maintenance on an unassumed/unmaintained road, given that there are a number of unassumed/unmaintained roads in the Municipality. You mention that precedent has already been set given the fact that Public Works changed a culvert on this particular roadway and hauled in gravel; do you know what year this would have been? I have investigated this with our Public Works



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**RE: Spur Road - Council Resolution**

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③

From Natasha Roberts <natashia@huronshores.ca>

Date Thu 2023-07-20 4:51 PM

To 'Jim Hillis' <Hillis.Jim@outlook.com>

Cc Public Works <publicworks@huronshores.ca>

 1 attachment (173 KB)

New Road Maintenance Agreement\_Draft July 19 2023.pdf

Good afternoon,

Please find attached Road Maintenance Agreement for your review and signature.

Thanks,

Natashia Roberts  
CAO/Clerk

Ph: 705-843-2033

Fax: 705-843-2035

 ***Please consider the environment before printing this e-mail***

①

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**From:** Natasha Roberts

**Sent:** July 17, 2023 4:57 PM

**To:** 'Jim Hillis' <Hillis.Jim@outlook.com>

**Cc:** Public Works <publicworks@huronshores.ca>

**Subject:** Spur Road - Council Resolution

Good day Mr. Hillis,

I write to inform you that the attached motion (23-16-22) was presented before Council at their July 12<sup>th</sup>, 2023 Council meeting. The motion was tied and therefore, defeated.

Council's resolution No. 23-11-19 still applies in that they have authorized a road maintenance agreement in order to permit you to conduct maintenance. I have our solicitors currently working on a formal agreement. I endeavour to have this agreement to you no later than the end of this week for your review.

Regards,



②

**The Corporation of the Municipality of Huron Shores  
Regular Meeting**

**Agenda Number:** 8.4.8.  
**Resolution Number** 23-16-22  
**Title:** to authorize Road Maintenance on 21422 Highway 17  
**Date:** Wednesday, July 12, 2023

---

**Moved by** T. Currie  
**Seconded by** P. Falk

WHEREAS Council, by Resolution No. 23-11-19, authorized the CAO/Clerk to seek legal opinion regarding the liability of entering into an Unassumed Road Maintenance Agreement in order that Mr. Hillis be permitted to conduct road improvements on the Municipally owned, unassumed/unmaintained laneway, located north of Sunset Beach Road;

AND WHEREAS Mr. Hillis has subsequently requested that the Municipality assume the road and be responsible for road maintenance;

NOW THEREFORE BE IT RESOLVED THAT Council directs Public Works to conduct one-time maintenance on the unassumed laneway located north of Sunset Beach Road;

AND THAT said maintenance include the following:

- no more than four (4) loads of gravel;
- required grading;
- roadside brushing;

AND THAT the cost for the above mention work be billed to Mr. Hillis.

**TIED**

---

Mayor

④

## ROAD MAINTENANCE AGREEMENT

THIS AGREEMENT ("Agreement") is made and entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2023,

BETWEEN:

THE CORPORATION OF THE MUNICIPALITY OF HURON SHORES

(the "Municipality")

AND:

JIM HILLIS

(the "Ratepayer")

WHEREAS, the Ratepayer owns property adjacent to a certain unassumed road within the Municipality's boundaries and wishes to undertake maintenance work on the said road;

AND WHEREAS the Municipality consents the Ratepayer performing such maintenance, subject to the conditions herein;

NOW, THEREFORE, in consideration of the mutual covenants contained herein and for other valuable consideration received, the parties hereto agree as follows:

1. *Scope of Work:* The Ratepayer shall undertake routine maintenance work on the designated road, which includes but is not limited to regular road surface inspections, repairing damages (such as potholes), controlling roadside vegetation, winter snow removal, and other essential tasks to keep the road safe and usable. All tasks performed must strictly adhere to existing laws, statutes, ordinances, and mandates from all relevant authorities.
2. *Insurance:* Before initiating the work, the Ratepayer must present evidence of a comprehensive liability insurance policy that covers potential risks related to the operations under this Agreement, including bodily injury, property damage, and public liability. The coverage should be a minimum of CAD \$2,000,000 per incident and must name the Municipality as an additional insured entity.
3. *Post-Completion Liability:* Upon the conclusion of the Ratepayer's maintenance activities under this Agreement, the road returns to its original state as a Municipally owned but unassumed road. Any subsequent use is at the user's risk. If any incident occurs post-maintenance, liability determination remains subject to legal interpretation and the jurisdiction of competent courts, consistent with the status quo.
4. *Maintenance Standards:* The Ratepayer shall uphold the Municipality's defined maintenance standards. This includes utilizing materials that meet or surpass Municipality's benchmarks, following Municipality's directives on maintenance frequency, repairing identified damages within a specified period, and adhering rigorously to all safety regulations from the

Municipality and other governing bodies. The Municipality retains the right to inspect the road at their discretion and, if any work is found lacking, can either demand rectifications at the Ratepayer's cost or terminate this Agreement.

5. *Termination*: This Agreement can be dissolved by either party by providing a thirty (30) days' written notice. If the Ratepayer neglects the stipulated standards or breaches any term, the Municipality holds the right to terminate instantly, without further notice.
6. *Indemnification*: The Ratepayer agrees to indemnify, defend, and hold harmless the Municipality, its officials, employees, and agents from and against all liabilities, claims, damages, costs, and expenses, including legal fees, arising out of or in connection with the work performed by the Ratepayer or its contractors, agents, or employees under this Agreement.
7. *Assignment*: The Ratepayer may not assign or transfer any rights, obligations, or interests under this Agreement without the prior written consent of the Municipality. Any unauthorized assignment shall be deemed null and void.
8. *Warranty*: The Ratepayer warrants that the maintenance work shall be of a professional standard and free from defects in material and workmanship for a period of twelve (12) months from the date of completion. Any necessary repairs or replacements during this period will be performed by the Ratepayer at their own expense.
9. *Dispute Resolution*: In the event of any dispute arising out of this Agreement, the parties shall first attempt to resolve the matter amicably through negotiation. If such negotiations do not resolve the dispute within thirty (30) days, the parties agree to attempt to resolve the matter through mediation before pursuing litigation.
10. *Compliance with Laws*: The Ratepayer agrees to comply with all local, state, and federal laws, regulations, and ordinances relevant to the performance of the maintenance work.
11. *Confidentiality*: The parties acknowledge that they may come into possession of confidential and proprietary information related to the other party's operations, infrastructure, strategies, and plans ("Confidential Information"). Each party agrees to hold and maintain the Confidential Information in strict confidence for the benefit of the disclosing party. Neither party shall, without prior written approval from the disclosing party, disclose, reproduce, use (except for the purpose of this Agreement), or allow access to the Confidential Information, except to those of its employees or contractors who require such access for the purpose of performing under this Agreement. This obligation shall not apply to information that (a) was publicly known at the time of disclosure; (b) becomes publicly known through no wrongful act of the receiving party; or (c) was in the receiving party's possession free of any obligation of confidentiality at the time of the disclosing party's communication thereof to the receiving party.

12. *Independent Contractor*: The Ratepayer is acting solely as an independent contractor under this Agreement, and not as an agent, employee, joint venturer, or partner of the Municipality. Nothing in this Agreement shall be construed as creating a partnership, joint venture, agency, trust, or other association of any kind, each party being individually responsible only for its obligations as set forth in this Agreement. The Ratepayer is solely responsible for all taxes, withholdings, and other statutory or contractual obligations of any sort associated with the work, and neither party is authorized to bind the other to any contract, agreement, or other obligations.
13. *No Relationship*: The execution of this Agreement and the performance of the tasks hereunder shall not establish any form of partnership, joint venture, agency, or employment relationship between the Municipality and the Ratepayer. Both parties are independent entities and neither has any authority to bind or commit the other. Nothing in this Agreement creates or shall be deemed to create a relationship of employer and employee, principal and agent, or any relationship other than that of independent entities contracting with each other solely for the purpose of effecting the provisions of this Agreement.
14. *Safety*: The Ratepayer shall adopt all necessary safety measures to ensure the protection of the public, employees, and properties during the performance of the maintenance work.
15. *Environmental Compliance*: The Ratepayer acknowledges and agrees:
- a. That all maintenance and associated work performed pursuant to this Agreement will strictly adhere to all local, provincial, and federal environmental laws, regulations, and standards.
  - b. That the Ratepayer is responsible for securing any and all necessary environmental permits, clearances, or approvals required for the tasks undertaken. Further, the Ratepayer commits to employing best practices to minimize environmental impact and harm, including the prevention of any pollution or degradation to natural resources, habitats, or ecosystems.
  - c. To promptly notify the Municipality of any spills, releases, or other environmental incidents that occur in connection with the maintenance work and shall take immediate actions to rectify and mitigate the effects.
  - d. To indemnify, defend, and hold harmless the Municipality, its officials, employees, and agents from and against all liabilities, claims, damages, costs, and expenses, including legal fees, arising out of or in connection with any environmental violations, damages, or breaches committed by the Ratepayer or its contractors, agents, or employees under this Agreement.
16. *Governing Law*: The laws of the Province of Ontario, alongside relevant Canadian laws, shall govern this Agreement.
17. *Attornment*: Any disputes arising from this Agreement will exclusively fall under the jurisdiction of courts situated in the Province of Ontario.

18. *Entire Agreement*: This Agreement supersedes all prior verbal or written understandings between both parties and serves as the complete agreement.
19. *Amendments*: Modifications to this Agreement can only be effected through a document duly signed by both parties.
20. *Notices*: All requisite or permitted communications under this Agreement must be written and sent to the respective addresses of the parties.
21. *Severability*: If any clause of this Agreement is deemed void or inoperative, it shall be adjusted or eliminated to the minimal extent required, ensuring the Agreement remains binding and effective.
22. *Counterparts*: This Agreement can be executed in multiple counterparts, each regarded as an original, but collectively forming a singular document.

IN WITNESS WHEREOF, the parties have executed this Agreement on the date first mentioned above.

CORPORATION OF THE MUNICIPALITY OF HURON SHORES

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Per:  
Name: Natasha Roberts  
Title: CAO/Clerk

JIM HILLIS

---

FONOM Report by Mayor Armstrong  
May 5, 6 & 7

## **May 5**

First on the agenda was a tour of North Bay. We saw several parks and event spaces as well as the North Bay Museum.

**Unlocking the Power of AI:** The opening speaker was Olya Sanakoev who is a CTO with a financial service who gave a presentation on AI and how we do not need to be afraid of it and that it can make our lives easier and better. Municipalities need to tap into AI services and use them to their full potential.

**Indigenous Cultural Mindfulness:** George Couchie was a fabulous Indigenous speaker who spoke of mindfulness, who we are and where do we come from and the Seven Grandfather Teachings, Bravery, Humility, Wisdom, Honesty, Truth, Respect and Love. Each day is a celebration of life and we should each strive to be the spark that lights up the room when we enter it.

**NWMO Transportation Post Site Selection Next Steps:** NWMO shared an update on their progress, the movement of used nuclear bundles is still about 40 years away with lots of planning and consultations still to be completed.

**Leveraging the Ontario Immigrant Nominee program:** Jennifer Gray from MOL discussed the new Ontario Immigrant Nominee program. There are 8 streams; She discussed 4 of them, Employer job offer, Human Capital, Ontario Express Entry and Expression of Interest. It was interesting to see that in the Expression of Interest stream, participants coming to Northern Ontario receive 10 pts which is the highest.

We then attended the Reception at the Gateway Brewery where we socialized with many other attendees and then I attended the Northern Ontario Women's Association (NOWA) dinner.

## **May 6**

**Partnering For Healthy Communities in the North:** 2 presenters from the Porcupine Health Unit talked about how we can partner for healthier communities. Some big takeaways that I had were: Equality is not the same as Equity, we must treat everyone equally, but adjust to what they need. A healthy population participates in the work force which results in a healthy economy.

Overall, Northern Ontario has more inequities than Southern Ontario and higher health issues.

The Public Health Units provide a complex service delivery.

It is important to also note that Municipalities are responsible for providing Public Health Funding.

**The Orange County Insolvency – Lessons for Northern Ontario:** Oscar Poloni from KPMG spoke about the report “When Government Fails: The Orange County Bankruptcy” The situation started in the late 70’s when a referendum was passed in a vote to only have taxes be 1% and could only be raised by 2% every year. This eventually led to the treasurer investing in risky options and when it tanked, it left them in bad shape.

Some key notes:

- If you have to depend on provincial/federal grants – there will eventually be a reckoning.

- Don’t listen to the people on the streets, they do not know how Municipalities work.

- You cannot save yourself into prosperity

I’m going to pass on the full slide deck for this one as it was very interesting

**IESO Update:** Bulk transmission planning for the Mississagi to Third Line and Mississagi to Hanmer is slated for 2029.

**ROMA Update:** Basically, we are all in the same boat. Needing funds for infrastructure.

## **May 7**

**NOSM Update:** Doctor shortage all over Ontario and Canada. They can not keep up with the demand, but they are using different strategies to address the situation.

**OFIA Update:** Ontario Forest Industries Association has a large diverse membership from the woodlands, mills and markets. They used to have 18 mills and they are now down to 3 and they have seen a significant decline in employment as well.

The Trade action has resulted in cancelled orders as the shipper has to pay the fees at the border and add them to the cost and the purchasers are not willing to cover those costs.

How can we help? Work with our construction and building sectors and adopt a using material from within Ontario and Canada for our housing initiatives.

There is also a large bioenergy opportunity for providing energy from the biomass to address the energy shortfalls.

Espanola has been sold to BMI and is in the process of starting up again.

**TIAO:** Tourism industry Association of Ontario. We will share the slides on this one as well because it was an awesome seminar. Tourism has a huge community impact

Some takeaways:

The Vitality Wheel

1. Visit – If you built a place where people want to visit, then you have built a place where people want to live
2. Live – If you built a place where people want to live, then you have built a place where people want to work.
3. Work – And if you built a place where people want to work, then you have built a place where business and residents want to invest.
4. Invest – And if you built a place where business and residents will invest, then you have built a place where people will want to visit.

Municipal Accommodation Tax: If we are thinking of implementing this, we should investigate more first.

We should look at completing a Tourism Master Plan with input from our tourism providers.

Digital Detox: a great marketing idea, it's not just because we have poor internet, LOL

**Vic Fedeli:** We are at war with the USA, make no mistake about that. It is an economic war. We need to protect our families and Northern Ontario is on the front lines and a critical component of this fight with all of our resources.

We need to have a made in Ontario strategy and it is key to weather this storm.

He extolled the virtues of the 1 permit bill, but I am concerned on how that will impact the Walker Rd project.

The Ontario government is working with other provincial premiers to remove provincial barriers within our country.

The other Ministers spoke as well and reiterated much of the same. The Transportation Minister promised better roads soon...

**Thank you for the opportunity to attend this Conference. I personally feel that more of our Councilors should have attended this conference as it had so much value to us. Next year, we should look at not attending AMO and sending an addition 2 people to FONOM**



# The Orange County Insolvency

## Lessons for Northern Ontario

2025 Northeastern Municipal Conference

—  
May 6<sup>th</sup>, 2025



# 01 Acknowledgement



This presentation is built in large part on an excellent analysis of the Orange County bankruptcy by the Public Policy Institute of California (PPIC), which in turn summarizes a joint publication between the PPIC and Mark Baldassare: *When Government Fails: The Orange County Bankruptcy*.

While Orange County is 4,373 kilometres from North Bay by road and in a different country with a different government framework, the analysis provided by the PPIC (in the view of the presenter) is as meaningful to Northern Ontario municipalities as other local governments.

## 02 Why This Matters

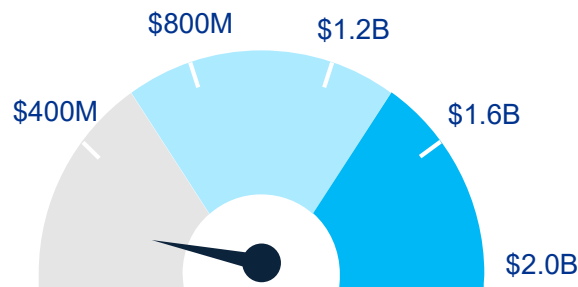
What happened in Orange County is, in a deep sense, a *failure of governance* – not just of government. The responsibility lies with not only the elected and appointed officials but *also with the voters*. They showed little interest in who was being elected and a great distrust of government – given the large numbers who did not vote in the local elections and the overwhelming support for tax limits among those who went to the polls. They put their *elected officials in an impossible position* by constraining their ability to raise revenues and continuing to *demand the same or better services*.

*When Government Fails: The Orange County Bankruptcy  
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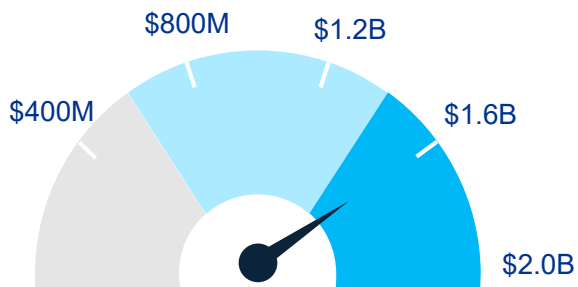
The Orange County Insolvency | Lessons for Northern Ontario

# 03 The Orange County Insolvency



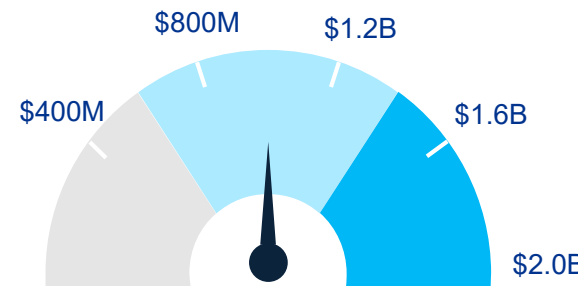
**\$217 million**

Value of debt involved  
in 362 municipal  
insolvencies between  
1937 and 1994



**\$1.6 billion**

Value of debt involved  
in the Orange County  
insolvency



**\$1.0 billion**

Value of debt  
involved in Orange  
County's near-miss  
default in 1995

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# 03 The Orange County Insolvency

1978

California voters pass Proposition 13 which sets property taxes at 1% and limits future increases to no more than 2% per year

1994

The Pool has a total value of \$20.6 billion, including \$7.6 billion of funds from the County and almost 200 public agencies and \$13.0 in leveraged investments

In November 1994, the County’s auditors disclose that the Pool had lost \$1.64 billion

1991-1992

Orange County treasurer Robert Citron begins a high risk, high leverage investment strategy to realize increased income from the Orange County Investment Pool

The County approves a FY1995 budget that calls for 35% of general fund revenues to come from investments, up from 12% in FY1994 and compared to 3% for other California counties

As lenders threatened to seize assets as collateral for loans, the County files for Chapter 9 bankruptcy protection



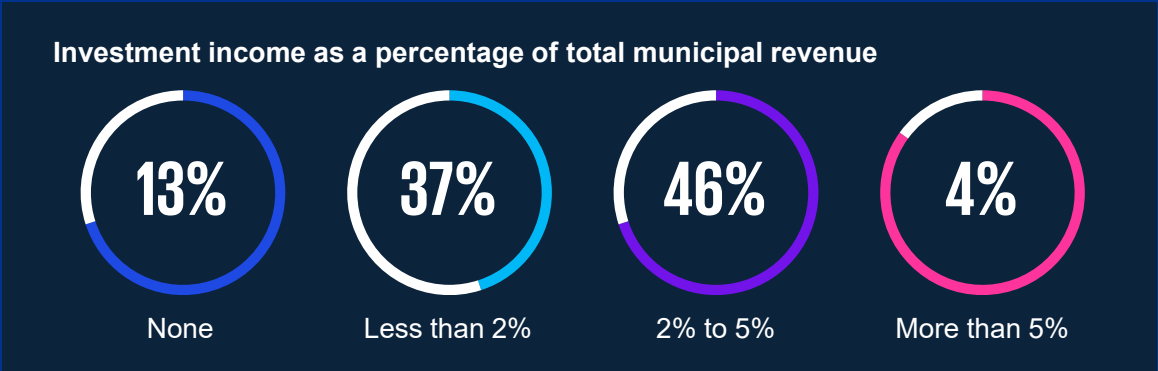
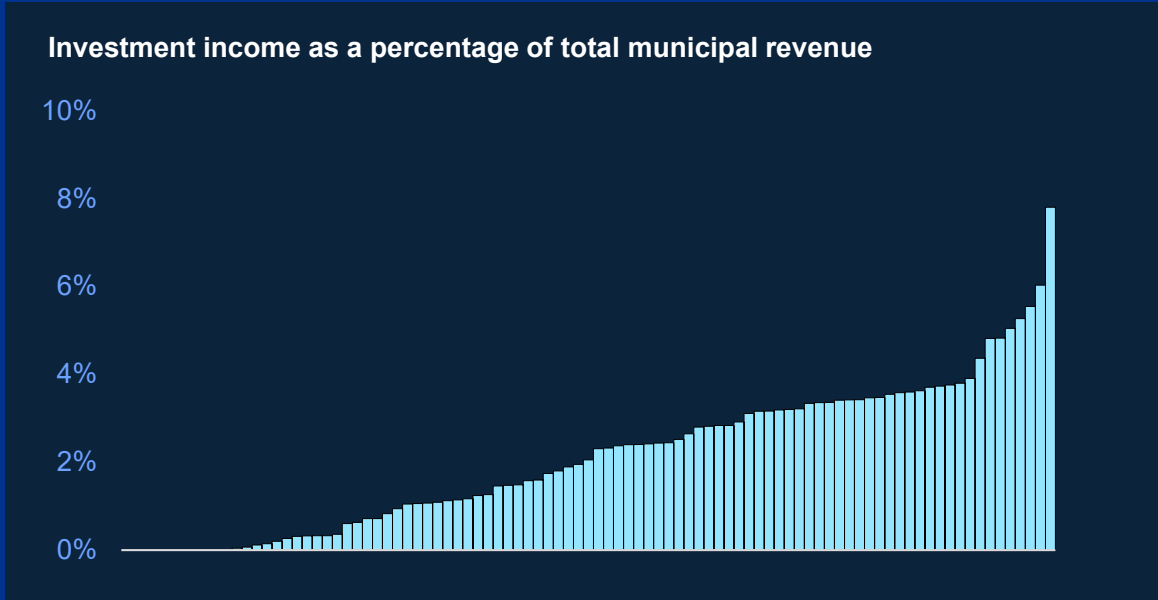


# 03 Investment Income for FONOM Municipalities (2023)

 **109**  
FONOM  
municipalities

**2.1%**  
Investment income  
as a percentage of  
total revenue

**49.7%**  
Taxation revenue as  
a percentage of  
total revenue




During 2023, FONOM municipalities reported a total of \$1.94 billion in municipal revenues, with investment income amounting to \$39.1 million of this amount

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# 03 The Orange County Insolvency

Orange County exited bankruptcy protection on June 12<sup>th</sup>, 1996



### Sales Tax Increase

A half-cent sales tax increase was proposed in March 1995 but ultimately was rejected by voters

### \$1B


One year extension by existing bondholders





### Investment Settlement

Pool investors would get most of their money back immediately with the rest to follow, conditional upon no lawsuits against the County and pending lawsuits against investment firms



### Diversion of funds

Monies were redirected from other uses into order to pay creditors

### \$880M

Bond issuance to refinance liabilities

## 03 The Orange County Insolvency

### The symptom

High risk, high leverage investment strategy that resulted in significant market losses

### Root causes

Political fragmentation

Voter distrust

State fiscal austerity

*Bob Citron was not the cause of the bankruptcy; he was the catalyst that made those three necessary conditions sufficient*



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## 04 Political Fragmentation

An area is politically fragmented if each pursues its own goals and separate policies *without regional coordination* and often *in competition with others*. This fragmentation gives rise to problems such as traffic congestion, air pollution, sprawling land-use patterns, lack of affordable housing, inefficient delivery of public services – and in the case of Orange County, lack of oversight for a county treasurer who would push the county into financial crisis.

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## 04 Voter Distrust

This citizen's revolt against taxes should not be confused with a desire to have local government cut spending on the services that these voters value. The logic of this position is questionable and it has led some commentators to say that anti-tax voters simply *want something for nothing*. However, many believe that most public bureaucracies, including their own local governments, are inefficient, if not dishonest, and *squander tax monies*. This distrust and low regard for officials' handling of money explains why these voters can justify their demand for lower taxes while asking local leaders to maintain current spending levels and provide high-quality services. No matter how draconian the cuts, anti-tax voters *continue to believe that there is financial waste* in government that can be transformed into sufficient funds for the services they want.

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## 04 State Fiscal Austerity

Local governments have long relied on federal and state monies to fund programs and help build infrastructure. In California, *state budget pressures have cut back the state's ability* to fund public infrastructure projects and local public services. This austerity at higher levels puts suburban governments, like Orange County, under tremendous pressures to find additional funds for services. Voter distrust has deepened fiscal austerity [by] cutting property tax revenues for local governments.

Under these circumstances, when the state hits a financial pothole, counties go into *financial whiplash*.

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The Orange County Insolvency | Lessons for Northern Ontario

# 05 The Tone of the Distrusting Resident

He compared Sudbury to Barrie, not exactly “apples to apples.” We are a unique community and, in an analysis, we should compare ourselves with similar cities, such as Kawartha Lakes, which, like ourselves, is an amalgamated municipality, second in geographical size to Greater Sudbury.

Opinion / Column

## Column: The City of Greater Sudbury's amalgamation has failed. Give us our town back

*'We never entered amalgamation with the belief we would have to grovel and beg for anything we wanted to do'*

Special to The Sudbury Star

Published Nov 20, 2024 • 2 minute read

Opinion / Column

## Column: City has more than enough money to fix Greater Sudbury's arenas

*City councillors have now directed City of Greater Sudbury staff to further reduce community arena maintenance*

Thomas Price

Published Aug 22, 2023 • 2 minute read

City council greenlit a 52-unit, five-storey apartment building at 944 Falconbridge Rd. during Tuesday's meeting, much to the dismay of area residents.

Several of the 126 Don Lita community residents who signed a petition opposing the development were vocal in their opposition during Monday's planning committee meeting.

"You're all selling out our city," one resident hollered at the committee following their 3-2 vote to approve the development.

"Shameful, shameful behaviour," another resident said.

"Corporate dollars buy votes, apparent."

"Who greased your pockets?"



[blue days](#) Jan 31, 2025

We need new leadership or at least someone who has common sense. Sudbury's spending has always been on the high side -they spend money like a metropolis. Just take a look at our ever increasing payroll system. We have as many employees as some big Cities. Our mayor is buying up properties at ridiculous rates where some of these were already on the condemned side. Soon many people will find that the taxes in Sudbury are outrageous for a City our size and the reason is not all the great things us taxpayers get but all the wants of TDS and its ever increasing size. Does anyone have common sense there.



[Opik](#) Verified Jan 31, 2025 9:15 AM

We already know that city hall spends more money than other northern communities per capita. This is just more "hide the money" techniques which no one believes anyway.

13 2 Reply

Report

Report



The Orange County Insolvency | Lessons for Northern Ontario

# 05 The Tone of the Distrusting Resident

Indicators

Population

Households

Lane kilometers of paved roads

Number of scheduled passenger trips

Kilometers of mains (water, wastewater, urban stormwater)

Total area of indoor recreational space

Long-term care beds

Residential taxes

Greater Sudbury

166,004

75,967

2,987

5,220,997

2,468

113,577

433

\$237.7 million

Kawartha Lakes

79,247

41,085

3,711

51,780

630

44,731

166

\$124.2 million



The Orange County Insolvency | Lessons for Northern Ontario

# 05 The Tone of the Distrusting Resident

Full-time staffing

- Administration
- Full-time Fire
- Police and Court Security
- Transit
- Public Works
- Parks and Recreation
- Long-term Care

Greater Sudbury	
	174
	140
	422
	116
	467
	87
	261

Kawartha Lakes	
	209
	32
	67
	8
	146
	30
	103



The Orange County Insolvency | Lessons for Northern Ontario

# 05 The Tone of the Distrusting Resident

## Staff per Thousand Households

Administration

Greater Sudbury

2.29

Kawartha Lakes

5.09

Full-time Fire

1.84

0.78

Full-time and Volunteer Firefighters

4.71

8.73

Police and Court Security

5.55

1.63

Amount paid to OPP for policing services

\$Nil

\$8.0 million



# 05 The Tone of the Distrusting Resident

## Staff per Level of Service Indicator

Public Works Staff per 1,000 km of Linear Infrastructure

Amount paid to OCWA for operations

Recreation Staff per 10,000 m2 of Indoor Recreation Space

Long-term Care Staff per Bed

Transit staff per 100,000 passenger rides

Number of transit routes

### Greater Sudbury

85.6

\$Nil

7.7

0.6

2.2

25

### Kawartha Lakes

33.6

\$7.6 million

6.7

0.6

15.4

4

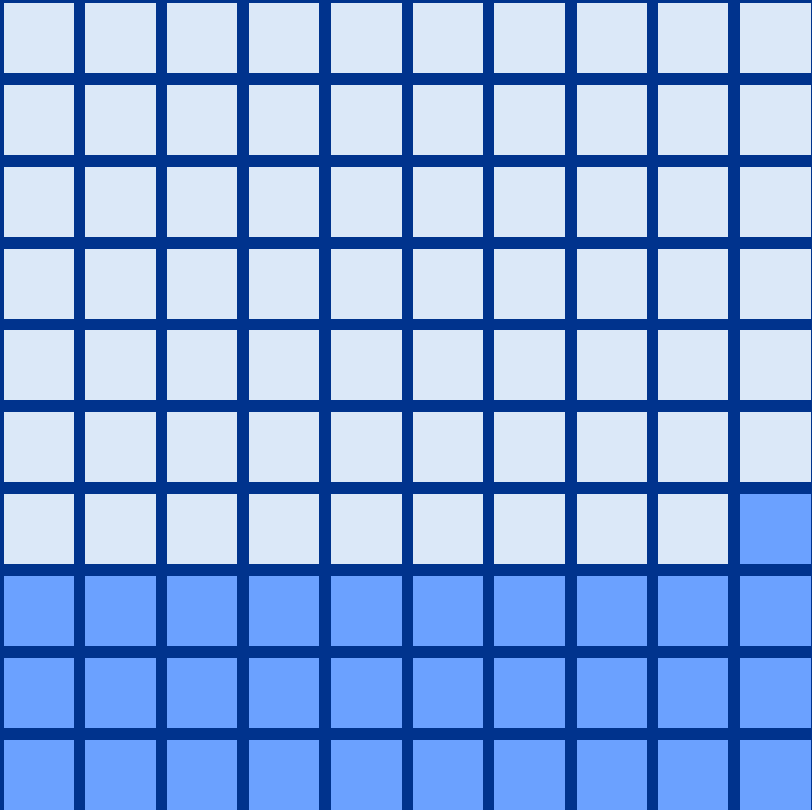




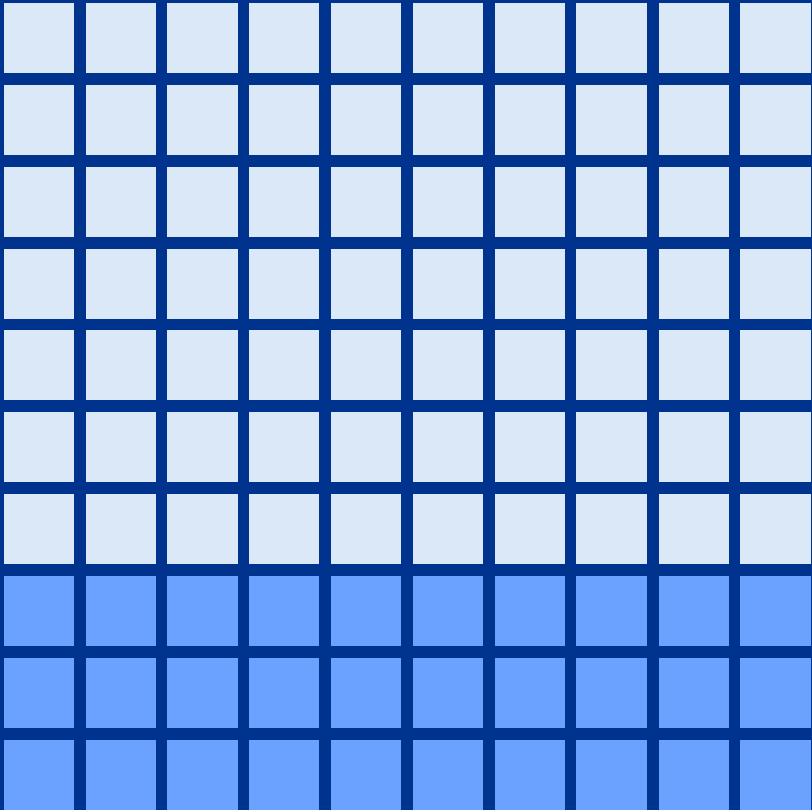
# 05 The Tone of the Distrusting Resident

On average, Greater Sudbury charges \$3,129 in residential taxes per household, compared to \$3,023 per household in Kawartha Lakes. This differential of \$106 is arguably due, in large part, to *differences in services and service levels*

## Greater Sudbury



## Kawartha Lakes

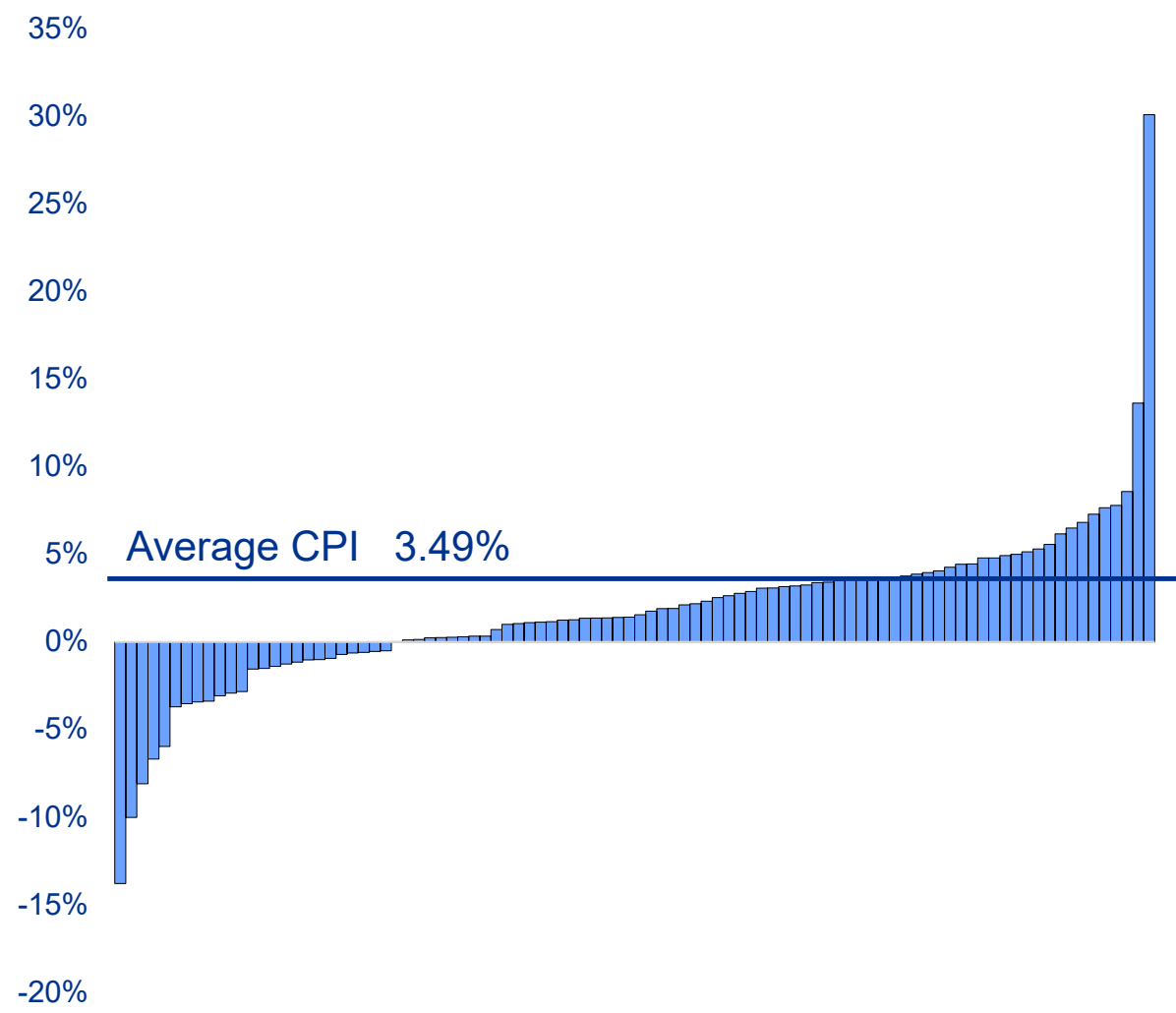


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# 06 Why This Matters

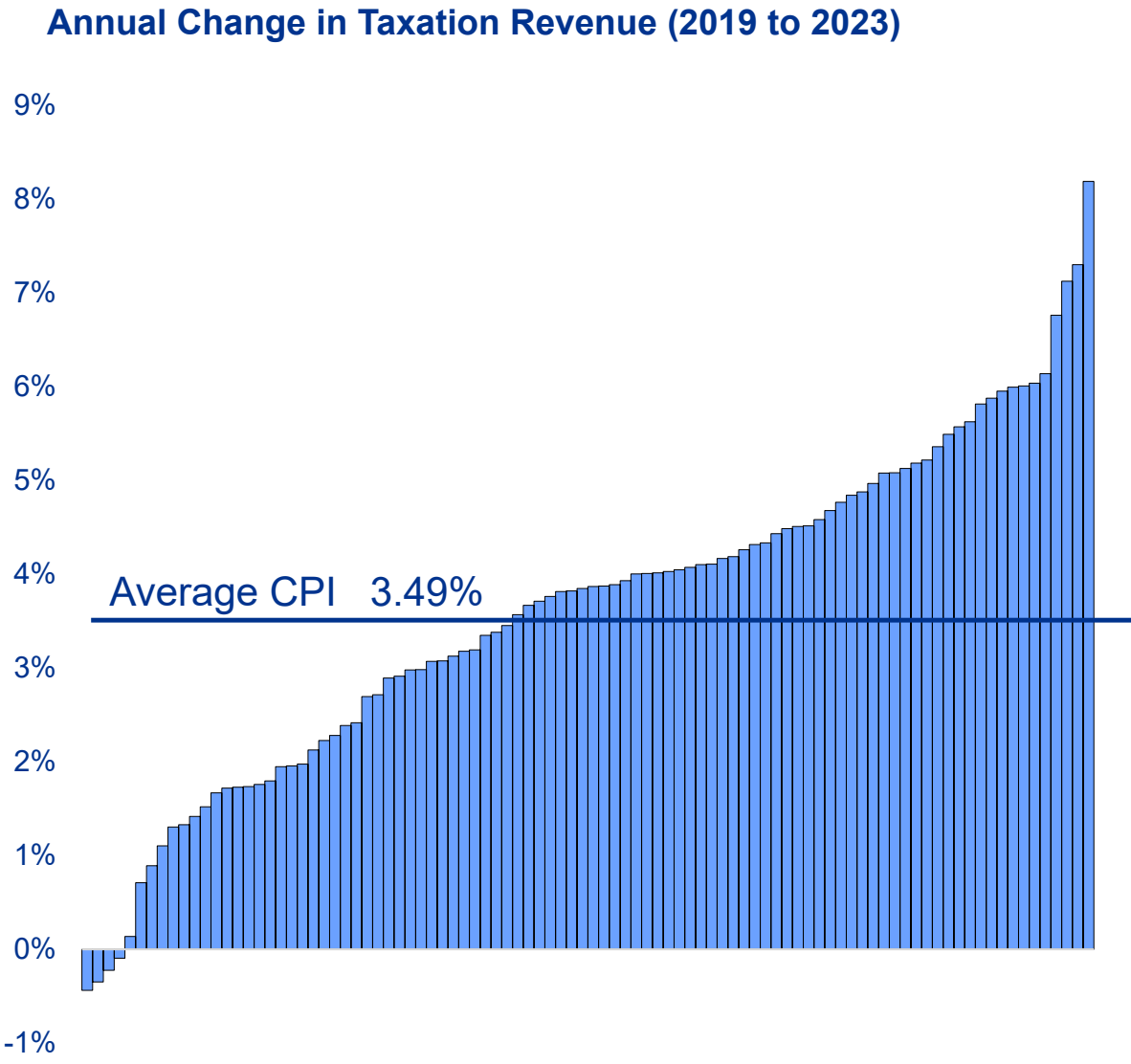


Annual Change in Operating Revenue (2019 to 2023)



The Orange County Insolvency | Lessons for Northern Ontario

# 06 Why This Matters

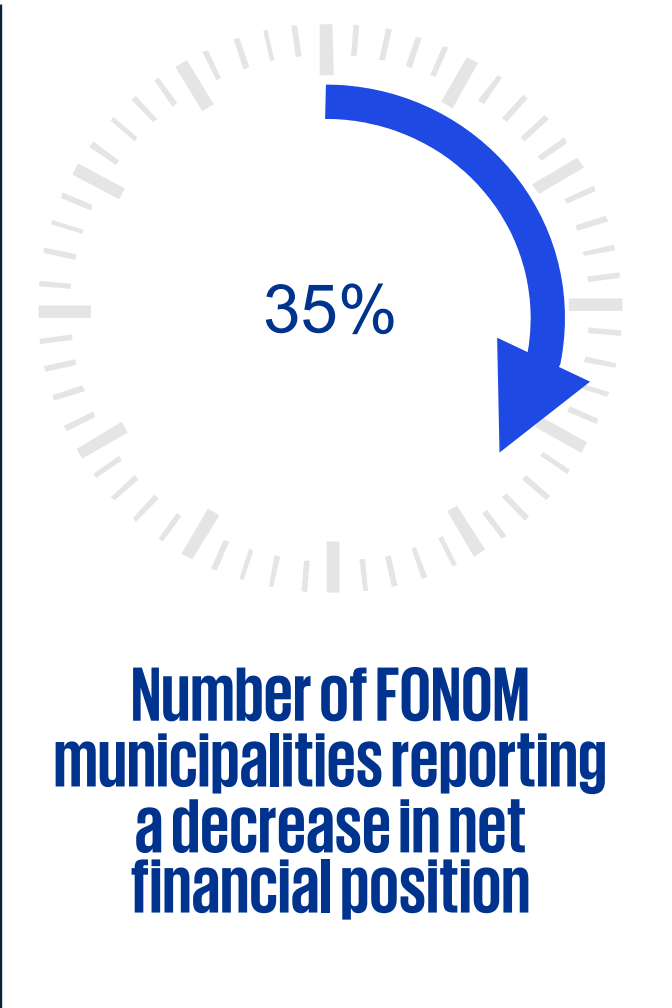


The Orange County Insolvency | Lessons for Northern Ontario

# 06 Why This Matters

Reserves and debt go hand in hand, with the view that lower reserve balances are acceptable if corresponding debt levels are low as well. Looking at the *net financial position* of a municipality – total reserves less total debt – reflects this concept.

Over the last five years, the net financial position of FONOM municipalities has increased by \$77 million. However, this increase is not consistent across the region, with *35% of municipalities reporting a decrease* in net financial position during this period.



# 07 Lessons From Orange County

While the resulting breed of “New Financial Populists” in local government flourishes under the conditions of voter distrust, they also *face a serious dilemma*: They must devise fiscal strategies that allow them to maintain or decrease taxes and at the same time maintain or increase spending for local services. *There is just so far they can go* with measures to increase productivity, improve fiscal management of existing tax revenues, and selectively adopt low-visibility revenue-raising devices. When, as happened in 1994, the state cuts local revenues, local leaders must be especially creative. The difficulty of the dilemma explains why Orange County *local leaders closed their eyes* to the possible problems with a high-risk investment strategy that was giving them badly needed high-interest income.

*When Government Fails: The Orange County Bankruptcy  
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# 07 Lessons From Orange County

## For what it's worth...

A number of policy recommendations were made to address future challenges faced by municipalities, many of which would seem to be relevant to FONOM municipalities



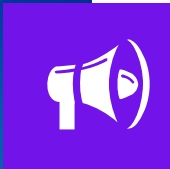
**Local governments need to maintain high standards for fiscal oversight and accountability**



**Local officials need more financial expertise and objective professional advice so that they can make sound fiscal policy decisions in the complex world of municipal finance.**



**Equity issues should be considered in fiscal emergencies; because the poor rely heavily of municipal services, their voices need to be heard in decisions about budget cuts.**



**Local officials should be wary about citizens' pressures to implement local fiscal policies that are popular in the short run but financially disastrous over time.**

The Orange County Insolvency | Lessons for Northern Ontario

# 07 Lessons From Orange County

## For what it's worth...

Additional policy recommendations may also be relevant to FONOM's position as an advocacy body for Northern municipalities



**Provincial governments should encourage local governments to engage more actively in regional cooperation**



**Local governments need more flexibility in spending Provincial government funds they receive, especially during a local fiscal emergency**



**Requirements for public meetings by local legislators should be suspended during fiscal emergencies, allowing elected officials to meet as a group and candidly and imaginatively analyse and respond to the situation.**



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**Document Classification: KPMG Public**



ADMA Report  
April 12, 2025

I attended the Algoma District Municipal Association in Desbarats and really enjoyed getting to talk to other leaders from Algoma.

We had presentations by several services and reports from OGRA, FONOM and ROMA.

Algoma Public Health spoke about their programs, but we pointed out that when they say Sault Ste Marie and Area, there really is no presence in the "area". Most of these programs, we had never heard of. They promised to rectify that situation.

We discussed local issues and our resolution was shared and forwarded to FONOM.

NOWA Report  
April 9, 2025

Now has updated their name to Northern Ontario Woman's Association and we are in the process of incorporating and planning a Conference in 2026 or 2027.

We will be hosting an additional meeting to discuss a single topic. It will be on Thursday June 5 at 7pm to discuss Managing aggressive and abusive comments.

The annual membership dues invoices will be sent out shortly. I would appreciate that mine renewed and I think that we should pay the membership for Councilor Brown as well.



# Memo

To: Council  
From: CAO/Clerk  
Date: May 14, 2025  
Subject: Volunteer Coverage and Screening Requirements

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This memo provides an overview of current insurance coverage for municipal volunteers and recommendations regarding volunteer tracking and screening practices, particularly in the absence of a formal municipal volunteer policy.

## **Insurance Coverage for Volunteers**

Our insurance provider has confirmed that individuals qualify for coverage under the municipal insurance policy as volunteers if the following conditions are met:

1. **Age Requirement:** Volunteers must be under the age of 80.
2. **Designation as a Volunteer:** They must be acting on behalf of the Municipality (i.e., the policyholder).
3. **Certificate of Insurance:** The Municipality must issue and retain a Certificate of Insurance for each volunteer, and a copy must be held on file by both the insurer and the Municipality.

Coverage is only active while the volunteer is engaged in a "Sanctioned Activity", defined as an event or activity approved by the Municipality, including direct travel to and from the activity. This underscores the importance of formal recognition and documentation of volunteer involvement.

## **Screening and Vulnerable Sector Checks**

There is no requirement under the insurance policy for volunteers, including those working directly with children or vulnerable persons, to obtain a vulnerable sector check. The decision to implement screening measures such as criminal record or vulnerable sector checks rests entirely with the Municipality.

While not mandated for insurance coverage, it remains best practice to implement screening procedures for roles involving direct interaction with vulnerable populations, in accordance with risk management and duty-of-care principles.

## **Recommended Administrative Practices**

To ensure eligibility and coverage under our insurance policy, and to support overall risk management, the following practices are recommended:

- Maintain a current roster of all volunteers actively working with or for the Municipality.
- Ensure all volunteers are engaged in documented, sanctioned activities approved by the Municipality.
- Retain Certificates of Insurance on file for all volunteers.
- Consider developing a formal volunteer policy, particularly one that outlines screening practices for roles involving vulnerable populations.

# **Municipality of Huron Shores**

**Meeting Date:** May 14, 2025

**Agenda Item:** 6.3

**Report Title:** Public Works Monthly Report

**Submitted By:** Public Works Superintendent

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## **General:**

April was a month of transitioning snowplowing equipment over to start the summer operations, getting caught up on some equipment maintenance, and general cleaning/ washing equipment from the salt. Road patrols have found a few culverts that will need to be change out once locates come back. Throughout April, we had some higher winds mixed with rain, which caused many trees on the roads across the municipality.

In many different areas we had water over the road surfaces caused by increased water flow from the Red Rock Dam and the Basswood Lake dams. the dam systems were holding back as much water as they could, but with the fast runoff and snow melt up north created difficult times. Roads throughout the Municipality still have some frost coming out in the heavily shaded areas, but we hope to be lifting the half-load restrictions in the coming weeks. The public works crew have been putting in long hours completing road patrols and monitoring the road conditions with the increased water flow from the dam systems.

April 24<sup>th</sup>, a report came in about a sinkhole just off the highway on Dean Lake Road. Upon investigation and conversation with the crew on site, it was decided for public safety to barricade and close the road. The next day the roadway began to deflect, indicating a much larger issue. Over the weekend, a second sinkhole appeared on the south side of the culvert in the middle of the road. Upon discussion with an engineer, they mentioned this would indicate a structural failure in the side of the culvert and confirmed closing the road was the right thing to do.

Please see Memo re: Dean Lake Road Sinkhole and Bridge Closure for updates.

## **Service Requests:**

Services requests over the past month include:

(6) Grading reports, (2) Culvert reports, (40) Water over road reports, (3) Trees down on roads, (2) Pothole reports (2) Beaver reports; all have been resolved. Grading is ongoing.

**Fleet:**

<b>Unit #</b>	<b>Last Reported Odometer/ Hours</b>	<b>Total Odometer/ hours</b>	<b>Hours/km over Last Period</b>	<b>Maintenance</b>
Unit 1 – 2024 Chev	40485 km	41715 km	1230 km	Summer tires installed
Unit 2 –Dodge Truck (Little Rapids)	151801 km	153148 km	1347 km	Summer tires installed; transmission oil pan replaced
Unit 3 – Grader (Little Rapids)	7585 hrs	7612 hrs	27 hrs	Summer construction tires installed, new batteries
Unit 4 – Plow (old # 8 ,2012 Little Rapids)	143454 km	In Shop	In Shop	Air system valve being replaced
Unit 5 – Backhoe (Little Rapids)	4890 hrs	4923 hrs	33 hrs	Engine oil changed
Unit 6 – 2018 Plow (Little Rapids)	79644 km	80040 km	396 km	
Unit 7 – 2005 One Ton (Iron Bridge)	15366 km	16202 km	836 km	Summer tires installed
Unit 8 – 2024Plow (Iron Bridge)	12592 km	In Shop	In Shop	Tail gate release vale getting replaced
Unit 9 – Grader (Iron Bridge)	7324 hrs	7393 hrs	69 hrs	
Unit 10 – Backhoe (Iron Bridge)	3605 hrs	3623 hrs	18 hrs	Flat tire repair

**Parks:** Nothing to report

**Environmental:** Regular weekly maintenance continues at all Waste Disposal Sites. Burn pits have been cleared. Meetings with the Ministry of the Environment, Conservation and Parks (MECP) regarding the landfill and outstanding items has been scheduled for May 9<sup>th</sup>.



# Memo

To: Council  
From: CAO/Clerk  
Date: May 14, 2025  
Subject: Dean Lake Road Sinkhole and Bridge Closure

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Council is advised that staff have been actively investigating the ownership and jurisdictional responsibility of the culvert located near the Dean Lake Bridge. Initially, it was believed that the culvert might fall under the jurisdiction of either the Ministry of Transportation (MTO) or the Ministry of Natural Resources (MNR), based on the road's historical context.

MTO has since confirmed that while they are responsible for Highway 17, they do not own or maintain the culvert or the watercourse beneath it. MTO has suggested the waterbed may be Crown land under MNR jurisdiction and has directed us to seek clarification from that Ministry. We have since contacted MNR, and they are currently reviewing whether this asset falls within their jurisdiction.

Staff have also reviewed our own records, including the 1955 Development Road Agreement for Dean Lake Road. While that agreement confirms the Municipality's responsibility for the road itself, it contains no reference to culverts, bridges, or other drainage infrastructure. A separate letter from the 1980s refers to culvert work undertaken under the Development Road Program, but it remains unclear which party i.e. MTO, MNR, or the Municipality, carried out that installation.

At this time, the culvert does not appear on the Municipality's asset inventory, and we have found no records indicating that it was installed or maintained by the Municipality. That said, the road surface above the culvert has been subject to regular winter maintenance over the years. Last winter, minor repairs were undertaken by Ledcor, on behalf of MTO, in the same area in response to visible signs of washout.

Due to the uncertainty surrounding ownership and legal responsibility, we have retained legal counsel to assist in determining whether the Municipality bears any legal responsibility for the culvert, or whether a claim can reasonably be made that it falls under the jurisdiction of either MNR or MTO. Legal counsel has been provided with all supporting documentation, including historical mapping, legal agreements, and correspondence from MTO.

At this time, no further physical action can be taken until water levels recede. The underwater survey is a critical component required to complete the feasibility study for the Dean Lake Bridge. Current high-water conditions have delayed this work and similarly prevent any meaningful intervention with the culvert. The results of both the feasibility study and the legal determination of culvert responsibility will significantly influence the Municipality's next steps.

Staff will continue to update Council as new information becomes available.

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### **Previously reported to Public Services Committee – May 1, 2025**

Staff have been investigating the status of a large culvert located at the entrance to Dean Lake Road off Highway 17. Concerns were raised regarding the structural integrity of the culvert and surrounding roadway, including signs of failure and undermining by river activity.

Following review of the parcel register for PIN 31435-0254, it was confirmed that the adjacent property is owned by His Majesty the King in Right of Ontario, represented by the Minister of Highways, for Highway 17 purposes. However, it has since been determined that the culvert itself may lie outside of MTO's maintained property boundary and jurisdiction.

Further, the Municipality has confirmed that:

- The Municipality has never assumed maintenance responsibility for the culvert;
- No records have been located to-date suggesting that the culvert forms part of the Municipality's infrastructure.

Given the visible signs of settlement and undermining, and out of an abundance of caution for public safety, the Municipality has closed the Dean Lake bridge and associated entrance to traffic until further notice.

Public safety remains the priority, and closure of the structure with appropriate signage and barriers has been implemented. Staff will continue to monitor the site and will provide updates should conditions worsen or new information become available.

The Ministry of Transportation has advised that they are reviewing the information supplied to them internally and will keep the Municipality posted on their next steps as soon as possible.



2025 Project Progress Report  
Transportation

Project	Start Date	End Date	Progress	Notes
Roads - Construction Project				
Roads Construction <a href="#">Project #1</a> - Bright Lake Road	01-Jun-25	01-Oct-25	0%	
Roads Construction <a href="#">Project #8</a> - Ansonia Road	01-Jun-25	31-Aug-25	0%	
Roads Construction <a href="#">Project #9</a> - Ansonia Road	01-Jun-25	31-Aug-25	0%	
Roads Construction <a href="#">Project #11</a> - Hopper Road	01-Jun-25	31-Aug-25	0%	
Roads Construction <a href="#">Project #12</a> - Industrial Road	01-Jun-25	31-Aug-25	0%	
Roads Construction <a href="#">Project #13</a> - Ansonia Culvert	01-Jun-25	31-Aug-25	0%	
Roads Construction <a href="#">Project #14</a> - Chevis Road	01-Jun-25	31-Aug-25	0%	
Roads Construction <a href="#">Project #18</a> - Melwel Road	01-Jun-25	31-Aug-25		
Roads Construction <a href="#">Project #20</a> - Green Lane	01-Jun-25	31-Aug-25		
Roads Construction <a href="#">Project #21</a> - Green Lane	01-Jun-25	31-Aug-25		
Roads Construction <a href="#">Project #22</a> - Munroe Lane	01-Jun-25	31-Aug-25		
Roads Construction <a href="#">Project #25</a> - Collver Road	01-Jun-25	31-Aug-25	0%	
Ditching				
Trunk Road (800m North Side)	01-Aug-25	01-Oct-25	0%	
Basswood Lake Road (2200m)	01-Aug-25	01-Oct-25	0%	
Vine Road (600m both sides)	01-Aug-25	01-Oct-25	0%	
Pioneer Road (1000m)	01-Aug-25	01-Oct-25		
Nestorville Road (300m)	01-Aug-25	01-Oct-25	0%	
Walker Road North	01-Aug-25	01-Oct-25	0%	
Brushing/Grass Cutting				
Roadside Brushing (180km of roads)	15-Jun-25	31-Jul-25	0%	
Roadside Grass Cutting	15-Jun-25	31-Jul-25	0%	

- Single Surface Treatment
- Double Surface Treatment

Name of Project	Start Date	End Date	% Complete	Notes
<b>Asset Management Plan</b>				
Training and implementation of data	01-May-23	01-Jul-23	<div><div>100%</div></div>	
Service Levels and Cost of all Assets		01-Jul-24	<div><div>50%</div></div>	
Lifecycles of all Assets		01-Jul-24	<div><div>50%</div></div>	
Building Condition Assessment Data input into CityWide		05-Jan-24	<div><div>100%</div></div>	
Completion		01-Jul-25		Legislated to be completed in 2024 and 2025
<b>PSAB 3230 Requirements</b>				
Asset Retirement Obligations (asbestos)	26-Jun-23	01-Dec-23	<div><div>95%</div></div>	to be finalized alongside Audit
<b>Long-term Waste Management Plan (revised as per AECOM, July 4, 2023)</b>				
Gather background information and data to assist in understanding the current Municipality waste management system. This includes three years of historical capital and operating cost data for all waste management activities.	01-Jul-23	15-Jul-23	<div><div>100%</div></div>	
Develop a project problem and opportunity statement	01-Jul-23	01-Jul-23	<div><div>100%</div></div>	
Conduct a project meeting (Microsoft Teams) with the Municipality to confirm the planning work program and timelines		06-Jul-23	<div><div>100%</div></div>	
Prepare and issue interim report (problem/opportunity statement and existing waste management system summary).	01-Jul-23	15-Jul-23	<div><div>100%</div></div>	
Develop and evaluate the waste management options over a period of 8 weeks following the submission of the foregoing interim report.	15-Jul-23	31-Aug-23	<div><div>100%</div></div>	
Online workshop with municipal staff to review and vet the evaluation matrix and select preliminary preferred implementation Option	01-Sep-23	16-Sep-23	<div><div>100%</div></div>	
Conduct Public Information Centre (PIC) to present preliminary preferred implementation option. Review PIC input and modify evaluation matrix as necessary. Confirm final preferred Option with Municipality.	16-Sep-23	30-Jan-24	<div><div>100%</div></div>	
Identify final preferred implementation option and submit draft summary report and issue for Municipal 2 week review.	14-Oct-23	30-Apr-24	<div><div>100%</div></div>	
Incorporate Municipal comments and finalize report	15-Oct-23	15-May-24	<div><div>100%</div></div>	
<b>Development within a Flood Fringe Area (Guiding Document)</b>				
Finalizing Development within a Flood Fringe Area (guiding document for implementation in zoning) with Tulloch, final stage using data from Floodplain Mapping	18-Nov-25	01-Feb-25	<div><div>90%</div></div>	
Implement new guidelines within zoning during 2025 Zoning Review	01-Feb-25	01-Nov-25	<div><div>0%</div></div>	
<b>Official Plan Review (Council launched OP Review August 2021)</b>				
Pre-Consultation with Provincial Ministries	01-Sep-21	01-Jan-22	<div><div>100%</div></div>	Received data sharing agreement from Province of Ontario, Heritage Branch
Public Release of OP Background Report		Feb-23	<div><div>100%</div></div>	
Public Council Meeting to Discuss Background Report and Draft Official Plan		01-Apr-23	<div><div>100%</div></div>	
Public Consultation: Public Open Houses, Meetings with Stakeholders	04-Apr-23	20-Apr-23	<div><div>100%</div></div>	

Draft OP Preparation	01-Aug-23	01-Oct-23	<div><div>100%</div></div>	
Draft Official Plan Presented to Council		15-Dec-23	<div><div>100%</div></div>	
Draft Official Plan sent to Ministry of Municipal Affairs and Housing (MMAH)	15-Dec-23	14-Mar-24	<div><div>100%</div></div>	
Final comments from MMAH on Draft Official Plan	15-Dec-23	30-Oct-24	<div><div>50%</div></div>	Feedback that process will not be reviewed further until after Election.
Public Consultation	01-Oct-23	30-Oct-24	<div><div>85%</div></div>	
Submission of Final Official Plan to the Province for final approval	01-Dec-23	30-May-24	<div><div>0%</div></div>	
Adoption of new Official Plan by Council		30-May-24	<div><div>0%</div></div>	
<b>Recreational and Corporate Strategic Plan</b>				
Development of RFP	01-Sep-23	01-Oct-23	<div><div>100%</div></div>	
RFP Advertising and Submission	22-Sep-23	06-Oct-23	<div><div>100%</div></div>	
Evaluation and Award of RFP	25-Oct-23	10-Nov-23	<div><div>100%</div></div>	
Initiation Meeting	15-Dec-23	30-Jan-24	<div><div>100%</div></div>	
Staff and Consultant Planning Meeting	01-Jan-24	30-Jan-24	<div><div>100%</div></div>	
Data collection of preliminary background information for Consultant	01-Mar-24	29-Mar-24	<div><div>100%</div></div>	
Sierra on site to undertake field work and first meeting with Council	13-May-24	15-May-24	<div><div>100%</div></div>	
Community Engagement Survey	15-Jun-24	30-Jul-24	<div><div>100%</div></div>	Extended for approx ~2 weeks
Stakeholder Consultation (Rec Plan) and second meeting with Council	29-Jul-24	30-Jul-24	<div><div>100%</div></div>	Special meeting proposed for July 29
Consultation (Linked to Phase 2 of Strat Plan)	23-Apr-24	30-Aug-24	<div><div>100%</div></div>	
Developing Rec Plan	15-Jul-24	06-Oct-24	<div><div>75%</div></div>	
Draft Recreation Master Plan	15-Jul-24	26-Apr-25	<div><div>50%</div></div>	Draft has been received
Implementation Framework	01-Sep-24	02-Oct-24	<div><div>0%</div></div>	
Community Input on Directions & Choices	01-Oct-24	01-Nov-24	<div><div>0%</div></div>	Virtual Public Information Centre
Project Closeout	15-Oct-24 ?		<div><div>0%</div></div>	
<b>Joint Third Party Gap Analysis of Fire Services with Town of Thessalon</b>				
Phase 1: Project Kickoff	02-Mar-25	30-Mar-25	<div><div>100%</div></div>	
Phase 2: Current State Analysis	09-Mar-25	15-Apr-25	<div><div>100%</div></div>	
Phase 3: Future State Assessment	15-Apr-25	30-Apr-25	<div><div>75%</div></div>	
Phase 4: Report Writing and Final Report Delivery	20-Apr-25	14-May-25	<div><div>25%</div></div>	
<b>Comprehensive Zoning By-law Review (To be completed following approval of new Official Plan)</b>				
Zoning Review Initiated April 2025	04-Apr-25	31-Dec-25		

No.	Recommendation	Action Step	Progress	Champion	Expected Outcome	Notes
1	<b>Increase Frequency of Tendering for Professional Services</b>	<b>1. Set tendering schedule</b>		<b>Treasurer/CAO</b>	<b>Enhanced decision-making</b>	
1	Increase Frequency of Tendering for Professional Services	2. Issue tenders according to the schedule		Treasurer		
2	<b>Acquire New Financial Software</b>	<b>1. Identify software requirements</b>		<b>Treasurer</b>	<b>Enhanced decision-making and service delivery</b>	
2	Acquire New Financial Software	2. Issue RFP for software		Treasurer		
2	Acquire New Financial Software	3. Implement software and train staff		Treasurer		
3	<b>Transition from Manual to Automated Processes</b>	<b>1. Identify processes for automation (e.g., payroll, procurement)</b>		<b>Finance Department</b>	<b>Reduced risk and increased efficiency</b>	
3	Transition from Manual to Automated Processes	2. Implement software solutions to automate tasks		Finance Department		
4	<b>Review and Potentially Enhance Municipal By-law Enforcement</b>	<b>1. Conduct needs assessment for service level improvements</b>	<div><div></div></div> 15%	<b>By-law Enforcement Officer</b>	<b>Enhanced service delivery</b>	<b>to include CBO and Building Code Enforcement as well</b>
4	Review and Potentially Enhance Municipal By-law Enforcement	2. Develop and present an updated by-law enforcement strategy				
5	<b>Explore Establishing a Capital Levy</b>	<b>1. Draft a proposal for a capital levy</b>		<b>Treasurer</b>	<b>Potential increase in capital revenues</b>	<b>Up for Debate?</b>
5	Explore Establishing a Capital Levy	2. Present proposal to Council for approval		Treasurer		
6	<b>Implement a Facility Maintenance Service</b>	<b>1. Create job descriptions and recruit staff</b>	<div><div></div></div> 75%	<b>CAO/Clerk</b>	<b>Risk mitigation</b>	
6	Implement a Facility Maintenance Service	2. Develop a maintenance schedule for municipal facilities		Recreation and Facilities Labourer		
7	<b>Establish a Formal Budget Policy</b>	<b>1. Draft a formal budget policy for Council approval</b>		<b>Treasurer</b>	<b>Formalized and standardized budget process, improved budget planning and resource allocation, enhanced financial oversight</b>	
7	Establish a Formal Budget Policy	2. Implement timelines and guidelines as per policy		Finance Department		
7	Establish a Formal Budget Policy	3. Begin monthly monitoring and quarterly reporting		Treasurer		
8	<b>Enhance Property Tax Arrears Management</b>	<b>1. Update tax arrears process to initiate after two years</b>	<div><div></div></div> 100%	<b>Treasurer</b>	<b>Increased efficiency in tax collection</b>	<b>Update to Tax Collection Policy Completed</b>
8	Enhance Property Tax Arrears Management	2. Train staff on new process		Treasurer		
9	<b>Improve Complaint Handling Procedures</b>	<b>1. Standardize logging and tracking of all complaints</b>	<div><div></div></div> 75%	<b>CAO/Clerk</b>	<b>Improved customer service and issue resolution</b>	<b>Utilizing CGIS Service Requests direct to email</b>
9	Improve Complaint Handling Procedures	2. Establish a formal procedure for acknowledging and closing complaints		CAO/Clerk		
10	<b>Streamline Property Tax Payment Processes</b>	<b>1. Promote electronic billing options to residents</b>	<div><div></div></div> 25%	<b>Treasurer</b>	<b>Reduced costs and time savings</b>	
10	Streamline Property Tax Payment Processes	2. Automate the registration process for tax arrears		Treasurer		
11	<b>Fully Implement Electronic Records Management Policy</b>	<b>1. Research electronic records management systems compatible with TOMRMS</b>		<b>CAO/Clerk</b>	<b>Capacity gains within the organization</b>	<b>TOMRMS should be fully implemented before taking this on</b>
11	Fully Implement Electronic Records Management Policy	2. Pilot electronic records management		CAO/Clerk		
12	<b>Review Municipal Committee Structure</b>	<b>1. Evaluate the current mandates and relevancy of committees</b>	<div><div></div></div> 100%	<b>Clerks Department</b>	<b>Enhanced decision-making and service delivery</b>	
12	Review Municipal Committee Structure	2. Restructure committees into broader service categories	<div><div></div></div> 100%	Clerks Department		
13	<b>Standardize Building Permit Applications</b>	<b>1. Provide fillable online forms</b>		<b>Deputy Clerk</b>	<b>Enhanced customer service</b>	
13	Standardize Building Permit Applications	2. Train front desk staff on identifying common application issues		Deputy Clerk		
14	<b>Explore Shared Services with Neighboring Municipalities</b>	<b>1. Identify potential shared services with neighboring municipalities</b>	<div><div></div></div> 25%	<b>CAO/Clerk</b>	<b>Enhanced decision-making and service delivery</b>	<b>Fire Services, Enforcement Services</b>
14	Explore Shared Services with Neighboring Municipalities	2. Formalize agreements with partners, if required		CAO/Clerk		
15	<b>Refine Municipal Performance Management</b>	<b>1. Develop performance indicators for all departments</b>		<b>CAO/Clerk</b>	<b>Enhanced decision-making and service delivery</b>	

15	Refine Municipal Performance Management	2. Implement regular performance reviews		Department Heads		
16	Update Procurement Policy	1. Review current procurement thresholds and approval process	<div><div></div></div> 50%	Treasurer	Improved internal controls	
16	Update Procurement Policy	2. Revise and implement updated policy		Treasurer		
17	Review Approach to User Fees	1. Conduct a comprehensive analysis of current user fees		Treasurer	Increased revenue	
17	Review Approach to User Fees	2. Update fee schedule and communicate changes to residents		Finance Department		
18	Update Agenda Preparation Process	1. Discontinue early access for Mayor and Deputy Mayor, providing the agenda to all Council members at the same time.	<div><div></div></div> 100%	CAO/Clerk	Enhanced transparency and fairness in the review process.	
18	Update Agenda Preparation Process	2. Amend Procedural By-law to Extend the deadline for staff and resident submissions to seven days (Wednesday) before meeting to allow more preparation time for staff.	<div><div></div></div> 10%	CAO/Clerk	More time for staff to prepare the agenda, leading to better meeting preparation	

Applicant:

Owner:

Agent:

File No:

Municipality:

Subject Lands:

Mark Graves

Mark Graves

2025-C-03

Municipality of Huron Shores, District of Algoma

Plan H789 LOT 3 RCP

Date of Decision:

Date of Notice:

Last Date of Appeal:

May 14, 2025

May 14, 2025

June 3, 2025

NOTICE OF DECISION

On Application for Consent

Sections 50 and 53 of the Planning Act

On **May 14, 2025**, the Council of the Corporation of the Municipality of Huron Shores gave provisional consent to sever, to Application No. 2025-C-03 in respect of land in the Municipality of Huron Shores, District of Algoma. A copy of the decision is attached.

**When and How to File a Notice of Appeal**

Notice to appeal the decision to the Ontario Land Tribunal must be filed with the Clerk of the Municipality of Huron Shores on or before the last date of appeal as noted above.

The notice of appeal should be sent to the attention of Natasha Roberts, CAO/Clerk, at the address shown below and it must,

- 1) set out the reasons for the appeal and,

2) be accompanied by the fee prescribed under the Ontario Land Tribunal Act in the amount of \$400.00, payable to the Minister of Finance, Province of Ontario.

**Who can file a Notice of Appeal**

Only individuals, corporations or public bodies may appeal decisions in respect of applications for consent to the Ontario Land Tribunal. A notice of appeal may not be filed by an unincorporated association or group. However, a notice of appeal may be filed in the name of an individual who is a member of the association or group on its behalf.

**How to Receive Notice of Changed Conditions**

The conditions of provisional consent may be changed at any time before the consent is given.

You will be entitled to receive notice of any changes to the conditions of provisional consent if you make a written request to be notified of changes to the conditions of approval of the provisional consent.

**Getting Additional Information**

Additional information about the application is available for public inspection during regular office hours at the address shown below.

**Mail Address for Notice of Appeal**

The Corporation of the Municipality of Huron Shores,  
P.O. Box 460, 7 Bridge Street  
Iron Bridge ON P0R 1H0  
Attention: Natasha Roberts, CAO/Clerk  
Telephone: (705) 843-2033

*Amber Burgler*

Amber Burgler, Deputy Clerk

Municipality of Huron Shores

Applicant:Mark Graves

Date of Decision:May 14, 2025

Owner:Mark Graves

Date of Notice:May 14, 2025

Agent:

Last Date of Appeal:June 3, 2025

File No:2025-C-03

Municipality:Municipality of Huron Shores, District of Algoma

Subject Lands:Plan H789 LOT 3 RCP

Conditions of The Municipality of Huron Shores to the granting of consent for this transaction, **File 2025-C-03, which must be fulfilled within two years from the date of the Notice of Decision**, are set out below. These conditions must be fulfilled prior to the granting of final consent.

CONDITIONS

This approval applies to the severing of 31 acres (12.55 hectares) and the retained parcel of 45 acres (18.21 hectares) of land being described as Plan H789 LOT 3 RCP, civic address of 13775 HIGHWAY 17, in the Municipality of Huron Shores, in the District of Algoma, under provisions of Section 53 of the Planning Act of Ontario, as amended;

The following documents must be provided for the transaction described above for Planning Act Approval to be granted.

1. That no sensitive use, such as a residential dwelling, be permitted to locate within 70m of the rail line right-of-way.

2. That all Municipal taxes on the subject property be paid in full.

3. **Draft Transfer Application Form;**

4. **Draft Schedule to the Transfer Application Form**

a. On which is set out the entire legal description of the parcels subject to this consent. This Schedule must also contain the names of the party(ies) indicated on Page 1 of the Transfer Deed of Land Form or Transfer Application form;

5. **Plan of Survey**

a. A Reference Plan of Survey which bears the Land Registry Office registration number and signature as evidence of its deposit therein, illustrating the parcel to which the consent approval relates.

b. Provide one paper copy and one digital copy of said reference plan of survey.

6. **Municipal Road Transfer**

c. That any public road allowance for **Pine Ridge Rd** fronting and lying within the limits of the severed that are not currently held in the ownership of the Municipality of Huron Shores, must be described as a separate part or parts on the Registered Plan of Survey, and said part or parts shall be transferred to the Municipality of Huron Shores at no cost, free and clear of any and all encumbrances.
- The following NOTES are for your information:
- NOTES:
1. The required Transfer Application form and Schedule page shall contain a complete and accurate legal description. The Municipality’s certificate of consent will be affixed to the completed Schedule page. For this reason, the names of the parties also must be set out on the Schedule page, so that the consent may be properly related to the intended conveyance.

2. Inaccuracies or omissions with regard to the legal description in the Transfer/Deed of Land Application form, the Schedule page or the survey plan will result in the documents being returned without consent.

3. Prior to installation of any subsurface sewage systems, a Sewage System Permit is required from Algoma Public Health. The Blind River office can be reached at (705) 356-2551.

4. It is the applicant’s and/or agent’s responsibility to fulfill the conditions of consent approval within two years of the date of this letter pursuant to Section 53(41) of the *Planning Act*. No further notice or warning of the expiration of the two-year period will be issued.

5. If the conditions to consent approval are not fulfilled within two years of the date of this letter and the applicant is still interested in pursuing the proposal, a new application for consent with accompanying filing fee is required.
- Page 89 of 414

**MUNICIPALITY OF HURON SHORES  
WASTE DISPOSAL SITE  
KEY HOLDER AGREEMENT**

I, Frank Provenzano, being the owner/president of

Print Name

Melwel Lodge Holdings Ltd.

Print Name of Company or Business

Located at

CON 3 LOT 11PT MIN LOC 3PT

Legal Description of Property

Contact Info

435 Melwel Rd., Iron Bridge, ON, P0R 1H0

Phone: 705-542-3234

Email: [frankj@provenzanolaw.ca](mailto:frankj@provenzanolaw.ca)

Mailing Address, 911 Address, Email Address if applicable

have taken possession of a key for the Municipal Waste Site as recorded herein, in order to have the ability to access the waste disposal site on days and times other than when it is open to the public;

For the privilege of having a Waste Site Key in my possession, by Council Authorization, I agree to the following terms with the Municipality of Huron Shores:

1. The Huron Shores Waste Site Key is for **only my use or by persons authorized by me for my business, to dispose of refuse generated only by the operation of my business, located in the Municipality of Huron Shores, and at the address identified above;**
2. If the business I own and operate is a Waste Collection business, it is understood that the **waste collected** by my business and that may be deposited in Huron Shores Waste Sites, **must be from properties located only within the jurisdiction of the Municipality of Huron Shores;**
3. **Under no circumstances, is this key to be given to anyone other than** someone appointed by me, acting on behalf of my business, to dispose of refuse from my business;
4. **This key cannot be copied** under any circumstances, which I acknowledge could result in charges should I be found to be in possession of an illegal copy;
5. It is **my responsibility** to ensure that waste is **sorted and disposed of** in the **appropriate designated areas** and that should I require clarification for disposal in appropriate area, I will seek clarification before disposing of the refuse, even if it requires that I hold the refuse until verification or clarification can be made with an appropriate Huron Shores representative;
6. I shall **recycle**, to the best of my ability, as much refuse as possible;



7. I will adhere to and honour all waste site **tipping fees** as may be established by By-law from time to time;
8. I will **not, under any circumstances, burn any materials** in any area of the landfill site;
9. I acknowledge that if the business I operate is seasonal in nature, there is a **\$25.00 plus HST Annual Non-Refundable Agreement Fee** required to be paid at the time of execution of the agreement and receipt of the key and that I will be invoiced by the Municipality each year, the annual non-refundable fee, to be paid by May 1<sup>st</sup>, 2025, in order to retain this key;
10. I acknowledge that if the business I operate is seasonal in nature, this **key shall be returned at the end of every season** and that the **\$25.00 plus HST Annual Non-Refundable Agreement Fee**, must be paid upon execution of the agreement and receipt of the key at the commencement of each season;
11. A **refundable fee of \$150.00** shall apply to replace a **lost key**, which is in addition to the \$25.00 plus HST non-refundable Annual Agreement Fee above. The \$150.00 is refundable should the lost key be found and the replacement key returned to the Huron Shores office;
12. Should I **cease to own the property or operate the business** identified above, I acknowledge that the key is not transferable to a new owner and that I shall return the key immediately to the Municipality of Huron Shores office, upon close of the business and/or sale of property.
13. It is the prerogative of the Municipality to **recall the key** at any time without notice.
14. I acknowledge that when the waste site is being accessed at any time outside of regular hours of operation, by me or those authorized on my behalf, and although not considered to be an employee of the Municipality, I am or my representative is **considered to be an attendant** of the waste site as per Environmental Protection Act and O.Reg. 347 Section 11.2 and have all the duties and obligations of an attendant in regard to the operation of the site. I also acknowledge and commit to the **keeping of a log** for each calendar month, recording the date and time of access, name of the attendant and identify the type and quantities of refuse being deposited, with said **log sheets to be provided** to the Municipality at the beginning of each following month.
15. I acknowledge and commit to providing the Municipality with **punch cards** to reflect the quantity of household waste being deposited, with said **punch cards** to be provided to the Municipality, together with the log sheets, at the beginning of each following month. I also acknowledge that any household waste that is not accounted for shall be invoiced to the Key Holder at \$2.00 per bag.
16. I, my business and representatives thereof, **shall indemnify and save harmless the Municipality** and all persons for whom the Municipality is in law responsible, from any and all liabilities, damages, costs, claims, suits or actions arising out of the use of the Landfill Site(s) when accessed at any time outside the regular hours of

operation, except where such damage or injury is due to the act, default or negligence of the Municipality, its officers, agents, servants or employees.

- 17. Any **contravention** of the terms of this agreement will result in an **additional fee** at cost recovery for works required to correct contravention with said fee to be no less than \$500.00.
- 18. I hereby **agree to follow all of the rules, regulations and terms above** and I am fully aware that any breach of the terms of this agreement or unauthorized use of the key will result in loss of this privilege and upon same, shall return the key to the Municipality of Huron Shores; resulting in only having access to the waste disposal sites during the regular hours it is open to all other Huron Shores Taxpayers.

Dated this \_\_\_\_ day of May, 2025 at the Municipality of Huron Shores.

Authorized Business Key Holder

\_\_\_\_\_  
Print Name of Business

\_\_\_\_\_  
Print name of Agent

Owner

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Signature  
I Have the Authority to Bind the Corporation

\_\_\_\_\_  
Clerk/CAO

**Frank Provenzano, Agent of Melwel Lodge, Kansas City Reality, Owner**

Name of Business and Owner

**Year Round / Seasonal** (circle one) From **May 1, 2025** to **October 31, 2025**  
Date

Site Authorized for Use Ward # **3**

Key # **48**

Receipt # \_\_\_\_\_

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Business Owner

\_\_\_\_\_  
Huron Shores Representative

---

KEY RETURN

Key # **48**

Key returned \_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Business Owner

Received by:

\_\_\_\_\_  
Huron Shores Representative

**THE CORPORATION OF THE MUNICIPALITY OF HURON SHORES**

**BY-LAW #25-21**

**BEING A BY-LAW TO EXECUTE A SEASONAL WASTE DISPOSAL SITE  
KEY AGREEMENT WITH MELWEL LODGE.**

WHEREAS the *Municipal Act*, authorizes Municipal Councils to pass by-laws for entering into agreements;

AND WHEREAS the Council of the Corporation of the Municipality of Huron Shores deems it advisable to execute a Seasonal Waste Site Key Holder Agreements between the Municipality and Melwel Lodge (435 Melwel Road) located in the Municipality of Huron Shores;

NOW THEREFORE, The Council of The Corporation of The Municipality of Huron Shores ENACTS AS FOLLOWS:

1. THAT the CAO/Clerk execute a seasonal waste disposal site key agreement with **Melwel Lodge**, as set out in **Schedule 'A'**, attached hereto and forming a part of this By-law;
2. AND THAT said key agreements shall be made in duplicate in order that both parties have original signatures on the document to be retained by each;
3. AND THAT this by-law shall come into force upon the agreement being duly executed by both parties;
4. AND THAT said seasonal key agreement shall be renewable annually for the term of May 1<sup>st</sup> to October 31<sup>st</sup>.

Passed in open Council this 14<sup>th</sup> day of May, 2025.

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MAYOR – Jane Armstrong

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CAO/CLERK – Natasha Roberts



OFFICE OF THE CAO/CLERK  
Bureau du DPA (dirigeant principal de l'Administration) / commis

May 6, 2025

Via email

Mississauga First Nation  
Attn: Brent Niganobe

Municipality of Huron Shores  
Attn: Natasha Roberts

Thessalon First Nation  
Attn: Joesph Wabigwan

Please find enclosed, a copy of the Primary Public Safety Answering Services Agreement 2025, formerly the 9-1-1 CERB Agreement for execution. The current agreement has expired.

At your earliest convenience, please return a certified copy of your Council By-Law and resolution, once all the By-Laws and resolutions have been returned, Blind River will forward the agreement via docusign for all the parties to execute.

If you have any questions, please do not hesitate to contact the undersigned.

Yours truly,

Kathryn Scott  
CAO/Clerk

KS/pw

Encl.

CORPORATION OF THE TOWN OF BLIND RIVER

11 Hudson St./rue Hudson | P.O. Box/C.P. 640 | Blind River, Ontario P0R 1B0  
Tel./Tél. 705-356-2251 | Fax/Télécopieur 705-356-7343 | www.blindriver.ca

**THE CORPORATION OF THE MUNICIPALITY OF HURON SHORES**

**BY-LAW # 25-22**

**BEING A BY-LAW TO ENTER INTO AN AGREEMENT FOR THE  
PROVISION OF 9-1-1 PRIMARY PUBLIC SAFETY ANSWERING  
POINT (PSAP) SERVICES WITH HER MAJESTY THE QUEEN IN  
RIGHT OF ONTARIO AS REPRESENTED BY THE MINISTER OF  
COMMUNITY SAFETY AND CORRECTIONAL SERVICES ON BEHALF  
OF THE ONTARIO PROVINCIAL POLICE (O.P.P.)**

WHEREAS the *Municipal Act* 2001 as amended, authorizes Municipal Councils to pass by-laws for entering into agreements;

AND WHEREAS The Council of The Corporation of the Municipality of Huron Shores must provide and operate a Primary Public Safety Answering Point (PSAP), formerly C.E.R.B., for its 9-1-1 Service Area;

AND WHEREAS The Council of The Corporation of the Municipality of Huron Shores, together with the Corporation of the Town of Blind River, the Mississauga First Nation and the Thessalon First Nation deem it advisable to extend the current agreement with O.P.P. for the management and operation of the PSAP;

NOW THEREFORE, The Council of The Corporation of The Municipality of Huron Shores ENACTS AS FOLLOWS:

1. THAT the Municipality of Huron Shores enter into an agreement with the Ontario Provincial Police (O.P.P.) for the provision of 9-1-1 Primary Public Safety Answering Point (P-PSAP) services effective January 1, 2025, as outlined in Schedule 'A' attached hereto and forming part of this By-law.
2. AND THAT the CAO/Clerk be authorized to execute the agreement on behalf of the Municipality;
3. AND THAT this by-law shall come into force upon the agreement being duly executed by all parties.

Passed in Open Council this 14<sup>th</sup> day of May, 2025.

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MAYOR – Jane Armstrong

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CAO/CLERK – Natasha Roberts



**AGREEMENT FOR THE PROVISION OF  
PRIMARY PUBLIC SAFETY ANSWERING  
POINT (PSAP) SERVICES**

**AGREEMENT FOR THE PROVISION OF PRIMARY PSAP SERVICES  
EFFECTIVE AS OF JANUARY 1, 2025**

**BETWEEN:**

**HIS MAJESTY THE KING IN RIGHT OF ONTARIO  
as represented by the  
MINISTER OF THE SOLICITOR GENERAL  
on behalf of the ONTARIO PROVINCIAL POLICE**

**("OPP")**

**OF THE FIRST PART**

**AND:**

**THE CORPORATION OF THE TOWN OF BLIND RIVER, THE CORPORATION OF THE  
MUNICIPALITY OF HURON SHORES, THE MISSISSAUGA FIRST NATION, AND THE  
THESSALON FIRST NATION  
(the "9-1-1 Authority")**

**OF THE SECOND PART**



## **RECITALS:**

- (a) **WHEREAS** Bell Canada has entered into agreements with the 9-1-1 Authority to provide the 9-1-1 Authority with a 9-1-1 Public Emergency Reporting Service (PERS), and which authorizes the 9-1-1 Authority to deliver 9-1-1 services using NG 9-1-1 technology;
- (b) **AND WHEREAS** it is the obligation of the 9-1-1 Authority under its agreement with Bell Canada to ensure that a Primary Public Safety Answering Point serves the territory in which the 9-1-1 Authority operates;
- (c) **AND WHEREAS** the 9-1-1 Authority is permitted under its agreement with Bell Canada to contract with a third party for the management and operation of the Primary Public Safety Answering Point;
- (d) **AND WHEREAS** the 9-1-1 Authority wishes to contract with the OPP for the management and operation of the Primary Public Safety Answering Point, which is or is expected during the term of this Agreement to transition from being delivered by PERS to being delivered using NG 9-1-1 technology;
- (e) **AND WHEREAS** the 9-1-1 Authority confirms its adherence to this Agreement by executing it, as provided for herein, and providing the OPP with a certified copy of the resolution or by-law authorizing it entering into this Agreement;

**NOW THEREFORE**, in consideration of the promises and covenants herein, the Parties agree as follows:

1 The Parties warrant that the recitals are true.

## **2 DEFINITIONS AND INTERPRETATION**

2.1 In this Agreement:

**“9-1-1 Call”** means a request for public safety assistance signaled by a 9-1-1 caller using a device and communications service supporting 9-1-1 contact, regardless of the media (e.g., voice, video, text, other) used to make that request; **“9-1-1 Caller”** means the end user contacting 9-1-1.

**“Agreement”** means this agreement and Schedule “A”, which is attached to, and forms part of this Agreement.

**“ALI”** means an Automatic Location Identification, which consists of a database feature that displays, to the Primary and Secondary PSAP, address and location data with respect to a source from which the 9-1-1 call originates.

**“ANI”** means an Automatic Number Identification, which consists of a database feature that displays the telephone number of the primary exchange service that originates the 9-1-1 call to the Primary PSAP.

**“Call Control”** means a feature that allows the 9-1-1 call taker at the Primary PSAP to maintain control of

the line upon which the 9-1-1 call was made regardless of calling party action.

**“ESZ”** means Emergency Services Zone, which is a geographic area served by a Secondary PSAP in the territory of the 9-1-1 Authority.

**“GIS”** means “Geographic Information System”, a system for capturing, storing, displaying, analyzing and managing data and associated attributes which are spatially referenced.

**“NG9-1-1”** means a secure, IP-based, open-standards based system comprised of hardware, software, data, and operational policies and procedures that (1) provides standardized interfaces from emergency call and message services to support emergency communications, (2) processes all types of emergency calls, including voice, text, data, and multimedia information, (3) acquires and integrates additional emergency call data useful to call routing and handling, (4) delivers the emergency calls, messages and data to the appropriate PSAP and other appropriate emergency entities based on the location of the caller, (5) supports data, video, and other communications needs for coordinated incident response and management and (6) interoperates with services and networks used by first responders to facilitate emergency response.

**“Party”** means the OPP or the 9-1-1 Authority, and “Parties” shall mean both of them.

**“PERS”** means “Public Emergency Reporting Service” which is a telecommunications service provided by Bell for the delivery of 9-1-1 calls.

**“PSAP”** means “Public Safety Answering Point” which is the entity responsible for receiving 9-1-1 calls and processing those 9-1-1 calls according to a specific operational policy.

**“Primary PSAP”** means the Primary Public Safety Answering Point serving the 9-1-1 Authority and located at the OPP Provincial Communications Centre (PCC), which is the first point of reception by the OPP of 9-1-1 calls.

**“Secondary PSAP”** means the communication center of a fire, police or ambulance agency, within an ESZ, to which 9-1-1 calls are transferred from the Primary PSAP, and for which the Secondary PSAP is then responsible for taking appropriate action.

**“Selective Routing and Transfer”** means a feature that automatically routes a 9-1-1 call to the appropriate Primary or Secondary PSAP based upon the ALI and ANI of the telephone line from which the 9-1-1 call originates.

2.2 **Severability** - If any term of this Agreement shall be held to be illegal, invalid, unenforceable, null, void or inoperative by a court of competent jurisdiction, the remaining terms shall remain in full force and effect.

2.3 **Section Headings** - The section headings contained herein are for purposes of convenience only and

shall not be deemed to constitute a part of this Agreement or affect the meaning or interpretation of this Agreement in any way.

- 2.4 **Entire Agreement** - This Agreement constitutes the entire agreement of the Parties, with respect to the provision and operation of services as defined hereunder and supersedes any previous agreement whether written or verbal. In the event of a conflict or inconsistency between this Agreement and a tender document such as request for proposals issued by the 9-1-1 Authority for the provision of services as described hereunder or the proposal that the OPP submitted in response to the tender document, this Agreement shall prevail to the extent of the conflict or inconsistency.
- 2.5 **Amendments** - Any amendments to this Agreement shall be in writing and shall not take effect until approved in writing by both Parties. Either party may make changes to this Agreement with the consent of the other party by appending an amendment signed and dated by both parties reflecting the changes.

### 3 **NOTICES**

- 3.1 **Notice** - Any notice required pursuant to this Agreement shall be in writing by mail or by electronic mail to the following addresses:

**To the 9-1-1 Authority**

THE CORPORATION OF THE TOWN OF BLIND RIVER, THE  
CORPORATION OF THE MUNICIPALITY OF HURON SHORES, THE  
MISSISSAUGA FIRST NATION, AND THE THESSALON FIRST NATION  
11 Hudson Street  
Blind River ON P0R 1B0

Email: [info@blindriver.ca](mailto:info@blindriver.ca)

**To the Ontario Provincial Police**

Attention: Municipal Policing Bureau

OPP General Headquarters  
777 Memorial Avenue Orillia  
ON L3V 7V3

Email: [OPP.MunicipalPolicing@opp.ca](mailto:OPP.MunicipalPolicing@opp.ca)

Or to such other addresses either of the Parties may indicate in writing to the other. Any notice given in accordance with this Agreement shall be deemed to have been received upon delivery, if delivered by mail or by email, five (5) days after sending.

- 3.2 **Notices in Writing** - All notices required under this Agreement shall be in writing.

## **4 RATES AND METHOD OF PAYMENT**

4.1 The 9-1-1 Authority shall pay the OPP for providing and operating the Primary PSAP as follows:

- (a) **Amount of Annual Rate** - The 9-1-1 Authority shall be charged and shall be required to pay an annual rate of \$3,279.61 based on the residential population served in the geographic territory of the 9-1-1 Authority of 5,846 at a per capita cost of \$0.561.
- (b) **Review of Annual Rate** - The annual rate specified in clause (a) shall be reviewed at the end of every calendar year and may be revised by the OPP based on changes to the residential population or changes to costs of labour and equipment. In the event that the residential population of the geographic territory of the 9-1-1 Authority increases or decreases by more than 10% during either the previous year, or cumulatively since the date the Agreement began, the annual rate shall be adjusted accordingly for the following year, and the 9-1-1 Authority shall pay the revised annual rate. The OPP shall determine the residential population using population figures found in the latest version of the Ontario Municipal Directory, or if not found there, then in other recognized sources.
- (c) **Invoices** - The first invoice shall be issued immediately to the 9-1-1 Authority upon the start of the Agreement. The 9-1-1 Authority shall subsequently be invoiced annually at the beginning of each calendar year, and the invoice shall cover the time period for the subsequent calendar year, or portion thereof that this Agreement is in effect.
- (d) **Payments** - Payments invoiced under this Agreement shall be made payable to the Minister of Finance, and payment shall be due no later than thirty (30) days following receipt of the invoice. Any payments which have become due and owing after this time period, in whole or in part, shall bear interest at the rate set by the Minister of Finance from time to time.

## **5 RESPONSIBILITIES OF THE OPP**

The OPP shall manage and operate the Primary PSAP and:

- 5.1 **Personnel** - Staff the Primary PSAP to answer and transfer 9-1-1 calls to the appropriate Secondary PSAP at a level appropriate with the 9-1-1 call volume in the geographic territory of the 9-1-1 Authority.
- 5.2 **Equipment** - Provide, in its operation of the Primary PSAP, terminal equipment which permits the utilization of features provided by Bell Canada to the 9-1-1 Authority consisting of ALI, ANI, Selective Routing and Transfer and Call Control features, as well as equipment to communicate with deaf, hard of hearing, and speech impaired callers.

- 5.3 **Hours** - Operate the Primary PSAP twenty-four (24) hours a day, seven (7) days a week.
- 5.4 **9-1-1 Call Response** - Answer and transfer all 9-1-1 calls received by the Primary PSAP and associated ANI/ALI information, to a designated Secondary PSAP within the proper ESZ, as deemed appropriate by Primary PSAP personnel. This shall include maintaining control of the line upon which each 9-1-1 call is received until the 9-1-1 call is confirmed as being transferred to the appropriate Secondary PSAP or until the 9-1-1 call is terminated.
- 5.5 **Record Retention** - Retain digital voice records of all 9-1-1 calls received at the Primary PSAP, in accordance with OPP policy, and ANI/ALI data for one hundred eighty (180) days from the date such records are created. The OPP is prepared to provide to authorized personnel, certified copies of audio recordings, as it directly pertains to the Primary PSAP for the purposes of civil litigation and/or criminal proceedings provided the request is received no later than five (5) days prior to the end of the retention period of the recordings or records. The OPP shall retain the original recordings or records until the conclusion of any civil or criminal proceedings to which such records relate.
- 5.6 **Backup Primary PSAP** - Provide an operational backup Primary PSAP to which 9-1-1 calls shall be transferred at the discretion of the OPP or Bell Canada in the event that the usual Primary PSAP is unable to receive the 9-1-1 calls.
- 5.7 **Non-English Callers** - Make reasonable efforts to respond to 9-1-1 calls from non-English callers, subject to the OPP's ability to access the services of a third-party provider. The OPP does not warrant that it shall be able to provide services to non-English callers, or that it shall be able to access such services from a third-party provider.
- 5.8 **Reports** - Upon request from the 9-1-1 Authority, or as determined by the OPP in consultation with the 9-1-1 Authority, the OPP shall provide reports which show the overall efficiency of the Primary PSAP in answering 9-1-1 calls, including the volume of 9-1-1 calls.

## **6 RESPONSIBILITIES OF THE 9-1-1 AUTHORITY**

The 9-1-1 Authority shall:

- 6.1 **Payment** - Be responsible for the amount of payment, in the manner, and within the timelines set out in Article 4.0 herein.
- 6.2 **Designate Secondary PSAPs** - Designate Secondary PSAPs that are not OPP Detachments for each and every ESZ in the geographic territory of the 9-1-1 Authority to which the Primary PSAP shall answer and transfer a 9-1-1 call, and co-ordinate the participation of all such Secondary PSAPs in the manner required by this Agreement.
- 6.3 **Warranty** - Warrant and represent that each Secondary PSAP serving the 9-1-1 Authority is

operative twenty-four (24) hours a day, seven (7) days a week, and shall answer and respond to all 9-1-1 calls directed to it from the Primary PSAP.

- 6.4 **Changes** - Notify the OPP in writing immediately upon becoming aware of any changes, including but not limited to changes to NG9-1-1 or any technology in use that shall affect or is likely to affect the services the OPP provides under this Agreement, or of any changes to, or the termination or expiry of any Agreement between the 9-1-1 Authority and Bell Canada related to the services provided hereunder.
- 6.5 **GIS Data Responsibility** – The 9-1-1 Authority shall be solely responsible for GIS data it has provided. The OPP is not responsible for aggregating, creating, maintaining, or updating GIS data on behalf of the 9-1-1 Authority.

## **7 LIMITATION OF LIABILITY**

- 7.1 **Limitation of Liability** - Notwithstanding any other provision in this Agreement, the OPP shall not be responsible or liable for any injury, death or property damage to the 9-1-1 Authority, its employees, subcontractors or agents, or for any claim by any third party against the 9-1-1 Authority, its employees, subcontractors or agents arising from:
- (a) **External Information** - The accuracy or completeness, or lack thereof, of any information the OPP receives from the 9-1-1 Authority, Bell Canada or any other third party, which the OPP relies on in providing services under this Agreement.
  - (b) **Equipment and Services** - Equipment or services provided by any other party (including the failure of any other party to provide equipment or services) which the OPP uses and relies on to provide services under this Agreement including but not limited to:
    - (i) Equipment or services required to transfer services provided under this Agreement from any other party to the OPP,
    - (ii) Services provided to non-English speakers who place 9-1-1 calls,
    - (iii) Services provided by Bell Canada to the 9-1-1 Authority including under PERS or NG9-1-1 and,
    - (iv) Services provided by Secondary PSAPs, which are not part of the OPP.
  - (c) **Call Volumes** - The inability of the OPP to respond to 9-1-1 calls due to call volume that exceeds the capacity of the Primary PSAP, including the equipment and personnel who work at the Primary PSAP.
- 7.2 **Survival** - Section 7.1 shall survive the termination or expiry of this Agreement.

## **8 COMPLIANCE WITH LAWS AND CONFIDENTIALITY**

- 8.1 **Compliance with Laws** - Both Parties agree to comply with all applicable laws in effect in the Province of Ontario in performing their respective obligations and duties under this Agreement.
- 8.2 **Confidential Information** - Both Parties agree that except where required by law, or for the purpose of performing duties or obligations under this Agreement, neither Party shall directly or indirectly disclose, destroy, exploit or use, either during or after the term of this Agreement, any confidential information belonging to the other Party, unless the other Party has provided its written consent. Both Parties further agree that when this Agreement terminates or expires, they shall return all confidential information belonging to the other Party.

## **9 DISPUTE RESOLUTION**

- 9.1 **Dispute Resolution** - Subject to Article 10.0 herein, if any dispute arises between the OPP and the 9-1-1 Authority as to their respective rights and obligations under this Agreement, the Parties may use the following dispute resolution mechanism to resolve such disputes:
- (a) The Unit Commander of the Primary PSAP and a representative of the 9-1-1 Authority herein shall attempt to settle the dispute within fifteen (15) business days of the dispute arising;
  - (b) If the Unit Commander of the Primary PSAP and the representative of the 9-1-1 Authority are unable to settle the dispute within fifteen (15) business days of the dispute arising, they shall refer the dispute to the Director. The Director and the representative 9-1-1 Authority shall attempt to resolve the dispute within fifteen (15) business days;
  - (c) If the Parties are still unable to resolve the dispute, the Commissioner or the Deputy Commissioner of the OPP and representative of the 9-1-1 Authority agrees to attempt to resolve the dispute within fifteen (15) business days; and,
  - (d) If the Parties are still unable to resolve the dispute, each may, with the agreement of the other Party, refer the dispute to arbitration in accordance with the Arbitration Act, 1991, as amended.

## **10 TERM, TERMINATION AND RENEWAL**

- 10.1 **Term** - This Agreement shall come into effect on the date first written above and shall remain in force, subject to either party terminating the agreement as specified in this section.
- 10.2 **Termination** - Either Party to this Agreement may terminate this Agreement without cause and without incurring any liability upon providing one hundred eighty (180) days written notice of

termination to the other Party, in which case this Agreement shall terminate one hundred eighty (180) days following the delivery of such notice. Should a notice to terminate be given, the 9-1-1 Authority shall continue to be obligated to pay for the cost of the services described in this Agreement up to and including the date of such termination and the OPP shall continue to be responsible to provide the services described in this Agreement up to and including the date of such termination.

- 10.3 **Immediate Termination** - Either Party may terminate this Agreement immediately without incurring any liability if Bell Canada withdraws offering PERS or any successor technology such as NG9-1-1 to the 9-1-1 Authority or if the Agreement between Bell Canada and the 9-1-1 Authority for the provision of PERS or any successor technology such as NG9-1-1 is terminated or is expired and not renewed.

## 11 **GENERAL**

- 11.1 **No Waiver** - The failure of a Party to this Agreement to enforce at any time any of the provisions of this Agreement or any of its rights in respect thereto or to insist upon strict adherence to any term of this Agreement shall not be considered to be a waiver of such provision, right or term or in any way to affect the validity of this Agreement.
- 11.2 **Waiver in Writing** - Any waiver by any Party hereto of the performance of any of the provisions of this Agreement shall be effective only if in writing and signed by a duly authorized representative of such Party.
- 11.3 **No Prejudice** - The exercise by any Party to this Agreement of any right provided by this Agreement shall not preclude or prejudice such Party from exercising any other right it may have under this Agreement, irrespective of any previous action or proceeding taken by it hereunder.
- 11.4 **Restructuring** - The 9-1-1 Authority shall notify, and consult with the OPP before the 9-1-1 Authority's boundaries are altered, the 9-1-1 Authority is amalgamated with another 9-1-1 Authority, the 9-1-1 Authority is dissolved or the legal status of the 9-1-1 Authority is subject to other substantive changes.
- 11.5 **Relations** - The Agreement shall not create nor shall it be interpreted as creating any association, partnership, employment relationship or any agency relationship between the Parties.
- 11.6 **Media** - Both Parties agree that they shall not at any time directly or indirectly communicate with the media in relation to this Agreement unless they first notify the other Party in writing.
- 11.7 **Promotion** - Neither Party shall publicize or issue any publications related to this Agreement unless they first notify the other Party in writing.



- 11.8 **Assignment** - Neither Party shall assign this Agreement or any portion thereof without the prior written consent of the other, which consent may not be arbitrarily withheld.
- 11.9 **Force Majeure** - Neither Party shall be liable for damages caused by delay or failure to perform its obligations under this Agreement where such delay or failure is caused by an event beyond its reasonable control. The Parties agree that an event shall not be considered beyond one's reasonable control if a reasonable business person applying due diligence in the same or similar circumstances under the same or similar obligations as those contained in the Agreement would have put in place contingency plans to either materially mitigate or negate the effects of such event. If a Party seeks to excuse itself from its obligations under this Agreement due to a force majeure event, that Party shall immediately notify the other Party of the delay or non- performance, the reason for such delay or non-performance and the anticipated period of delay or non-performance.

**IN WITNESS WHEREOF**, the **9-1-1 Authority** has affixed its Corporate Seal attested by the signature of its duly authorized signing officer(s), and the Provincial Commander of the OPP has personally signed this Agreement to be effective as of the date set out herein.

**THE CORPORATION OF THE TOWN OF BLIND RIVER**

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
Print Name & Title

Date: \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_

**THE CORPORATION OF THE MUNICIPALITY OF HURON SHORES**

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
Print Name & Title

Date: \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_

**THE MISSISSAUGA FIRST NATION**

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
Print Name & Title

Date: \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_

**THE THESSALON FIRST NATION**

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
Print Name & Title

Date: \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_

**Ontario Provincial Police (OPP)**

---

Provincial Commander

---

Print Name

Date: \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_

**SCHEDULE "A"**

**BYLAWS AND BAND COUNCIL RESOLUTIONS**

Attached to and forming part of the Agreement between

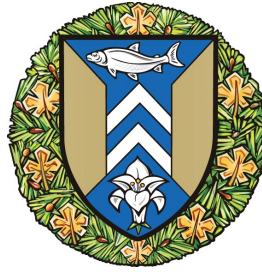
**HIS MAJESTY THE KING IN RIGHT OF ONTARIO**  
as represented by the  
**MINISTER OF THE SOLICITOR GENERAL**  
on behalf of the **ONTARIO PROVINCIAL POLICE**

And

**THE CORPORATION OF THE TOWN OF BLIND RIVER, THE CORPORATION OF THE  
MUNICIPALITY OF HURON SHORES, THE MISSISSAUGA FIRST NATION, AND THE  
THESSALON FIRST NATION**

**PLACEHOLDER  
BY-LAWS/BAND COUNCIL RESOLUTIONS**

**The Corporation of the  
City of Sault Ste. Marie**



**LEGAL DEPARTMENT**

March 6, 2025  
VIA EMAIL: [j.armstrong@huronshores.ca](mailto:j.armstrong@huronshores.ca)

Mayor Jane Armstrong  
The Municipality of Huron Shores  
7 Bridge Street  
PO Box 460  
Iron Bridge, ON P0R 1H0

Greetings:

**RE: PROVINCIAL OFFENCES ACT INTER-MUNICIPAL AGREEMENT RENEWAL**

As you are aware, the City entered into the attached Inter-Municipal Agreement Renewal dated March 1, 2009 with The Municipality of Huron Shores, for the delivery of POA Court Administration, Court Support Functions and Prosecutions as set out therein. Section 9 of the Agreement provides for a term of five (5) years, commencing March 1, 2009 and ending February 29, 2014. Section 9 of the Agreement further provides that the Agreement may be renewed for a further five (5) year period on the written consent of the parties. In turn, this agreement was renewed April 1, 2015 with an end date of March 31, 2020. Most recently the Agreement was renewed April 1, 2020 with an end date of March 31, 2025.

As you are further aware, we have continued to operate and implement the Agreement. We are formalizing the existing arrangement between the City and The Municipality of Huron Shores, along with all other Municipal Partners. To this end, we have prepared the attached Fourth Renewal of Inter-Municipal Agreement dated April 7, 2025 for your review and approval.

It is my hope that we can have this matter brought forward to the City Council meeting scheduled for April 7, 2025. Therefore, at your earliest opportunity, I would ask that you kindly execute this Fourth Renewal of Inter-Municipal Agreement. The City requires a signed copy of the executed Agreement for our records. If you could kindly return by email the executed copy to my attention, it would be greatly appreciated. For reference, the 2009 agreement as executed, the 2015 agreement as executed, the 2020 agreement as executed and the Fourth Renewal to be executed are attached to this email.

I will confirm and report to you once I have received the signed agreements from all Municipal Partners.

Yours truly,

A handwritten signature in blue ink, appearing to read "M. Borowicz-Sibenik".

Melanie Borowicz-Sibenik  
Assistant City Solicitor/Senior Litigation Counsel  
MBS/lv  
Enclosures

**THE CORPORATION OF THE MUNICIPALITY OF HURON SHORES**

**BY-LAW #25-23**

**BEING A BY-LAW TO ENTER INTO AN INTER-MUNICIPAL SERVICE  
RENEWAL AGREEMENT WITH THE CITY OF SAULT STE. MARIE  
AND THE DESIGNATED MUNICIPAL PARTNERS  
(RE: *PROVINCIAL OFFENCES ACT*)**

WHEREAS the *Municipal Act, 2001, S.O. 2001, c. 25, s. 5(3), as amended*, states that "a municipal power, including a municipality's capacity, rights, powers and privileges under section 8, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise";

AND WHEREAS a forth inter-municipal agreement renewal is required to be made in support of a Memorandum of Understanding for the transfer of service delivery for all court administration and court support functions under the *Provincial Offences Act* and prosecutions of matters under Parts I and II of the *Provincial Offences Act*;

AND WHEREAS The Council of The Corporation of the Municipality of Huron Shores desires to enter into a Renewal Agreement with the City of Sault Ste. Marie and the designated Municipal Partners authorizing the City of Sault Ste. Marie to be the service delivery agent to affect a seamless transition of *Provincial Offences Act* court administration and to sharing the net revenues on a population basis among the Municipal partners;

NOW THEREFORE, The Council of The Corporation of The Municipality of Huron Shores ENACTS AS FOLLOWS:

1. That the Municipality of Huron Shores enter into a **Forth Inter-municipal Agreement Renewal**, as set out in **Schedule 'A'** attached to and forming part of this By-law;
2. AND THAT this by-law shall come into force upon the agreement being duly executed by all Municipal partners.
3. AND THAT By-law #20-42 is hereby amended, so as to cause the renewal of the 2025 Agreement for a future period of five (5) years, commencing April 1, 2025 and ending on March 31, 2030.

Was passed in Open Council this 14<sup>th</sup> day of May, 2025.

---

MAYOR – Jane Armstrong

---

CLERK – Natasha Roberts



**FOURTH INTER-MUNICIPAL AGREEMENT RENEWAL**

**THIS RENEWAL** made this 7th day of April, 2025.

**BETWEEN:**

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

Hereinafter referred to as “the City”

-and-

**THE MUNICIPAL PARTNERS BEING:**

The Town of Bruce Mines  
The Township of Hilton  
The Municipality of Huron Shores  
The Township of Johnson  
The Township of MacDonald, Meredith & Aberdeen Additional  
The Township of Plummer Additional  
The Township of Dubreuilville  
The Village of Hilton Beach  
Township of Jocelyn  
The Township of Laird  
The Municipality of Wawa  
The Township of Prince  
The Township of St. Joseph  
The Corporation of the Town of Thessalon  
The Township of Tarbutt & Tarbutt Additional  
The Township of White River  
Garden River First Nation  
Batchewana First Nation of Ojibways

Hereinafter referred to as “Municipal Partners”

**WHEREAS** an Inter-Municipal Service Agreement dated May 14, 2001 (the “Agreement”) was made between the City and the Municipal Partners in support of a Memorandum of Understanding for the transfer of service delivery for all court administration and court support functions under the *Provincial Offences Act* and prosecutions of matters under Parts I and II of the *Provincial Offences Act*;

Page 2 of 5

**AND WHEREAS** the Parties agreed to the City of Sault Ste. Marie being the service delivery agent to effect a seamless transition of *Provincial Offences Act* court administration and to share the net revenues on a population basis among the Municipal Partners;

**AND WHEREAS** the Agreement has been renewed by the City and the Municipal Partners from time to time to allow for the continuous provision of services;

**AND WHEREAS** the most recent renewal of the Agreement was the Renewal of Inter-Municipal Agreement made the 10<sup>th</sup> day of August, 2020 (the “2020 Agreement”), which renewed the Agreement for the period of five (5) years commencing on April 1, 2020 and ending on March 31, 2025;

**AND WHEREAS** Section 13 of the 2009 Agreement provides that the Parties hereto may amend the agreement on the written consent of the Parties thereto;

**AND WHEREAS** the Parties hereto agree and wish to renew the 2009 Agreement for a further period of five (5) years;

**NOW THEREFORE** the Parties hereto agree as follows:

1. The Parties hereto acknowledge and agree that Section 9 of the 2009 Agreement shall be amended, so as to cause the renewal of the 2009 agreement for a future period of five (5) years, commencing on April 1, 2025 and ending on March 31, 2030.
2. This Agreement may be executed in several counterparts, each of which so executed shall be deemed to be an original, and such counterparts together shall constitute but one and the same instrument.

**IN WITNESS WHEREOF** the Parties hereto have signed and sealed this renewal of the 2009 Agreement by their proper signing officers as of the date first above written.

**THE CORPORATION OF THE CITY OF SAULT STE. MARIE**

\_\_\_\_\_  
MAYOR – MATTHEW SHOEMAKER

\_\_\_\_\_  
CLERK – RACHEL TYCZINSKI

**THE TOWN OF BRUCE MINES**

\_\_\_\_\_  
MAYOR – LORY PATTERNI

\_\_\_\_\_  
CLERK – JUDY DAVIS

**THE TOWNSHIP OF HILTON**

\_\_\_\_\_  
REEVE – RODNEY WOOD

\_\_\_\_\_  
ACTING CLERK – SARA DINSDALE

**THE MUNICIPALITY OF HURON SHORES**

\_\_\_\_\_  
MAYOR – JANE ARMSTRONG

\_\_\_\_\_  
CLERK – NATASHA ROBERTS

**THE TOWNSHIP OF DUBREUILVILLE**

\_\_\_\_\_  
MAYOR – BEVERLY NANTEL

\_\_\_\_\_  
CLERK – SHELLEY B. CASEY

**THE VILLAGE OF HILTON BEACH**

\_\_\_\_\_  
MAYOR – ROBERT HOPE

\_\_\_\_\_  
CLERK – MYRA EDDY

**TOWNSHIP OF JOCELYN**

\_\_\_\_\_  
REEVE – CORI MURDOCK

\_\_\_\_\_  
CLERK – KAYLEE D'ANGELO

**THE TOWNSHIP OF JOHNSON**

---

MAYOR – REG MCKINNON

---

CLERK – JANET MAGUIRE

**THE TOWNSHIP MACDONALD,  
MEREDITH & ABERDEEN ADDITIONAL**

---

MAYOR – LYNN WATSON

---

CLERK – LACEY KASTIKAINEN

**THE TOWNSHIP OF PLUMMER ADDITIONAL**

---

MAYOR – BETH WEST

---

ACTING CLERK – LIISA COTNAM

**THE TOWNSHIP OF ST. JOSEPH**

---

MAYOR – JODY WILDMAN

---

CLERK – AMANDA RICHARDSON

**THE TOWNSHIP OF LAIRD**

---

MAYOR – SHAWN EVOY

---

CLERK – JENNIFER ERRINGTON

**TOWNSHIP OF MICHIPICOTEN  
NOW THE MUNICIPALITY OF WAWA**

---

MAYOR – MELANIE PILON

---

CLERK – MAURY O'NEILL

**THE TOWNSHIP OF PRINCE**

---

REEVE – MELANIE MAGERAN

---

CLERK – SAM CAROLEI

**THE TOWNSHIP OF TARBUTT &  
TARBUTT ADDITIONAL**

---

MAYOR – LENNOX SMITH

---

CLERK – CAROL O. TRAINOR

**THE CORPORATION OF THE  
TOWN OF THESSALON**

---

DEPUTY MAYOR – JORDAN BIRD

---

CLERK – DEBBIE RYDALL

**GARDEN RIVER FIRST NATION**

---

CHIEF KAREN BELL

---

COUNCILLOR KARI BARRY

---

COUNCILLOR DARWIN BELLEAU

---

COUNCILLOR KRISTY DAWN JONES

---

COUNCILLOR LEE ANN GAMBLE

---

COUNCILLOR TRAVIS JONES

**BATCHEWANA FIRST NATION OF OJIBWAYS**

---

CHIEF MARK McCOY

---

COUNCILLOR JOE TOM SAYERS

---

COUNCILLOR AGNES LIDSTONE

---

COUNCILLOR LUKE McCOY

---

COUNCILLOR ANN TEGOSH

**THE TOWNSHIP OF WHITE RIVER**

---

MAYOR – TARA ANDERSON HART

---

CLERK – JULIE ROY WARD

---

COUNCILLOR CHESTER LANGILLE

---

COUNCILLOR CANDICE SIM

---

COUNCILLOR TREVOR SAYERS

---

COUNCILLOR BRENDA SAYERS

---

COUNCILLOR GARY ROACH

---

COUNCILLOR CAROL HERMISTON

**THE CORPORATION OF THE MUNICIPALITY OF HURON SHORES**

**BY-LAW NO. 25-24  
BEING A BY-LAW TO AMEND THE RECREATIONAL VEHICLE  
LICENSING BY-LAW NO. 24-12**

WHEREAS the Council of the Municipality of Huron Shores enacted By-law No. 24-12 being a By-law to Regulate the use of Recreational Vehicles within the Municipality;

AND WHEREAS Council deems it desirable to amend By-law No. 24-12 to eliminate section 4.2.1;

NOW THEREFORE the Council of the Corporation of the Municipality of Huron Shores enacts as follows:

1. THAT Section 4.2.1 of By-law No. 24-12 is hereby repealed and replaced with the following:  
  
"4.2.1 Applications for Recreational Vehicle licenses will be accepted at any time throughout the year".
2. THAT all other provisions of By-law No. 24-12 shall remain in full force and effect.
3. THAT this By-law shall come into effect on the date of its passing.

Passed in open Council this 14th day of May, 2025.

---

MAYOR – Jane Armstrong

---

CLERK – Natasha Roberts



The Municipality of Huron Shores  
By-law 25-25

By-law to establish a Code of Conduct for the Council of  
the Municipality of Huron Shores and Local Boards of the  
Municipality

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## The Municipality of Huron Shores By-law 25-25

### By-law to establish a Code of Conduct for the Council of the Municipality of Huron Shores and Local Boards of the Municipality

Whereas subsection 223.2(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25, authorizes the municipality to establish codes of conduct for members of council of the municipality and of local boards of the municipality;

Now therefore by its Council, the Municipality of Huron Shores hereby enacts as follows:

#### **Preamble**

Members of Council have the privilege of attaining elected office. Members of the Municipality's Local Boards have the privilege of being appointed to public office. That privilege carries significant responsibilities and obligations with respect to the public trust. In order to strengthen the role of Council and the Municipality's Local Boards and to enhance public trust with respect to the obligations of Members, this Code is established to govern and regulate the ethical conduct of all Members. This Code also supplements other existing Federal and Provincial legislation and by-laws and policies of the Municipality that govern the conduct of Members which include but are not limited to the following:

- Criminal Code of Canada;
- Municipal Act, 2001;
- Municipal Conflict of Interest Act;
- Municipal Freedom of Information and Protection of Privacy Act;
- Occupational Health and Safety Act (Violence and Harassment in the workplace);
- Human Rights Code;
- Planning Act;
- Municipal Elections Act; and
- All by-laws and policies approved by the Council of the Municipality.

**1. Principles & Purpose**

1.1 The Code sets out and identifies the Municipality's expectations for its Members and establishes rules for appropriate conduct.

1.2 The public expects the highest moral and ethical standards of conduct from its Members. The behaviour and actions of Members is expected to reflect the principles of accountability, transparency, and public trust. Adherence to these standards will protect and maintain the Municipality's reputation and integrity.

1.3 The key statements of principle that underline this Code are as follows:

- (a) the decision-making process of Council is open, accessible, and equitable, and respects the Municipality's governance structure;
- (b) members shall serve and be seen to serve their constituents in a conscientious and diligent manner;
- (c) members are expected to perform their duties and arrange their private affairs in a manner that promotes public confidence and which will bear close public scrutiny;
- (d) members shall seek to serve the public interest by upholding both the letter of the law and the spirit of the laws and policies established by the Federal Parliament, Ontario Legislature, and Council of the Municipality;
- (e) public office is not to be used for the personal financial benefit of any Member;
- (f) Municipality residents should have confidence in the integrity of their local government and of their Members; and
- (g) the conduct of each Member demonstrates fairness, respect for differences, and a duty to work with other Members together for the common good.

1.4 The key principles set out in Section 1.3 are intended to facilitate an understanding, application and interpretation of the Code – the key principles are not operative provisions of the Code and are not intended to and shall not be enforced independently as such.

1.5 The purpose of this Code is:

- (a) to set out clear expectations of the behaviour of Members in accordance with the principles of the Code;

- (b) to provide information to the public as to the behaviour they can expect from their Members;
- (c) to provide guidance to Members in the conduct of their duties as elected officials; and
- (d) to provide a mechanism for responding to alleged breaches of the Code.

1.6 These standards and expectations should serve to enhance the public's confidence that the elected officials of the Municipality will operate with integrity and fairness to ensure responsible and accountable conduct by the Member.

## **2. Definitions**

2.1 In this Code:

- (a) "application" means a written request for an investigation with respect to an alleged contravention of the *Municipal Conflict of Interest Act*;
- (b) "Clerk" means the Clerk of the Municipality or his/her designate;
- (c) "Code" means the "Code of Conduct for Members Council and Local Boards" as established by Council pursuant to section 223.2 of the *Municipal Act, 2001*;
- (d) "complainant" means a person who has filed a complaint in accordance with this Code or a person who has applied for an investigation by the Integrity Commissioner of an alleged contravention of the *Municipal Conflict of Interest Act*;
- (e) "complaint" means a written complaint filed with the Integrity Commissioner that a Member has contravened the Code or an application filed pursuant to section 223.4.1 of the *Municipal Act, 2001* that a Member has contravened section 5, 5.1 and 5.2 of the *Municipal Conflict of Interest Act*, as the case may be;
- (f) "confidential information" means information or records:
  - (i) that are in the possession, in the custody or under the control of the Municipality that the Municipality is either precluded from disclosing under the *Municipal Act, 2001* or other applicable legislation, its procedural by-law or any of its other by-laws, policies, rules or procedures,

- (ii) that it is required to refuse to disclose under the *Municipal Freedom of Information and Protection of Privacy Act* or other legislation, and
  - (iii) arising from any closed meetings;
- (g) “Conflict of Interest” means a situation in which a Member has competing interests or loyalties between the Member’s personal or private interests and his or her public interests as an elected representative such that it might influence his or her decision in a particular matter;
- (h) “Council” means the Council of the Municipality and includes, as the context may require and with all necessary modifications, any of the Municipality’s Local Boards;
- (i) “gift” means any kind of benefit contribution or cash, fees, admission fees, advances, vouchers, invitations, objects of value, services, offers, personal benefits, travel and accommodation or entertainment that are provided to or received by a Member, that could be seen to be connected directly or indirectly to the performance of the Member’s duties;
- (j) “harassment” or “harass” involves engaging in behaviour, conduct or comment by a Member that is directed at another individual, whether it occurs inside or outside the work environment, that is or ought reasonably to be known to be unwelcome. It includes but is not limited to something which is offensive to another person:
  - (i) on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, age, handicap, sexual orientation, marital status, or family status, as well as any other grounds under the provisions of the Human Rights Code; or
  - (ii) which is reasonably perceived by the recipient as an intention to bully, embarrass, intimidate, or ridicule the recipient;
- (k) “Integrity Commissioner” means the person appointed by Council pursuant to subsection 223.3(1) of the *Municipal Act, 2001*;
- (l) “Local Board” is hereby defined as in subsection 1(1) and section 223.1 of the *Municipal Act, 2001*;
- (m) “meeting” means any legally-constituted meeting of Council or a Local Board;

- (n) “Member” means a member of Council, including the Mayor, and a member of a Local Board;
- (o) “municipal property” includes, but is not limited to, all real and personal property, facilities, vehicles, equipment, supplies, services, staff, documents, intellectual property, computer programs, or technological innovations belonging to the Municipality;
- (p) “Municipality” means the Municipality of Huron Shores.
- (q) “non-pecuniary interest” means a private or personal interest that a Member may have that is non-financial in nature and that would be considered by a reasonable person, apprised of all the circumstances, as being likely to influence the Member’s decision in any matter in which the non-pecuniary interest arises, and may include, but is not limited to, an interest that arises from a relationship with a person or entity;
- (r) “pecuniary” means relating to or consisting of money or having financial, economic or monetary value;
- (s) “social media” refers to freely accessible, third-party hosted, interactive internet technologies used to produce, post and interact through text, images, video, and audio to inform, share, promote, collaborate or network. A non-exhaustive list of examples of social media include Facebook, X, Snapchat, YouTube, and LinkedIn;
- (t) “Staff” includes anyone employed by the Municipality including full-time, part-time, temporary or seasonal staff, contract staff, students, and volunteers (in accordance with the *Municipal Act, 2001*, Members are not employees of the Municipality); and

### **3. Application and Compliance with the Code of Conduct**

- 3.1 This Code applies to all Members of Council and, unless specifically indicated otherwise and with all necessary modifications, to all members of the Municipality’s Local Boards.

3.2 A Member shall:

- (a) observe and comply with every provision of this Code, as well as all other policies and procedures adopted or established by Council affecting the Member, acting in his or her capacity as a Member;
- (b) respect the integrity of the Code and all inquiries and investigations conducted under it and pursuant to the *Municipal Conflict of Interest Act*; and
- (c) co-operate in every way possible in securing compliance with the application and enforcement of the Code and the *Municipal Conflict of Interest Act*.

3.3 No Member shall:

- (a) undertake any act of reprisal or threaten reprisal against a complainant or any other person for providing relevant information to the Integrity Commissioner or any other person;
- (b) obstruct the Integrity Commissioner, or any other person involved in applying or furthering the objectives or requirements of this Code, in the carrying out of such responsibilities, or pursuing any such objective; or
- (c) use the influence of their office for any purpose other than for the lawful exercise of their official duties for municipal purposes.

**4. Conduct of Members**

4.1 In all respects, Members shall:

- (a) always act civilly, respectfully and professionally when dealing with or communicating with any persons, including a member of the public and other Members;
- (b) respect the individual rights, values, beliefs and personality traits of any other person;
- (c) refrain from making statements the Member knows, or ought reasonably to know, to be false or with the intent to mislead Council or the public;
- (d) make it clear that he or she is expressing a personal opinion when expressing disagreement with a decision of Council; and

- (e) refrain from making disparaging comments about another Member or unfounded accusations about the motives of another Member.

## **5. Access to Information and Confidentiality**

### **5.1 A Member shall:**

- (a) only be entitled to have access to information in the possession of the Municipality that is relevant to matters before Council or a Committee or that is relevant to his or her role as a Member of Council. Otherwise, they shall have the same access rights to information as any member of the public; and
- (b) have a continuing obligation to keep information confidential, even if the Member ceases to be a Member.

### **5.2 No Member shall:**

- (a) obtain access, or attempt to gain access, to confidential information in the custody or control of the Municipality except in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*;
- (b) disclose, release or publish by any means, including social media any confidential information acquired by virtue of his or her office, in any form, except when required or authorized by Council or otherwise by law to do so;
- (c) provide to any other person to disclose, release, or publish any confidential information acquired by virtue of his or her office, in any form, except when required or authorized by Council or otherwise by law to do so;
- (d) use confidential information for personal or private gain or benefit, or for the personal or private gain or benefit of any other person or body; or
- (e) disclose or discuss, through written, electronic or verbal communication, to any individual or corporate third party, any information that has been or will be discussed at a closed session meeting of Council or a Committee until such time that Council or a Committee has determined or has been advised by staff that the matter, or any part of the matter, can be made public subject to review by the head or designate under the *Municipal Freedom of Information and Protection of Privacy Act* or if directed to do so by a court.

## **6. Staff Relations**

6.1 Members acknowledge that only Council as a whole and no single Member, including the Mayor, has the authority to direct staff, approve budgets, policy, and other such matters, unless specifically authorized by Council.

6.2 A Member shall:

- (a) respect the professional competence of staff and acknowledge that staff is required to provide objective advice while remaining neutral, carry out directions of council as a whole, and administer the policies of the Municipality without undue influence from any Member;
- (b) respect the administrative structure ("chain of command") and direct any of the Staff performance concerns through the Chief Administrative Officer as the person responsible for the general control and management of the affairs of the Municipality; and
- (c) comply with Municipality By-law 25-25.

6.3 No Member shall:

- (a) maliciously or falsely impugn, or without sufficient cause criticize, the professional or ethical reputation of any staff;
- (b) compel staff to engage in partisan political activities, or subject staff to threat or discrimination for refusing to engage in such activities; or
- (c) use their authority or influence to threaten, intimidate, or coerce staff or interfere with the lawful exercise of the duties of staff or the professional or legal obligations of staff.

## **7. Gifts**

7.1 No Member shall accept a gift that is connected directly or indirectly with the performance of their duties unless authorized by one of the exceptions below. For these purposes, a gift to a Member's spouse, child, or parent, or to a Member's staff that is connected directly or indirectly with the performance of the Member's duties of office is deemed to be a gift to that Member.

7.2 Notwithstanding Section 7.1, the following exceptions are applicable:

- (a) gifts received as an incident of protocol or social obligation that normally accompany the responsibilities of elected office;



- (b) gifts that are not connected directly or indirectly with the performance or duties of office;
- (c) compensation authorized by law;
- (d) a reimbursement of reasonable expenses incurred in the performance of activities connected with a legitimate municipal purpose;
- (e) political contributions that are otherwise offered, accepted and reported in accordance with applicable law;
- (f) services provided without compensation by persons volunteering their time;
- (g) a suitable memento of a function with nominal value, honouring the Member or the Municipality;
- (h) food, lodging, transportation and entertainment provided by provincial, regional and local governments or political subdivisions of them, by the federal government or by a foreign government within a foreign country, or by a conference, seminar, or event organizer where the Member is either speaking or attending in an official capacity at an official event;
- (i) tickets or admission to banquets, receptions, sporting events, cultural events, performances or similar events, for charitable, not-for-profit or community purposes, if:
  - 1) Attendance is open and transparent and serves a legitimate charity fundraising or community purpose; and
  - 2) The value and venue location are reasonable;
- (j) business meals that serve a legitimate public duty purpose; and
- (k) communications to the offices of a Member, including subscriptions to newspapers and periodicals related to the duties of Office;

7.3 A Member who has received and accepted a gift or benefit pursuant to Section 7.2 shall file a disclosure of the gift or benefit indicating the person, body or entity from which it was received together with the estimated value of the gift or benefit. The list shall be provided to the Municipal Clerk within 30 days of receiving the gift and shall be a matter of public record and posted to the

Municipality's website.

- 7.4 A Member shall not seek or obtain by reason of his or her office any personal privilege or advantage with respect to municipal services not otherwise available to the general public and not connected directly or indirectly to the performance of the Member's duties.

## **8. Use of Municipal Property**

8.1 A Member shall:

- (a) only use municipal property for activities relevant to their role as a Member; and
- (b) not obtain any personal financial gain or advantage from the use of municipal property.

## **9. Political Activity**

- 9.1 Members may not use municipal property for any type of political activity during a municipal election and at any other time, including promoting or opposing the candidacy of any person to elected office in any municipal, provincial and federal campaign

## **10. Harassment**

- 10.1 A Member shall not harass any other Member, Staff, or a member of the public.
- 10.2 A Member shall strictly observe and comply with any workplace harassment and workplace violence policies of the Municipality.

## **11. Respect for the Municipality and its By-Laws, Policies & Procedures**

11.1 A Member shall:

- (a) encourage the public, prospective contractors and members of the public, and their colleagues to abide by the Municipality's by-laws, policies and procedures, including this Code; and
- (b) accurately communicate the decisions of Council even if they disagree with the majority decision of Council, and by so doing affirm the respect and integrity in the decision-making processes of Council.

## **12. Social Media**

12.1 A Member shall:

- (a) adhere to any and all Municipality policies and guidelines, regarding

social media use; and

- (b) always identify themselves without any attempt to cover, disguise or mislead as to their identity or status as an elected representative of the Municipality when using social media.

12.2 No Member shall use social media to publish anything that is dishonest, untrue, offensive, disrespectful, constitutes harassment, or is defamatory or misleading in any way.

12.3 Personal social media accounts are captured by the Code. Anything posted or shared which is publicly accessible (i.e., accessible to any member of the public, staff, or another member of Council, including private messages) through a Councillor's private or public social media account is subject to the Code of Conduct.

### **13. Conflicts of Interest**

13.1 A Member is required to comply with the requirements of the *Municipal Conflict of Interest Act* with respect to obligations relating to pecuniary interests. A contravention of the *Municipal Conflict of Interest Act* by a Member shall not constitute a breach of the Code but may be enforced in accordance with the provisions of the statute and section 223.4.1 of the *Municipal Act, 2001*.

13.2 A Member shall also avoid any conflict of interest that is a non-pecuniary interest in order to maintain public confidence in the Municipality and its local boards. If a Member has a non-pecuniary interest, the Member shall declare the non-pecuniary interest and then leave the meeting at which the matter is being considered. Under no circumstance shall the Member participate in any discussion or vote on the matter or attempt to influence the voting on the matter in any way, before during or after the meeting. For clarity, a Member having a non-pecuniary interest is not entitled to remain at the meeting and to abstain from voting, thus having their abstention recorded as a negative vote.

### **14. Council Policies and Procedures**

14.1 A Member shall observe and strictly adhere to any policies, procedures and rules enacted and/or established from time to time by Council.

### **15. Investigations**

15.1 If a member of the public or Staff has reasonable grounds to believe a Member has contravened the Code, they should submit a written complaint in accordance with the Complaint Protocol set out in Appendix "A".

15.2 If an elector or a person demonstrably acting in the public interest has reasonable grounds to believe a Member has contravened section 5, 5.1, or 5.2 of the *Municipal Conflict of Interest Act*, they should submit a written

complaint in accordance with the Complaint Protocol set out in Appendix “A”.

**16. Penalties for Non-Compliance with the Code of Conduct**

16.1 Where Council receives a report from the Integrity Commissioner that there has been a violation of the Code by a Member, Council may impose the following penalties on the Member:

- (a) a reprimand; and/or
- (b) a suspension of the remuneration paid to the Member in respect of his or her services as a Member for a period up to ninety (90) days.

16.2 In the case of a Local Board, if the Council has not imposed either of the penalties set out in Section 16.1 on its Member, the Integrity Commissioner may report to the local board that, in his or her opinion, the Member has contravened the Code in which case the local board may impose the penalties set out in Section 17.1

**17. Repeal and Enactment**

17.1 The Corporation of the Municipality of Huron Shores Consolidated Code of Conduct By-law 19-16 is hereby repealed and replaced by By-Law 25-25.

17.2 That the short title of this by-law is the “Code of Conduct.”

17.3 This by-law shall come into full force and effect on the date of its enactment.

Passed in open Council this 14th day of May, 2025.

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Mayor

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CAO/Clerk

## APPENDIX “A”

### CODE OF CONDUCT COMPLAINT PROTOCOL FOR MEMBERS OF COUNCIL AND LOCAL BOARDS

#### FORMAL COMPLAINT PROCEDURE

- 1.(1) Any individual who has reasonable grounds to believe that a Member has contravened a provision of the Code may file a formal complaint (“Complaint”) to request an inquiry by the Integrity Commissioner as to whether a Member has contravened the Code in accordance with the following requirements:
  - (a) a Complaint shall be in writing on the prescribed form (Formal Complaint Form # 1 attached hereto) and shall be dated and signed by an identifiable individual (“the complainant”); and
  - (b) a Complaint must set out reasonable grounds for the allegation that the Member has contravened the Code and set out the evidence in support of the allegation.
- (2) Council may also file a Complaint against any of its Members of an alleged contravention of the Code by passing a resolution requesting the Integrity Commissioner to undertake an inquiry.
- (3) An elector, as defined in section 1 of the *Municipal Conflict of Interest Act*, or a person demonstrably acting in the public interest (collectively, “a complainant”) may file a formal application requesting that the Integrity Commissioner carry out an inquiry concerning an alleged contravention of section 5, 5.1, 5.2 or 5.3 of that statute by a Member in accordance with the following requirements:
  - (a) an application (also referred to as a “Complaint” herein) shall be in writing on the prescribed form (Complaint Form # 2 attached hereto), dated and signed by an identifiable individual;
  - (b) the application shall include a statutory declaration attesting to the fact that:
    - (i) the complainant became aware of the contravention not more than six (6) weeks before the date of the application; or
    - (ii) in the case where the complainant became aware of the alleged contravention during the period of time described in paragraph 1 of subsection 223.4.1(5) of the *Municipal Act, 2001*, that the

complainant became aware of the alleged contravention during that period of time;

- (4) Council may also pass a resolution requesting the Integrity Commissioner to undertake an inquiry respecting an alleged contravention of section 5, 5.1, 5.2 or 5.3 of the *Municipal Conflict of Interest Act* by a Member and provide a statutory declaration as required by Section 5(2) to be sworn by a Member of Council.
- (5) Complainants who file a formal Complaint under Section 1 must provide a full and complete record of the evidence they purport to rely upon to substantiate or support the allegations set out in the Complaint to the Integrity Commissioner. The Integrity Commissioner is under no obligation whatsoever to, but may, seek additional information.

#### **Filing of Complaint and Classification by Integrity Commissioner**

- 2.(1) The Complaint may be filed with the Clerk by hard copy or by email at the following mailing or email addresses, who will provide a copy to the Integrity Commissioner:

Natashia Roberts  
Chief Administrative Officer (CAO)/Clerk  
Municipality of Huron Shores  
7 Bridge Street, PO Box 460  
Iron Bridge, ON P0R 1H0  
Email: [natashia@huronshores.ca](mailto:natashia@huronshores.ca)  
Tel: (705) 843-2033

- (2) After receiving a copy of the Complaint from the Clerk, the Integrity Commissioner shall initially review the Complaint to determine if the matter is, on its face, a Complaint with respect to a contravention of the Code and not covered by other legislation or other Council procedures, policies or rules as set out in Section 3 or whether it is a Complaint with respect to an alleged contravention of section 5, 5.1, 5.2 or 5.3 of the *Municipal Conflict of Interest Act*.

#### **Complaints Outside the Integrity Commissioner's Jurisdiction or Not for Investigation**

- 3.(1) If the Complaint is not, on its face, a Complaint with respect to a contravention

of the Code or the Complaint relates to matters addressed by other legislation under another procedure, policy or rule of the Municipality, or whether it is a Complaint with respect to an alleged contravention of section 5, 5.1, 5.2 or 5.3 of the *Municipal Conflict of Interest Act*, the Integrity Commissioner shall advise the complainant in writing as follows:

***Criminal Matter***

- (a) if the Complaint is, on its face, an allegation of a criminal nature consistent with the *Criminal Code*, the complainant shall be advised that the complainant may pursue it with the appropriate police service if the complainant wishes to pursue any such allegation;

***Municipal Freedom of Information and Protection of Privacy Act***

- (b) if the Complaint is more appropriately addressed under the *Municipal Freedom of Information and Protection of Privacy Act*, the complainant shall be advised that the matter must be referred to the Clerk to deal with under any access and privacy policies of the Municipality under that statute;

***Other Procedure, Policy or Rule Applies***

- (c) if the Complaint appears to fall within the scope of another procedure, policy or rule of the Municipality, the complainant shall be advised to pursue the matter under such procedure, policy or rule with the appropriate municipal official or staff member; and

***Lack of Jurisdiction***

- (d) if the Complaint is, for any other reason not within the jurisdiction of the Integrity Commissioner (for example, it relates to a decision of Council as a whole and not one or more individual Members), the complainant shall be so advised and provided with any additional reasons and referrals, if any, as the Integrity Commissioner considers appropriate.
- (2) If it becomes apparent to the Integrity Commissioner at any time that the Complaint with respect to a contravention of the Code or with respect to an alleged contravention of section 5, 5.1, 5.2 or 5.3 of the *Municipal Conflict of Interest Act*, relates to any of the following matters, the Integrity Commissioner shall advise the complainant in writing as follows:

***Matter Already Pending***

- (a) if the Complaint is in relation to a matter which is subject to an outstanding complaint under another process such as a court proceeding, a human rights or workplace harassment complaint or similar process, or to a civil matter that is pending before the courts, the

Integrity Commissioner may, in his/her sole discretion, suspend any investigation, in whole or in part, pending the result of the other process;

***Similar Matter Already Pending***

- (b) if the Complaint is in relation to a similar matter which is subject to an outstanding Complaint before the Integrity Commissioner, the Integrity Commissioner may, in his/her sole discretion, consider the matter in conjunction with the similar matter or deal with it separately, including not undertaking an inquiry if the matter can be adequately addressed in any report and/or recommendations made with respect to the Complaint in the similar matter; and

***Other Ethical Code or Policy Applies***

- (c) if the Complaint is in relation to a matter which is governed by a Code, ethical code or similar procedure or policy of another body or entity which also governs the Members (for example, another board, body or committee to which the Member has been appointed), the Integrity Commissioner shall consider the most appropriate forum for the Complaint and may, in his/her sole discretion, defer consideration of the matter pending any determination made by the other body or entity and shall so advise the complainant and, if necessary, the Member.
- (3) Nothing in Section 3 precludes the Integrity Commissioner from reporting to Council on any matter that is suspended, summarily dismissed, terminated or not otherwise investigated.

**Limitation Period**

- 4.(1) The Integrity Commissioner shall not accept a Complaint under the Code of Conduct for which the event giving rise to the Complaint occurred more than six (6) weeks after the complainant became aware of the alleged contravention, and no more than six months after the alleged violation.
- (2) The Integrity Commissioner shall not accept an application with respect to an alleged contravention of section 5, 5.1, 5.2 or 5.3 of the *Municipal Conflict of Interest Act* more than six (6) weeks after the complainant became aware of the alleged contravention except in accordance with the requirements of subsections 8(3)-(7) of that statute and section 223.4.1 of the *Municipal Act, 2001*.

**Refusal to Conduct Investigation**

5. The Integrity Commissioner always has a discretion as to whether to carry out an



investigation. If the Integrity Commissioner is satisfied at any time, after considering the information contained in the Complaint, that the Complaint:

- (a) is frivolous or vexatious,
- (b) is not made in good faith,
- (c) constitutes an abuse of process,
- (d) discloses no grounds or insufficient grounds for an investigation,
- (e) does not warrant a full investigation, or
- (f) is not otherwise in the public interest to investigate,

the Integrity Commissioner shall not be required to conduct an investigation and may summarily dismiss the Complaint, and, where this becomes apparent during the course of an investigation, the Integrity Commissioner may terminate the investigation and provide notice to the complainant and, if necessary, to the Member. The Integrity Commissioner is under no obligation to report the refusal to conduct an investigation to Council.

### **Opportunities for Resolution**

6. Following receipt and review of a Complaint or at any time during an investigation where the Integrity Commissioner, in its sole discretion, believes that an opportunity to resolve the matter may be successfully pursued without a formal investigation, and both the complainant and the Member agree, efforts may be pursued to achieve an informal resolution.

### **Investigation**

- 7.(1) If following the initial review, a Complaint has been classified as being within the Integrity Commissioner's jurisdiction, the Integrity Commissioner may proceed as follows, except where the Integrity Commissioner has a full factual record and believes, in its sole discretion, that no additional information is required, or where otherwise required by the *Public Inquiries Act, 2009*:
  - a. provide the Member with a copy of the Complaint which shall not disclose the identity of any third-party witnesses set out in the Complaint or persons that are to be questioned/interviewed by the Integrity Commissioner;
  - b. request that the Member provide a written response to the allegations in the Complaint to the Integrity Commissioner within ten (10) calendar days (or such longer period as the IC may authorize in writing);

- c. provide a copy of the Member's response to the complainant with a request that any written reply be provided by the complainant to the Integrity Commissioner within ten (10) calendar days (or such longer period as the IC may authorize in writing).
- (2) If necessary, after reviewing the submitted materials, the Integrity Commissioner may contact and speak to or correspond with any other persons, access and examine any other documents or electronic materials, including any materials on the Municipality's computers and servers, and may enter any municipal work location relevant to the Complaint for the purpose of investigation and potential resolution.
  - (3) If during the course of an investigation of a Complaint, the Integrity Commissioner discovers that the member may have committed another contravention of the Code, the Integrity Commissioner shall have the authority to investigate and report on that matter.
  - (4) Preliminary findings or a draft of the proposed final report on the Complaint (without recommendations) shall be provided to a Member if the Integrity Commissioner considers that the Member may have contravened the Code and the Member shall have five (5) calendar days to make final submissions.
  - (5) The Integrity Commissioner may, but is under no obligation, to provide the complainant with a draft of the proposed final report.
  - (6) The Integrity Commissioner may make interim reports to Council where the Integrity Commissioner considers it necessary or required to address any instances of interference, obstruction, intimidation, delay, reprisal or retaliation by the Member or by any other person encountered during the formal investigation, and may also disclose such information as is necessary in the Integrity Commissioner's opinion for the purposes of the interim report(s) or any final report(s).
  - (7) The Integrity Commissioner is entitled to make such additional inquiries and provide such additional reports to Council where necessary and as required to address any instances of non-compliance with any decision of Council including the failure to comply with any penalties or remedial measures/corrective actions imposed by Council or on any matter that the Integrity Commissioner considers necessary.

### **No Complaint Prior to Municipal Election**

- 8.(1) Notwithstanding any other provision of this Complaint Protocol, no Complaint may be filed with the Integrity Commissioner, nor shall any report shall be made by the Integrity Commissioner to Council during the period of time starting on

nomination day for a regular municipal election year, as set out in section 31 of the *Municipal Elections Act, 1996* and ending on the voting day in a regular election as set out in section 5 of the *Municipal Elections Act, 1996*.

- (2) If the Integrity Commissioner has received a Complaint and has commenced an inquiry but has not completed the inquiry before nomination day in a regular municipal election year, the Integrity Commissioner shall terminate the inquiry on nomination day but may commence an inquiry in respect of the same Complaint if within six (6) weeks after the voting day in a regular municipal election the individual who made the request makes a written request to the Integrity Commissioner in accordance with subsection 223.4(8) of the *Municipal Act, 2001*.

### **Advice Provided to Member by Integrity Commissioner**

- 9.(1) Subject to Section 9(2), a Member is entitled to rely upon any written advice given by the Integrity Commissioner to the Member respecting the Code in any subsequent consideration of the conduct of the Member in the same matter provided that the Member fully disclosed in writing all relevant facts known to him or her to the Integrity Commissioner and acted in accordance with the written advice provided by the Integrity Commissioner.
- (2) If the Integrity Commissioner applies to a judge under section 8 of the *Municipal Conflict of Interest Act* for a determination as to whether the Member contravened section 5, 5.1, 5.2 or 5.3 of the *Municipal Conflict of Interest Act*, the Member is entitled to advise the judge of any written advice given by the Integrity Commissioner provided that the Member fully disclosed in writing all relevant facts known to him or her to the Integrity Commissioner and acted in accordance with the written advice provided by the Integrity Commissioner.
- (3) A Member under investigation by the Integrity Commissioner shall not request advice from the Integrity Commissioner as to the Member's rights under the Code, the *Municipal Conflict of Interest Act* or generally at law with respect to any specific matter that the Integrity Commissioner is investigating or reviewing with respect to the Member, nor is the Member entitled to rely upon any statement(s) made by the Integrity Commissioner during the course of any investigation or review that may impact the Member's rights under the Code, the *Municipal Conflict of Interest Act* or generally at law.
- (4) If a Member under investigation by the Integrity Commissioner requests advice, such requests shall be delegated in writing to any person, other than another Member, that the Integrity Commissioner considers capable of providing informed advice to the Member.

### **Authority to Abridge or Extend**

- 10.(1) Notwithstanding any timeline or time limit set out in the Code or this Complaint Protocol, the Integrity Commissioner shall retain the right to abridge or extend any timeline or time limit therein if the Integrity Commissioner considers it, in its sole discretion, to be in the public interest to do so.

### **Investigation Report**

- 11.(1) The Integrity Commissioner shall seek, but is not obligated, to complete an investigation within ninety (90) days following: (i) the official receipt of any Complaint under the Code; and (ii) any additional clarification or information necessary to complete the Complaint, whichever is later.
- (2) Where the Complaint is sustained in whole or in part, the Integrity Commissioner shall report to Council outlining the findings, the terms of any settlement and/or any recommended penalties / remedial measures or corrective actions. Anonymity of non-Council complainants (i.e. public and staff) will be maintained in public reports to Council.
- (3) A Member shall have the right to address the recommendations in a report that has made a finding of a contravention of the Code by the Member when the report is considered by Council. The Member themselves may participate in the discussion of the recommendations but may not vote on the matter. A Member is not entitled to challenge, contest or question the findings of an Integrity Commissioner's report to Council.
- (4) Council shall consider the Integrity Commissioner's report and the recommendations, if any, and make a decision on the imposition of recommended penalties or any remedial measures or corrective actions. Council's role is adjudicative, not investigatory and, accordingly, Members of Council are not entitled to challenge, contest or question the findings of an Integrity Commissioner's report to Council.
- (5) Where the Complaint is not sustained, the Integrity Commissioner is not obligated to report to Council on the result of the investigation or any findings but may do so at its discretion and may also include such information as it deems necessary in a report or as part of an annual or other periodic report by the Integrity Commissioner.
- (6) The Integrity Commissioner shall complete the investigation under the *Municipal Conflict of Interest Act* no later than one hundred and eighty (180) days after the official receipt of any application validly made under Sections 1(3) or (4) of this Complaint Protocol.

## Findings

12.(1) If the Integrity Commissioner determines that:

- (a) there has been no contravention of the Code, or section 5, 5.1, 5.2 or 5.3 of the *Municipal Conflict of Interest Act*, or
- (b) a contravention occurred but:
  - (i) the Member took all reasonable measures to prevent it, including having sought and followed the advice of the Integrity Commissioner,
  - (ii) it was trivial,
  - (iii) it was committed through inadvertence, or
  - (iv) it resulted from an error in judgment made in good faith,

the Integrity Commissioner may so state in the report and may make appropriate recommendations pursuant to the *Municipal Act, 2001*, including but not limited to, a recommendation of no penalty and no imposition of remedial measures or corrective actions.

(2) If the Integrity Commissioner:

- (a) considers it appropriate, once the investigation under Section 1(3) or (4) has concluded, to apply to a judge under section 8 of the *Municipal Conflict of Interest Act* for a determination as to whether the Member has contravened section 5, 5.1, 5.2 or 5.3 of that statute; or
- (b) does not proceed with an application to the judge, the complainant and the Member shall be advised in writing.

(3) The Integrity Commissioner shall provide a written report to Council providing the reasons for its decision under Section 12(2).

## Report to Council

13.(1) Upon receipt of a report from the Integrity Commissioner with respect to the Code, the Clerk shall place the report on the next regular agenda of Council for consideration by Council *at that meeting*.

(2) A report from the Integrity Commissioner may also be considered by Council in advance of its next regular meeting should Council agree to hold a special or other meeting before its next regular meeting to consider the report.

### **Confidentiality and Public Disclosure**

14. (1) In order to maintain the integrity of any process of inquiry or investigation, every person interacting with the Integrity Commissioner, including the complainant, the Member, any witness or any other person, shall preserve confidentiality with respect to all matters and shall not disclose any information related to the investigation to any other person unless so authorized by the Integrity Commissioner. A breach of this provision by the complainant may result in a termination of the Complaint.
- (2) The Integrity Commissioner shall retain all records related to the Complaint and investigation although copies may be provided to the Municipality's administrative staff, subject to the duty of confidentiality under subsection 223.5 of the *Municipal Act, 2001*.
- (3) The identity of the Member who is the subject of the Complaint shall not be treated as confidential information in the Integrity Commissioner's report to Council. The identity of the complainant and of any other person, including any witnesses, will remain confidential but may be disclosed if deemed appropriate or necessary by the Integrity Commissioner, if consented to by the complainant or any other person, or if such information has already been demonstrably publicly disclosed or by court order.
- (4) All reports from the Integrity Commissioner to Council shall be made available to the public by the Clerk and are published via the meeting agenda in which they are considered.

### **Delegation by Integrity Commissioner**

15. The Integrity Commissioner may delegate in writing to any person, other than a Member, any of the Integrity Commissioner's powers and duties under Part V.1 of the *Municipal Act, 2001*.

**Code – Formal Complaint Form #1**  
**AFFIDAVIT**

I, \_\_\_\_\_ (*first and last name*), of the \_\_\_\_\_ in the Province of Ontario.

**MAKE OATH AND SAY (or AFFIRM):**

1. I reside at: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

2. I have reasonable grounds to believe that:

\_\_\_\_\_  
Name of Member(s)

\_\_\_\_\_  
Name of Board (if applicable)

\_\_\_\_\_  
What provision(s) of the Code do you believe were contravened?

[*Set out all provision(s) alleged to have been contravened.*]

3. The detailed reasons why I have reasonable grounds to believe the Member has contravened the Code are as follows:

[*Set out detailed reasons on additional pages if necessary*]

[*Specify which actions or incidents relate to which provisions of the Code*]

I have attached supporting records and/or additional pages: ☐ Yes ☐ No

I also intend to file an application for an inquiry regarding a possible contravention of the *Municipal Conflict of Interest Act* in relation to this matter: ☐ Yes ☐ No

This declaration is made for the purpose of requesting that this matter be investigated by the Integrity Commissioner and for no other purpose.

DECLARED before me at \_\_\_\_\_ )  
the \_\_\_\_\_ of \_\_\_\_\_ )  
on \_\_\_\_\_ (date) )

A Commissioner for taking affidavits etc.

\_\_\_\_\_  
Signature

### Suggestions

- Complainants should review the full text of the Code of Conduct or relevant legislation.
- Complainants should review the Municipality's Complaint Protocol and may contact the Integrity Commissioner with questions about the process or procedure before filing.

The personal information on this form is collected under authority of the *Municipal Act, 2001*.



***Municipal Conflict of Interest Act – Complaint Form # 2***  
**STATUTORY DECLARATION**

I, \_\_\_\_\_ (*first and last name*), of  
the \_\_\_\_\_  
\_\_\_\_\_ in the Province of Ontario.

**I SOLEMNLY DECLARE THAT:**

1. I reside at: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

2. I have reasonable and probable grounds to believe that

\_\_\_\_\_ (*name of Member*) has contravened the following section(s) of the *Municipal Conflict of Interest Act*, R.S.O. 1990, c. M.50:

- ☐ Section 5 Participated in the discussions and/or voted about a matter in which the Member has a direct or indirect pecuniary interest.
- ☐ Section 5.1 Failed to file a written statement of a declared pecuniary interest.
- ☐ Section 5.2 Used their office to attempt to influence a decision or recommendation of an officer or employee of the municipality and/or the board about a matter in which the Member has a direct or indirect pecuniary interest.

3. I am:

- ☐ an Elector
- ☐ a Person Demonstrably Acting in the Public Interest

as set out in Exhibit "A".

4. I became aware of the facts constituting the alleged contravention not more than six (6) weeks ago.

5. The facts constituting the alleged contravention are set out in Exhibit "B" together with all applicable supporting materials, documents and records.

This declaration is made for the purpose of requesting that this matter be investigated by the Integrity Commissioner and for no other purpose.

DECLARED before me at

the \_\_\_\_\_ of \_\_\_\_\_ )  
on \_\_\_\_\_ (*date*) )

Signature

A Commissioner for taking affidavits etc.

Please note that signing a false declaration may expose you to prosecution under ss. 131 and 132 or 134 of the *Criminal Code*, R.S.C. 1985, c. C-46 and also to civil liability for defamation.

Exhibit “A”

Applicant  
Status

Exhibit "B"

Supporting  
Evidence

**THE CORPORATION OF THE MUNICIPALITY OF HURON SHORES**

**BY-LAW NO. 25-26**

**A BY-LAW TO APPROVE THE SUBMISSION OF AN APPLICATION TO ONTARIO INFRASTRUCTURE AND LANDS CORPORATION ("OILC") FOR THE LONG-TERM FINANCING OF CERTAIN CAPITAL WORK(S) OF THE CORPORATION OF THE MUNICIPALITY OF HURON SHORES; AND TO AUTHORIZE THE ENTERING INTO OF A RATE OFFER LETTER AGREEMENT PURSUANT TO WHICH THE MUNICIPALITY WILL ISSUE DEBENTURES TO OILC**

WHEREAS the *Municipal Act, 2001* (Ontario), as amended, (the "**Act**") provides that a municipal power shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS the Council of the Municipality has passed the by-law(s) enumerated in column (1) of Schedule "A" attached hereto and forming part of this By-law ("**Schedule "A"**") authorizing the capital work(s) described in column (2) of Schedule "A" ("**Capital Work(s)**") in the amount of the respective estimated expenditure set out in column (3) of Schedule "A" , subject in each case to approval by OILC of the long-term financing for such Capital Work(s) requested by the Municipality in the Application as hereinafter defined;

AND WHEREAS before the Council of the Municipality approved the Capital Work(s) in accordance with section 4 of Ontario Regulation 403/02 (the "**Regulation**"), the Council of the Municipality had its Treasurer calculate an updated limit in respect of its then most recent annual debt and financial obligation limit received from the Ministry of Municipal Affairs and Housing (as so updated, the "**Updated Limit**"), and, on the basis of the authorized estimated expenditure for the Capital Work or each Capital Work, as the case may be, as set out in column (3) of Schedule "A" (the "**Authorized Expenditure**" for any such Capital Work), the Treasurer calculated the estimated annual amount payable in respect of the Capital Work or each Capital Work, as the case may be, and determined that the estimated annual amount payable in respect of the Capital Work or each Capital Work, as the case may be, did not cause the Municipality to exceed the Updated Limit, and accordingly the approval of the Ontario Land Tribunal pursuant to the Regulation, was not required before any such Capital Work was authorized by the Council of the Municipality;

AND WHEREAS subsection 401(1) of the Act provides that a municipality may incur a debt for municipal purposes, whether by borrowing money or in any other way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt;

AND WHEREAS the Act also provides that a municipality shall authorize long-term borrowing by the issue of debentures or through another municipality under section 403 or 404 of the Act;

AND WHEREAS OILC has invited Ontario municipalities desirous of obtaining long-term debt financing in order to meet capital expenditures incurred on or after the year that is five years prior to the year of an application in connection with eligible capital works to make application to OILC for such financing by completing and submitting an application in the form provided by OILC;

AND WHEREAS the Municipality has completed and submitted or is in the process of submitting an application to OILC, as the case may be to request financing for the Capital Work(s) by way of long-term borrowing through the issue of debentures to OILC, substantially in the form of Schedule "B" hereto and forming part of this By-law (the "**Application**");

AND WHEREAS OILC has accepted and has approved or will notify the Municipality only if it accepts and approves the Application, as the case may be;

AND WHEREAS at least five (5) business days prior to the passing of the debenture by-law in connection with the issue of Debentures as defined below, OILC will provide the Municipality with a rate offer letter agreement substantially in the form as provided to the Municipality on or prior to the date of this By-law (the “**Rate Offer Letter Agreement**”);

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE MUNICIPALITY OF HURON SHORES ENACTS AS FOLLOWS:

1. The Council of the Municipality hereby confirms, ratifies and approves the execution by the Treasurer of the Application and the submission by such authorized official of the Application, duly executed by such authorized official, to OILC for the long-term financing of the Capital Work(s) in the maximum principal amount of \$1,000,000.00, with such changes thereon as such authorized official may hereafter, approve such execution and delivery to be conclusive evidence of such approval.
2. The Mayor and the Treasurer are hereby authorized to execute and deliver for and on behalf of the Municipality the Rate Offer Letter Agreement under the authority of this By-law in respect of the Capital Work(s) on such terms and conditions as such authorized officials may approve, such execution and delivery to be conclusive evidence of such approval.
3. Subject to the terms and conditions of the Rate Offer Letter Agreement, the Mayor and the Treasurer are hereby authorized to long-term borrow for the Capital Work(s) and to issue debentures to OILC on the terms and conditions provided in the Rate Offer Letter Agreement (the “**Debentures**”); provided that the principal amount of the Debentures issued in respect of the Capital Work or of each Capital Work, as the case may be, does not exceed the Authorized Expenditure for such Capital Work and does not exceed the related loan amount set out in column (4) of Schedule “A” in respect of such Capital Work.
4. In accordance with the provisions of section 25 of the *Ontario Infrastructure and Lands Corporation Act, 2011*, as amended from time to time hereafter, the Municipality is hereby authorized to agree in writing with OILC that the Minister of Finance is entitled, without notice to the Municipality, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Municipality, amounts not exceeding the amounts that the Municipality fails to pay to OILC on account of [any unpaid indebtedness of the Municipality to OILC under the Debentures \(the “Obligations”\)](#) and to pay such amounts to OILC from the Consolidated Revenue Fund.
5. For the purposes of meeting the Obligations, the Municipality shall provide for raising in each year as part of the general levy, the amounts of principal and interest payable in each year under the Debentures [issued pursuant to the Rate Offer Letter Agreement](#), to the extent that the amounts have not been provided for by any other available source including other taxes or fees or charges imposed on persons or property by a by-law of any municipality.
6. (a) The Mayor and the Treasurer are hereby authorized to execute and deliver the Rate Offer Letter Agreement, and to issue the Debentures, one or more of the Clerk and the Treasurer are hereby authorized to generally do all things and to execute all other documents and papers in the name of the Municipality in order to perform the terms and conditions that apply to the Municipality as set out in the Rate Offer Letter Agreement and to perform the Obligations of the Municipality under the Debentures, and the Treasurer is authorized to affix the Municipality’s municipal seal to any such documents and papers.

- (b) The money realized in respect of the Debentures, including any premium, and any earnings derived from the investment of that money, after providing for the expenses related to the issue of the Debentures, if any, shall be apportioned and applied to the respective Capital Work and to no other purpose except as permitted by the Act.

Passed in open Council this 14th day of May, 2025.

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MAYOR – Jane Armstrong

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CLERK – Natasha Roberts

**THE CORPORATION OF THE MUNICIPALITY OF HURON SHORES**

**SCHEDULE "A" TO BY-LAW NO. 25-26  
(Capital Work(s))**

(1)	(2)	(3)	(4)
<u>By-Law Number</u>	<u>Description of Capital Work</u>	<u>Estimated Expenditure</u>	<u>Loan Amount</u>
25-16	Potomac Bridge Replacement	\$2,040,000.00	\$1,000,000.00

**THE CORPORATION OF THE MUNICIPALITY OF HURON SHORES**

**SCHEDULE "B" TO BY-LAW NO. 25-26**

**OILC Application**



## **Iron Bridge Historical Museum Committee**

### **Minutes of Meeting April 8, 2025**

**Called to Order:** 7:22 PM at the Museum Office on John Street.

**Present:** Joanne Marck, Susan Singleton and Annie Dupuis.

**Regrets:** Vicki Leach

**Adoption of Minutes of December 8, 2024:** Motion to accept by Joanne Marck and seconded by Annie Dupuis. All in favour.

**Municipal Budget for Museum –** all present received a copy of the budget.

**Council Representative:** The Municipality will be advising us as to who will be the new representative from the Council on the Museum Board.

**MTO Sign –** Annie has spoken to Amber at the Municipality and the highway signs belonging to the MTO and identifying a rest area at the Museum are nowhere to be found. The contractor for the highways properly should have returned them to the MTO. Annie hopes to contact the MTO in the Soo and see if they have any knowledge of them. These signs are important to attract more visitors to the Museum.

**Wagon Wheel, Antique Washing Machine and Phonograph –** It has been decided that the volunteers at the museum have no means of picking up these items and Joanne will be contacting Don Vincent, Loretta Baker and Marilyn Billingsly informing them that unfortunately we are unable to accept these donations unless they have a means of delivering them to the museum.

**Museum Property –** Joanne is looking into the history of the museum property and how it came about.

**Debbie Rusch –** Joanne is hoping to reach Debbie Rusch at Constance Lake this summer about the artifacts she wished to donate to the museum.

**Tree Removal –** Annie is awaiting confirmation from Vicki as to what trees are to be removed at the museum.

**Museum Statue –** Annie will give the statue at the museum a thorough inspection and if it is deemed to be a hazard or danger, she will have it removed. If the statue needs replacing this matter will be deferred to 2026.

**Lawn Mower Repairs –** Annie will be speaking to Natasha about having Craig look at the lawn mower and what repairs are necessary.

**Museum Repairs** – Annie will be speaking to Natasha about having Craig look at the repairs necessary at the museum.

**Inventory** – Susan has completed a list of the over 800 artifacts that have been recorded and this summer Annie will have the students confirm the location of those artifacts and whether they require laminated cards to identify them at the museum for our visitors.

**Start Up Date** – Annie anticipates the museum opening on July 2<sup>nd</sup>, she will going there prior to that to inspect and do things the students can't do and have other things ready for them.

**Next Meeting:** A date has been set for August 5, 2025 at 7:00 PM

**Adjourned:** 7:50 Motion to adjourn by Annie Dupuis and seconded by Joanne Marck, all in favour.

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## **Huron Shores Recreation Committee Minutes Tuesday March 25, 2025**

1. **Present:** Betty Degagne, Jane Armstrong, Tim Currie, Blair McKinnon, Nancy Tulloch
2. **Regrets:** Danielle Brown
3. **Review Agenda:** New Chair for our committee, cleaning recreation centre, activities, Kids Mental Health Week, and community gardens.
4. Adoption of Previous Minutes: not available

### **5. New Business:**

Nancy has agreed to Chair this committee with staff support. Danielle Brown will take Jane's seat on the committee.

- Cleaning at the Rec Centre- we will book an evening to meet and clean at the Recreation Centre. March 31<sup>st</sup> at 7 pm.
- Activities at the Rec centre- the 4-H club is meeting once per month in the centre. The new Youth Council is also meeting weekly for an activity night. They have a basketball net up and they are keeping physically active.
- The Outdoor Show we will plan for the fall.
- Kids Mental Health Week is May 4- 10. The EarlyON would like to host a kids event on May 10<sup>th</sup> with the committee's help. The hope is to have agencies and clubs that cater to the youth, show up and have a table to introduce themselves and pick up participants. A kids activity would be a bonus. There will be one end of the arena for kids activities. The committee members could help with activities and offer a canteen for snacks. The youth committee members could assist with activities and help where needed.
- (Update: Nancy has several activities planned to include painting a large canvass with the children, making giant pinwheels, painting with markers wood cookies, planting sunflower seeds and a colouring table. Tie dying a parachute outside. Karate, dance, and the cadets have out of town events on the 10<sup>th</sup> so this may be mostly activities for families to do with their kids.)
- Community Gardens the EarlyON would like to make use of the outdoor space at the community garden. The garden boxes need replacing, and the soil refreshed. Nancy will get a quote for the Amish youth/carpenters to complete this project. The gate needs to be rehung and be able to close tight so children are safely within the

garden area. Tim stated the town can take care of that. Could the town also replace the garbage containers within the garden area.

- **Next Meeting** – Monday May 5 at 7 pm Council Chambers and on Zoom.
- Adjournment



**The Corporation of the Municipality of Huron Shores  
Infrastructure Services Committee Meeting Minutes**

**ISC-25-03  
Thursday, April 3, 2025, 3:00 p.m.  
Council Chambers**

**PRESENT WERE** Councillor Tim Currie, Councillor Jock Pirrie

**ALSO PRESENT** CAO/Clerk Natasha Roberts, Deputy Clerk Amber Shannon,  
Public Works Superintendent Craig Coventry, Mayor Jane  
Armstrong

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- 1. Call to Order**
- 2. Agenda Review**
- 3. Minutes of Previous Meetings**

**ISC-25-03-01**

Moved By J. Pirrie

Seconded By T. Currie

BE IT RESOLVED THAT the Minutes of the March 6, 2025, Infrastructure  
Services Committee Meeting be adopted as circulated.

**CARRIED**

- 4. Guests:**
  - 4.a Community Voices Committee**
- 5. Business Arising from Minutes/Unfinished Business**
  - 5.a Dean Lake Bridge Update, PW-25-59**

The Committee discussed considering heritage designation options for the bridge, with a report on pros and cons expected for the next Council agenda.

## **5.b Potomac Bridge Update, PL-25-64**

The Committee was provided an update on the Potomac Bridge project. Staff advised that a single-lane design will reduce costs as well as land requirements, and expect the estimated budget to be in the ballpark of 2 million dollars.

## **6. New Business**

### **6.a Tender Results**

#### **6.a.1 Contract No. 2025-04 - Gravel Tender**

##### **ISC-25-03-02**

Moved By T. Currie

Seconded By J. Pirrie

BE IT RESOLVED THAT the ISC recommends that the contract for the supply and delivery of gravel be awarded to Gilbertson Enterprises at the tendered unit price of \$197,200.00 plus HST, noting that the gravel cost is over budget by less than 0.3% and is expected to be offset by savings in Grass Cutting and Brushing Services.

#### **6.a.2 Contract No. 2025-05 - Roadside Brushing**

##### **ISC-25-03-03**

Moved By J. Pirrie

Seconded By T. Currie

BE IT RESOLVED THAT the ISC recommends the contract for roadside brushing services be awarded to TMI Brushing at the tendered rate of \$150.00 per hour, plus HST.

**CARRIED**

#### **6.a.3 Contract No. 2025-06 - Roadside Grass Cutting**

##### **ISC-25-03-04**

Moved By T. Currie

Seconded By J. Pirrie

BE IT RESOLVED THAT the ISC recommends the contract for roadside grass cutting services be awarded to TMI Brushing at the tendered contract price of \$17,800.00 plus HST, with additional work, if required, billed at \$135.00 per hour plus HST.

**CARRIED**

**6.b ROCK Networks (H&M) LP - Request for Municipal Consent, PW-25-58**

**ISC-25-03-05**

Moved By T. Currie

Seconded By J. Pirrie

BE IT RESOLVED THAT the ISC recommends that Council receive the report titled "Request for Municipal Consent – Rock Networks";

AND THAT Council direct staff to:

1. Continue dialogue with Rock Networks to obtain additional information regarding construction timelines, safety protocols, and restoration commitments;

2. Consult with legal counsel to develop a restoration agreement that appropriately addresses the scope and nature of the proposed work;

AND THAT Council authorize staff to provide conditional support for the project pending satisfactory response and resolutions to the items identified in the report.

**CARRIED**

**7. Closed Session**

**8. Next Meeting**

The next regularly scheduled meeting date will be May 1, 2025, at 6:00 p.m. or at the call of the Chair.

**9. Adjournment**

**ISC-25-03-06**

Moved By T. Currie

Seconded By J. Pirrie

BE IT RESOLVED THAT the Infrastructure Services Committee does adjourn at 3:31 p.m.

**CARRIED**

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Chair

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Recording Secretary





**The Corporation of the Municipality of Huron Shores  
Community Development Advisory Committee Meeting Minutes**

**Thursday, April 3, 2025, 7:30 p.m.  
Council Chambers**

**PRESENT WERE**      Jock Pirrie, Tim Currie, Peter Falk, Kathy Mroz, Annie Dupuis,  
BreighAnn Fairburn, Joanne Falk, Jane Armstrong

**REGRETS**            Christina Coutu

**ALSO PRESENT**     Amber Shannon

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**1. Call to Order**

Called to order at 7:32pm.

**2. Agenda Review**

**3. Minutes of Previous Meetings**

Moved By Jock Pirrie

Seconded By Peter Falk

BE IT RESOLVED THAT the Minutes of the March 6, 2025 Community Development Advisory Committee Meeting be adopted as circulated.

**CARRIED**

**4. Guests:**

**5. Business Arising from Minutes/Unfinished Business**

**5.a Short-Term Rentals**

Committee reviewed a staff-prepared report outlining regulatory options for short-term rentals.

Acknowledged both benefits (e.g., tourism) and challenges (e.g., neighborhood disruptions).

Agreed the issue should be addressed through the upcoming zoning review process.

Public consultation and council input will help determine where rentals are permitted.

Emphasized the need for clear guidelines to balance interests of rental operators and nearby residents.

## **6. New Business**

### **6.a 2025 Budget Update**

The committee received an update from the Committee Chair on the municipal budget, which reflects a stable financial position with a modest levy increase. Referenced the Potomac Bridge project which is funded through a combination of grants, reserves, and potential infrastructure funding. It was noted that reserve levels at year-end were stronger than anticipated.

Projects such as Chevis Road and the Dean Lake Bridge are not currently included in the budget beyond essential preliminary studies, due to outstanding uncertainties. Final approval of the budget anticipated at the April 9th, 2025 regular meeting.

### **6.b Corporate Strategic Plan**

The committee was advised that the Municipality's new Strategic Plan is scheduled for adoption at the April 9th Council meeting. A copy was provided for committee reference. As many of the guiding principles will shape Council and committee work going forward, the Strategic Plan may be referenced from time to time to help align initiatives with Council's overall direction.

## **7. Healthcare & Wellbeing**

Joanne provided an update regarding the hiring of a Physician Recruitment Coordinator for the North Shore Health Network (NSHN), a position is available and posted on the NSHN website.

Information was also shared about the Hospice Volunteer Program. The program offers social visits, either in long-term care facilities or in clients' homes, and provides training for volunteers. It serves as a non-medical support program focused on caregiver respite, giving caregivers an opportunity for rest. The program is expanding westward and expanding services.

## 8. Discussion Period

The committee discussed volunteering to supervise youth during Monday night recreation/community nights (6–8 PM) at the Recreation Centre. Vulnerable sector checks may be required; details will be finalized as the program develops. Annie, Breigh Ann, Tim, and Amber have volunteered to support the program.

Other updates:

**Community Gardens:** Inquiry was made regarding budget availability to support the reinstitution of community gardens.

**Outdoor Sports Show:** CDAC will recommend that Council consider participation in an Outdoor Sports Show, to be held on an upcoming Saturday and Sunday in the fall at the Recreation Centre. A task group will be formed, including Annie, Joanne, and additional members.

**Kids Mental Health Day:** CDAC will recommend that Council consider supporting participation in Kids Mental Health Day through a task group.

**Garden Boxes:** The committee discussed continued work to improve the Iron Bridge site, building on improvements that began last year at Little Rapids.

**Discover Huron North GeoTour Promo Day:** Scheduled for May 16th from 10 AM to 3 PM at the Elliot Lake Turnoff (Highways 17 and 108).

**Museum Signage:** Staff will follow up on the need for an MTO permit to replace highway signage promoting the museum.

### 8.a 4H Update

- 11 children aged 6–9 registered as Clover Buds; monthly meetings and field trips planned.
- All participants are from Huron Shores.
- Thanks extended to the municipality for use of the Recreation Centre.
- 4-H sold seeds at the Sowerby Pancake Breakfast and received a free table at the Blind River Curling Club for fundraising.
- Goal is for participants to continue growing within 4-H over time.
- Cameco expressed interest in featuring the local 4-H group in a Community Spotlight.

## **8.b Youth Council**

- Youth interested in opening the Rec Centre 2 hours/week; CDAC and Rec Committee willing to volunteer.
- Volunteer available to lead lacrosse; FlipGive may be used for fundraising.
- Youth Council will follow standard meeting procedures as they go forward with meetings. (agenda topics in advance, chair, motions etc).
- Tasks include planning a promotional souvenir contest and considering a motion to recommend renaming the Iron Bridge Rec Centre to Huron Shores Community Centre are a few options that will be presented.

## **9. Next Meeting**

The next regularly scheduled meeting date will be May 1, 2025, at 7:00 p.m. or at the call of the Chair.

## **10. Adjournment**

Moved By Peter Falk

Seconded By Kathy Mroz

BE IT RESOLVED THAT the Community Development Advisory Committee does adjourn at 8:59p.m.

**CARRIED**

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Chair

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Recording Secretary

THESSALON TOWN AND TOWNSHIP CEMETERY BOARD	
<b>Comparison to Budget</b>	
	2025
	Budget
<b>Expenditure:</b>	
Salaries	29,600.00
Vacation Pay/Holiday Pay	3,550.00
EHT	340.00
WSIB	310.00
CPP	1,760.00
EI	790.00
Accrued Wages	
Cemetery Licencing	850.00
Honorarium(s)	1,400.00
Audit	4,100.00
Mortuary Insurance	900.00
Utilities	400.00
Admin & Office supplies	600.00
Misc. Materials & Supplies	500.00
Amortization Expense	400.00
Mower Maint & Repair	1,000.00
Brush Hog (volunteering)	
Monument Repairs	100.00
Machine Rental	1,000.00
Provided for Reserves	600.00
Net Capital Expend	9,350.00
	<b>57,550</b>
<b>Revenue:</b>	
Plot and Internment Revenue	9,900.00
Columbarium Revenue	1,000.00
Columbarium Replacement Revenue	1,000.00
Town of Thessalon - Levy	15,500.00
Huron Shores - Levy	15,500.00
Investment Interest Earned	5,500.00
Donation/Misc. Revenue	300.00
Withdrawn from Reserve-Columbarium	8,850.00
	<b>57,550</b>
<b>SURPLUS/DEFICIT</b>	
<b>Capital Expenditures-2025</b>	
Top Soil/Gravel	500.00
New Columbarium "2"	8,850.00
	<b>9,350</b>
<b>Future Expenditure Reserve</b>	8,122.10
<b>Columbarium Reserve</b>	13,337.78
<b>Bank Balance</b>	14,804.78
<b>Columbarium Bank Balance</b>	13,337.78

## THESSALON TOWN AND TOWNSHIP CEMETERY BOARD

December 2, 2024 – 4:30 p.m. – W.J. Barrett Chambers - 4th Quarter

### MINUTES

**THESE COMMENTS ARE THE INTERPRETATION OF THE RECORDER ONLY AND ARE NOT OFFICIAL UNTIL APPROVED.**

Present: Attending in the W.J. Barrett Chambers was Councillor, Kevin King, Councillor Roger Mulligan Board Members, Eric White, Kirk McIntee, Jana Tetreault, Norma Cochrane, along with the Caretaker, Jamie MacFarlane and Secretary-Treasurer, Debbie Rydall. Board Member, Todd MacFarlane was unable to attend.

#### **Opening of Meeting**

The meeting was called to order at 4:30 p.m.

**2024-12-01: Roger Mulligan – Kirk McIntee**

“Be it resolved that the minutes of the meeting held October 1, 2024 be accepted as presented.”  
CARRIED

**2024-12-02: Norma Cochrane – Jana Tetreault**

“Be it resolved that the accounts payable from September 16, 2024 to November 15, 2024 in the amount of \$6,361.52 be confirmed.”  
CARRIED

**2024-12-03: Eric White – Roger Mulligan**

“Be it resolved that the Treasurer’s report be accepted as presented.”  
CARRIED

**2024-12-04: Kirk McIntee – Eric White**

“Be it resolved that the Board approve the purchase of two (2) gift certificates from Jones Valu Mart in the amount of \$100.00 each as Christmas gifts for the Caretaker and the Secretary-Treasurer.”  
CARRIED

**2024-12-05: Jana Tetreault– Kirk McIntee**

“Be it resolved that, further to top soil donations received throughout the years from the feed lot for Penokean Hills Farm, the Board is in agreement to donate the gates that have been declared surplus to this feed lot.”  
CARRIED

**2024-12-06: Norma Cochrane – Roger Mulligan**

“Be it resolved that the Board hereby approves that seventy percent (70%) of any surplus recognized in the 2024 year, be transferred to the Columbarium Reserve and that the remaining thirty percent (30%) be transferred to the Future Expenditure Reserve.”  
CARRIED

The next meeting is scheduled for Monday March 31, 2024, with an alternative date of Monday April 7, 2024.

**2024-12-07: Kirk McIntee – Norma Cochrane**

“Be it resolved that the meeting adjourn at 5:02 p.m.”  
CARRIED

  
Chairperson

  
Secretary-Treasurer

# Board of Health Meeting MINUTES

Wednesday, February 26, 2025 - 5:00 pm  
SSM Algoma Community Room | Videoconference

## BOARD MEMBERS

**PRESENT:** Deborah Graystone  
Sally Hagman  
Donald McConnell - 2nd Vice-Chair  
Luc Morrisette  
Sonny Spina  
Suzanne Trivers - Board Chair  
Jody Wildman - 1st Vice-Chair  
Natalie Zagordo

## APH MEMBERS

Dr. John Tuinema - Acting Medical Officer of Health & CEO  
Rick Webb - Director of Corporate Services  
Kristy Harper - Director of Health Promotion & Prevention /  
Chief Nursing Officer  
Leslie Dunseath - Manager of Accounting Services  
Leo Vecchio - Manager of Communications  
Tania Caputo - Board Secretary

**GUESTS:** Virginia Huber - Manager of Environmental Health, Mariah Tremblay - Public Health Inspector

**REGRETS:** Julila Hemphill, Sonia Tassone

### 1.0 Meeting Called to Order - 5:02 pm

S. Trivers welcomed the Board of Health members, read the land acknowledgment, roll call and declaration of conflict of interest.

- a. Land Acknowledgment
- b. Roll Call
- c. Declaration of Conflict of Interest

Dr. J. Tuinema declared a conflict with In-Camera agenda item 11. d. i., MOH CEO and AMOH Salary Review, although he would not benefit materially, he was not present for the discussion.

### 2.0 Adoption of Agenda

**RESOLUTION**  
**2025-13**

**Moved:** S. Hagman  
**Seconded:** D. Graystone

THAT the Board of Health agenda dated February 26, 2025, be approved as presented.

**CARRIED**

### 3.0 Delegations / Presentations

#### Environmental Health Program: Highlights 2024

V. Huber provided an overview of the work the Environmental Health program is responsible for. M. Tremblay spoke about food safety, drinking water, recreational water and infection control-based inspections, providing insight into the many considerations and risk assessments a public health inspector must take during an inspection. The environmental health team's work is immersive in the community throughout the district of Algoma. Education, consultation, and inspections identify hazards within the communities.

### 4.0 Adoption of Minutes of Previous Meeting

**RESOLUTION**  
**2025-14**

**Moved:** D. McConnell  
**Seconded:** N. Zagordo

THAT the Board of Health meeting minutes dated January 29, 2025, be approved as presented.

**CARRIED**

### 5.0 Business Arising from Minutes

Not applicable.

**6.0 Reports to the Board**

**a. Medical Officer of Health and Chief Executive Officer Reports**

MOH Report - February 2025

Dr. J. Tuinema announced the winners of the 2024 Public Health Champions Awards. The Individual category award went to Steve Hemsworth, the Fire Chief in Prince Township. The organization category went to the Ontario Aboriginal HIV AIDS Strategy (OAHAS). He updated the Board on our partnership with Public Health Ontario and the information and services provided by them. Dr. Tuinema noted the report from School Health on vaping that is included within the Board meeting package.

**RESOLUTION  
2025-15**

**Moved:** L. Morrisette  
**Seconded:** S. Hagman

THAT the report of the Medical Officer of Health and CEO for February 2025 be accepted as presented.

**CARRIED**

**b. Finance and Audit**

**i. Finance and Audit Committee Chair Report**

J. Wildman provided a summary of the Finance and Audit Committee meeting.

**RESOLUTION  
2025-16**

**Moved:** L. Morrisette  
**Seconded:** D. Graystone

THAT the Finance and Audit Committee Chair Report for March 2025 be accepted as presented.

**CARRIED**

**ii. Unaudited Financial Statements ending December 31, 2024**

**RESOLUTION  
2025-17**

**Moved:** D. McConnell  
**Seconded:** J. Wildman

THAT the Board of Health approves the Unaudited Financial Statements for the period ending December 31, 2024, as presented.

**CARRIED**

**7.0 New Business/General Business**

Not applicable.

**8.0 Correspondence - requiring action**

Not applicable.

**9.0 Correspondence - for information**

**a. alPHa Information Break - February 2025**

**b. Letter to the Standing Committee on Social Policy, and the Ministry of Health from Public Health Sudbury and Districts regarding amendment of Section 22 of the Health Protection & Promotion Act.**

**10.0 Addendum**

Not applicable.

**11.0 In-Camera - 5:55 pm**

For discussion of labour relations and employee negotiations, matters about identifiable individuals, **adoption of in camera minutes, security of the property of the board**, litigation or potential litigation.

**RESOLUTION  
2025-18**

**Moved:** D. Graystone  
**Seconded:** N. Zagordo

THAT the Board of Health go in-camera.

**CARRIED**



12.0 Open Meeting - 6:19 pm

Resolutions resulting from in-camera meeting:

MOH CEO and AMOH Salary Review

RESOLUTION  
2025-22

Moved: S. Spina  
Seconded: D. Graystone

THAT the Board of Health has reviewed the recommendation by the Finance and Audit Committee to reallocate cost-shared budget funds to meet the minimum requirement for the APH portion of the salary set by the province with no change in overall compensation for the MOH/CEO and AMOH positons.

CARRIED

13.0 Announcements / Next Committee Meetings:

Finance and Audit Committee Meeting

Wednesday, March 12, 2025 @ 5:00 pm  
SSM Algoma Community Room | Video Conference

Board of Health

Wednesday, March 26, 2025 @ 5:00 pm  
SSM Algoma Community Room | Video Conference

Governance Committee Meeting

Wednesday, April 16, 2025 @ 5:00 pm  
SSM Algoma Community Room | Video Conference

14.0 Adjournment - 6:21 pm

RESOLUTION  
2025-23

Moved: S. Spina  
Seconded: D. Graystone

THAT the Board of Health go in-camera.

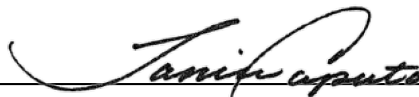
CARRIED



S. Trivers, Chair

March 26, 2025

Date



Tania Caputo, Secretary

March 26, 2025

Date



# Petition for Drainage Works by Owners Form 1

Drainage Act, R.S.O. 1990, c. D.17, clause 4(1)(a) or (b)

This form is to be used to petition municipal council for a new drainage works under the *Drainage Act*. It is not to be used to request the improvement or modification of an existing drainage works under the *Drainage Act*.

To: The Council of the Corporation of the Municipality of Huron Shores

The area of land described below requires drainage (provide a description of the properties or the portions of properties that require drainage improvements)

Print included for Cook Creek (would be property next to mine...)

In accordance with section 9(2) of the *Drainage Act*, the description of the area requiring drainage will be confirmed or modified by an engineer at the on-site meeting.

As owners of land within the above described area requiring drainage, we hereby petition council under subsection 4(1) of the *Drainage Act* for a drainage works. In accordance with sections 10(4), 43 and 59(1) of the *Drainage Act*, if names are withdrawn from the petition to the point that it is no longer a valid petition, we acknowledge responsibility for costs.

## Purpose of the Petition (To be completed by one of the petitioners. Please type/print)

Contact Person (Last Name) <u>Lebel</u>	(First Name) <u>Ghislain</u>	Telephone Number <u>709-849-8034</u>
Address		
Road/Street Number <u>287</u>	Road/Street Name <u>Dean Lake Road</u>	
Location of Project Lot	Concession	Municipality <u>Huron Shores</u>
		Former Municipality (if applicable)

What work do you require? (Check all appropriate boxes)

- ☐ Construction of new open channel  
☐ Construction of new tile drain  
☒ Deepening or widening of existing watercourse (not currently a municipal drain)  
☐ Enclosure of existing watercourse (not currently a municipal drain)  
☐ Other (provide description ▼)

Cook Creek

Name of watercourse (if known)

About 3/4 of a kilometre

Estimated length of project

Black soil (no rock & fairly soft)

General description of soils in the area

What is the purpose of the proposed work? (Check appropriate box)

- ☐ Tile drainage only
 ☒ Surface water drainage only
 ☐ Both

Petition filed this 22 day of April, 2025

Name of Clerk (Last, first name)

Roberts, Natasha

Signature

Roberts

# Property Owners Signing The Petition

Page 2 of 4

- Your municipal property tax bill will provide the property description and parcel roll number.
- In rural areas, the property description should be in the form of (part) lot and concession and civic address.
- In urban areas, the property description should be in the form of street address and lot and plan number if available.
- If you have more than two properties, please take copy(ies) of this page and continue to list them all.

Number	Property Description
	SEC 22 SW 1/4 PCL 769 ALG
Ward or Geographic Township	Parcel Roll Number
4	57-24-000-018-16000-6000

I hereby petition for drainage for the land described and acknowledge my financial obligations.

## Ownership

☐ Sole Ownership

Owner Name (Last, First Name) (Type/Print)

Signature

Date (yyyy/mm/dd)

Lebel Ghislain

[Signature]

2025/04/22

☒ Partnership (Each partner in the ownership of the property must sign the petition form)

Owner Name (Last, First Name) (Type/Print)

Signature

Date (yyyy/mm/dd)

LeBlanc-Lebel Francine

[Signature]

2025/04/22

☐ Corporation (The individual with authority to bind the corporation must sign the petition)

Name of Signing Officer (Last, First Name) (Type/Print)

Signature

Name of Corporation

Position Title

I have the authority to bind the Corporation.

Date (yyyy/mm/dd)

Number	Property Description
Ward or Geographic Township	Parcel Roll Number

I hereby petition for drainage for the land described and acknowledge my financial obligations.

## Ownership

☐ Sole Ownership

Owner Name (Last, First Name) (Type/Print)

Signature

Date (yyyy/mm/dd)

☐ Partnership (Each partner in the ownership of the property must sign the petition form)

Owner Name (Last, First Name) (Type/Print)

Signature

Date (yyyy/mm/dd)

☐ Corporation (The individual with authority to bind the corporation must sign the petition)

Name of Signing Officer (Last, First Name) (Type/Print)

Signature

Name of Corporation

Position Title

I have the authority to bind the Corporation.

Date (yyyy/mm/dd)

☒ Check here if additional sheets are attached

Clerk initial

[Initials]

**Petitioners become financially responsible as soon as they sign a petition.**

- Once the petition is accepted by council, an engineer is appointed to respond to the petition. *Drainage Act*, R.S.O. 1990, c. D. 17 subs. 8(1).
- After the meeting to consider the preliminary report, if the petition does not comply with section 4, the project is terminated and the original petitioners are responsible in equal shares for the costs. *Drainage Act*, R.S.O. 1990, c. D. 17 subs. 10(4).
- After the meeting to consider the final report, if the petition does not comply with section 4, the project is terminated and the original petitioners are responsible for the costs in shares proportional to their assessment in the engineer's report. *Drainage Act*, R.S.O. 1990, c. D. 17 s. 43.
- If the project proceeds to completion, a share of the cost of the project will be assessed to the involved properties in relation to the assessment schedule in the engineer's report, as amended on appeal. *Drainage Act*, R.S.O. 1990, c. D. 17 s. 61.

## Notice of Collection of Personal Information

Any personal information collected on this form is collected under the authority of the *Drainage Act*, R.S.O. 1990, c. D.17 and will be used for the purposes of administering the Act. Questions concerning the collection of personal information should be directed to: where the form is addressed to a municipality (municipality to complete)

and where the form is addressed to a territory without municipal organization, the Drainage Coordinator, Ministry of Agriculture, Food and Rural Affairs, 1 Stone Rd W, Guelph ON N1G 4Y2, 519 826-3552.

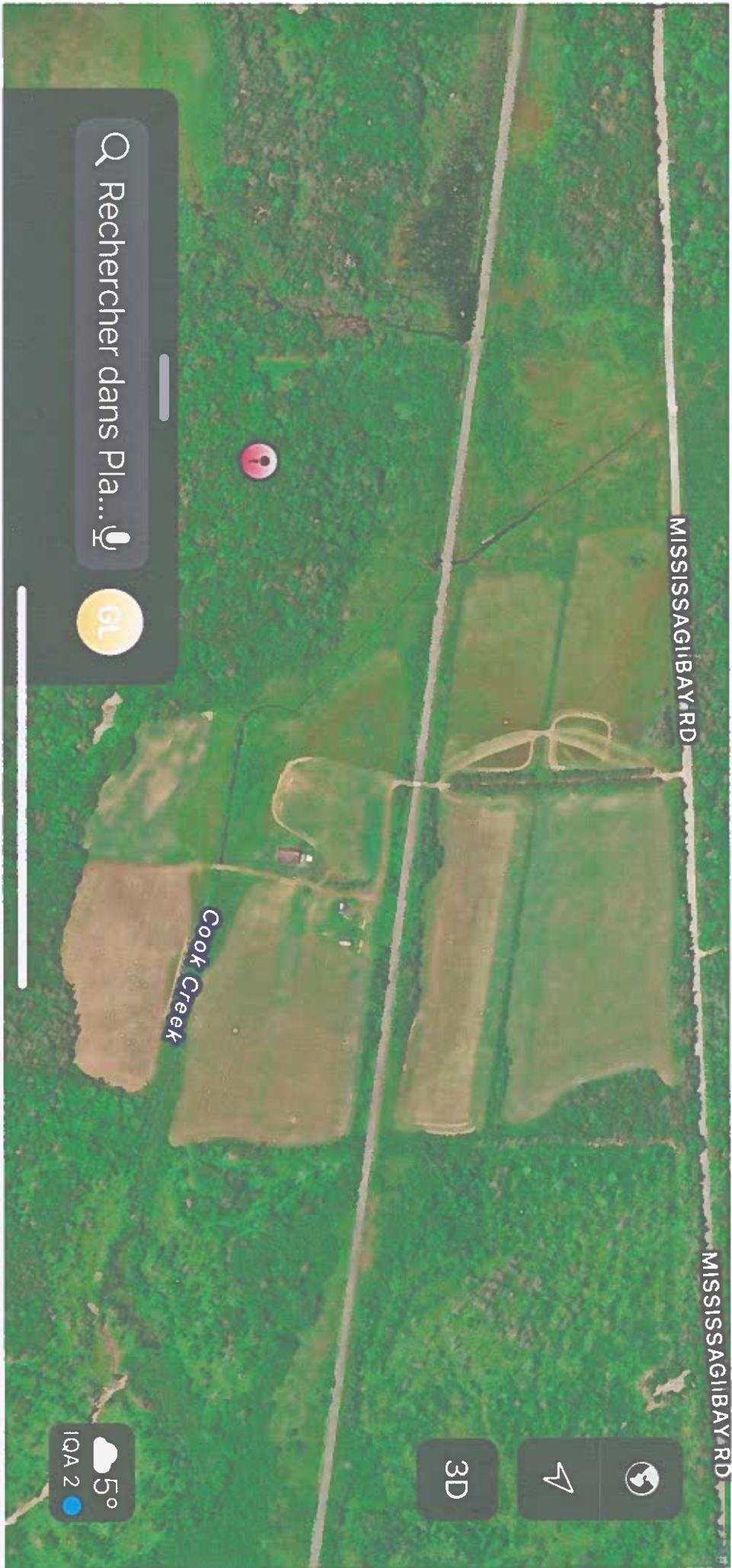






Image © 2025 Airbus, CNES / Airbus, Maxar Technologies, Données cartographiques © 2025 Google 200 m

# Municipality of Huron Shores

**Meeting Date:** May 14, 2025

**Agenda Item:** 7.4.4

**Report Title:** Strong Mayor Powers Overview

**Submitted By:** CAO/Clerk, in consultation with Mayor Armstrong

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**Subject:** Strong Mayor Powers Overview

**Recommendation:** That Council receive this report for information.

**Proposed Motion:**

BE IT RESOLVED THAT Report CL-25-157 titled "Strong Mayor Powers Overview" be received for information.

**Background Summary:**

On April 9, 2025, the Municipality of Huron Shores received official correspondence from the Ministry of Municipal Affairs and Housing that Strong Mayor Powers were imposed upon our municipality, effective May 1<sup>st</sup>. These powers were granted to 169 municipalities with councils of six members or more to support shared provincial-municipal priorities, such as encouraging the approval of new housing and constructing and maintaining infrastructure to support housing, including roads and transit.

As of May 1st, 2025, 216 municipalities out of 444 now have Strong Mayor Powers.

As outlined above, Strong Mayor Powers revolve around speeding up the delivery of key shared municipal-provincial priorities. These powers are outlined under Part VI.1 of the Municipal Act, 2001 and O.Reg. 580/22 identifies the provincial priorities as:

- building 1.5 million new homes by December 31, 2031
- constructing and maintaining infrastructure to support housing, including:
  - transit
  - roads
  - utilities
  - servicing

To better understand Strong Mayor Powers, they essentially fall into three broad categories:

**Legislative Powers** (e.g. the power to veto by-laws, the power to require Council to consider a matter)

**Budget Duties** (e.g. the duty and responsibility to present a budget to council, and to approve the budget)

**Administrative and Political Powers** (e.g. the power to appoint or remove a chief administrative officer, the power to establish committees, and change organizational structure).

It should be noted that the mayor cannot delegate legislative powers or budget duties but can delegate administrative and political powers.

Looking at the three broad categories, below is a more in-depth outline of the specific powers. This information has been obtained from the Province through their [guidance documents](#).

## **Legislative**

- *Bring forward matters for council consideration related to provincial priority*

The head of council can bring forward matters for council consideration if they are of the opinion that considering the matter could potentially advance a provincial priority in this regulation.

When bringing forward such a matter for council consideration, the head of council should consider whether any rules with respect to notice and public consultation apply to the exercise of a particular municipal authority.

- *By-law power related to provincial priorities*

The head of council can propose certain municipal by-laws if they are of the opinion that the proposed by-law could potentially advance a prescribed provincial priority. When using this power, the head of council can only propose by-laws made under:

- the Municipal Act, 2001
- the City of Toronto Act, 2006
- the Planning Act
- section 2 of the Development Charges Act

When proposing the by-law, the head of council must provide a copy of the proposed by-law and their reasons for the proposal to the clerk and each

member of council. The head of council can require council to consider and vote on the proposed by-law at a meeting (despite any rules in a local procedure by-law). By-laws proposed by the head of council using this power are passed if more than one-third of all council members vote in favour of the by-law. The head of council is also able to vote on passing the bylaw. Municipal procedure by-laws and by-laws related to filling a vacancy on council are excluded from this power.

- *Veto power and council override*

The head of council can choose to veto certain by-laws if they are of the opinion that all or part of the by-law could potentially interfere with a provincial priority. Only by-laws approved by Council made under the Municipal Act, 2001, the City of Toronto Act, 2006, the Planning Act, and section 2 of the Development Charges Act may be vetoed by the head of council. There is a separate veto process related to the municipal budget which is outlined later in this report.

It is up to the head of council to determine if they will consider vetoing a by-law, regardless of whether they attend a council meeting. The head of council must provide written notice to council of their intent to consider vetoing the by-law on or before two days after council voted in favour of the by-law.

If the head of council decides to use their veto within 14 days after the day council voted in favour of the by-law, the head of council must provide a written veto document (which includes the veto and reasons for the veto) to the clerk on the day they use the veto power. The clerk must then share the written document with each member of council by the next business day and also make the written document available to the public.

If the head of council uses their veto power, Council then has the ability to override the veto. Within 21 days after the clerk provides the written veto document to the members of Council, Council may override the veto if two-thirds of all council members vote to override the veto. During this process, the head of council remains as a member of council for council decision-making with one vote.

- *Direct staff*

The head of council can direct staff to do certain things related to their additional powers and duties. Direction from the head of council to staff under this authority must be provided in writing. For example, the head of council could direct staff to undertake research and provide advice on



policies and programs or to implement any decisions related to their additional powers and duties.

### **Budget Duties**

With all the new powers now provided to Strong Mayors, budget duties are arguably the most significant. O.Reg. 530/22 defines the process to approve budgets which includes strict timelines for proposal, amendments, vetoes, and overrides. The powers now state that the head of council is required to propose the budget for the municipality each year by February 1. The head of council must share the proposed budget with each member of council and the municipal clerk and make it available to the public. If the head of council does not propose the budget by February 1, council must prepare and approve the budget.

After receiving the proposed budget from the head of council, council can amend the proposed budget by passing a resolution within a 30-day review period. The head of council then has 10 days from the end of the council review period to veto any council amendment. To veto a council amendment, the head of council must provide written documentation of the veto and rationale to each member of council and the municipal clerk on the day of the veto. Within a 15-day period after the head of council's veto period, council may override the head of council's veto of a council amendment if two-thirds of all council members vote to override the veto.

At the end of this process, the resulting budget is adopted by the municipality.

Municipalities who have already been through a budget process under Strong Mayor Powers have worked with their mayors to develop procedures to make the process move efficiently and effectively. In many instances, the head of council issues a Mayoral Directive to have staff prepare the budget, some with parameters (i.e. budget proposes no more than a 9% increase), and some without.

### **Administrative and Political Powers**

- *Appoint a Chief Administrative Officer*

The head of council has the power to appoint or dismiss their municipality's chief administrative officer (CAO). Under the Municipal Act, 2001, the main responsibilities of the CAO are to:

- Exercise general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality; and
- Perform such other duties as are assigned by the municipality.

This power can be delegated to Council.

The Mayor intends to finalize a **Mayoral Decision** under Section 284.13 of the *Municipal Act, 2001* to delegate to Council the authority to appoint and dismiss the Chief Administrative Officer (CAO), including the power to assign additional duties to the CAO. This delegation will ensure that decisions related to the CAO remain a shared responsibility of Council, consistent with past practice.

- *Hire municipal division heads*

The head of council can hire or dismiss certain municipal division heads, excluding statutory positions. Positions that are excluded from this power include:

- Clerk or Deputy Clerk
- Treasurer or Deputy Treasurer
- Integrity Commissioner
- Ombudsman
- Auditor General
- Chief Building Official, as defined in the Building Code Act, 1992
- Fire Chief, as defined in the Fire Protection and Prevention Act, 1997
- any other persons identified in regulation.

This power can be delegated to Council or the CAO.

The Mayor intends to finalize a **Mayoral Decision** under Section 284.13 of the *Municipal Act, 2001* to delegate to the Chief Administrative Officer (CAO) the authority to hire and dismiss municipal division heads, excluding statutory positions as prescribed by legislation or regulation. This delegation will be subject to the Municipality's existing hiring policies and procedures to ensure consistency, transparency, and alignment with organizational practices.

- *Organizational structure*

The head of council can also choose to create and re-organize the structure of the municipality. When making any changes to the organizational structure of the municipality, the head of council and municipality are

subject to legal requirements including any terms in existing collective agreements or contracts that may apply.

This power can be delegated to Council or the CAO.

The Mayor intends to finalize a **Mayoral Decision** under Section 284.13 of the *Municipal Act, 2001* to delegate to Council, in consultation with the Chief Administrative Officer (CAO), the authority to create, dissolve, or reorganize the organizational structure of the Municipality. Any structural changes will continue to be subject to all applicable legislation, including the terms of existing collective agreements, employment contracts, and other legal obligations.

- *Create, assign functions and appoint chairs of committees*

The head of council can create new committees of council made under the Municipal Act, 2001 where all members are council members, and assign their functions. The head of council is also able to appoint the chairs and vice-chairs of such committees of council.

This power can be delegated to Council.

The Mayor intends to finalize a **Mayoral Decision** under Section 284.13 of the *Municipal Act, 2001* to delegate to Council the authority to establish or dissolve committees of Council composed entirely of Council members, assign their functions, and appoint the Chairs and Vice-Chairs of such committees. This delegation supports collaborative governance and preserves Council's traditional role in committee oversight and structure.

## **Exercising Powers**

When exercising powers, the head of council shall do so in writing to ensure accountability and transparency. This is done through either a **Mayoral Decision** or a **Mayoral Directive**.

Mayoral decisions are records of decisions made by the mayor regarding governance and policy and are required to be made public.

Mayoral directives are records of directions made by the mayor and given to staff to do research and preparation on an item under Section 284.3 of the Municipal Act, 2001. In certain circumstances, this may also include directions to carry out duties to implement those decisions. These are made public for transparency, notwithstanding any exemptions under the Municipal Freedom of Information and Protection of Privacy Act.

The Clerks Department has made templates for Mayoral Decisions or Directives, based on other municipal examples. Attached is the template for a Mayoral Decision to approve the by-laws passed at a Council meeting. Having this written approval signed immediately after a meeting shortens the two-day period before bylaws are deemed to be passed, unless the Mayor exercises the veto power. The Clerks Department will also work with the Mayor and the Finance Department to create templates for the budget process, as needed.

A page on the Municipality's website will be created to outline the Strong Mayor Powers and a repository for any Mayoral Decisions or Directives made.

### **Council and Staff Training**

There have been various training sessions offered to staff members through their associations, including AMCTO and MFOA regarding Strong Mayor Powers. These sessions have been beneficial in outlining experiences from other municipalities, best practices and processes, and further interpretation of powers from the province.

For Council training, the Ministry of Municipal Affairs and Housing is currently developing sessions but do not have training dates yet. The Clerks Department will update Council when the sessions come available.

# Office of the Mayor

## Municipality of Huron Shores

7 Bridge Street, PO Box 460

Iron Bridge, ON P0R 1H0



## The Corporation of the Municipality of Huron Shores Mayoral Decision 25-\_\_\_\_\_

---

WHEREAS the Mayor has the authority to make certain decisions under Part VI.1 (Special Powers and Duties of Head of Council) of the Municipal Act, 2001 ("Act");

AND WHEREAS the Mayor of the Municipality of Huron Shores deems it desirable to exercise decision-making power under the Act;

NOW THEREFORE the Mayor of the Municipality of Huron Shores hereby decides as follows:

- 1) THAT all By-laws passed at the \_\_\_\_\_ Meeting of Municipality of Huron Shores Council are hereby approved in accordance with subsection 284.11(4) of the Act.

**This Mayoral Decision shall come into effect this \_\_\_\_day of \_\_\_\_\_, 2025.**

\_\_\_\_\_  
Jane Armstrong, Mayor

Dated:

# Office of the Mayor

## Municipality of Huron Shores

7 Bridge Street, PO Box 460

Iron Bridge, ON P0R 1H0



## The Corporation of the Municipality of Huron Shores Mayoral Decision 25-\_\_\_\_\_

---

WHEREAS the Mayor has the authority to make certain decisions under Part VI.1 (Special Powers and Duties of Head of Council) of the Municipal Act, 2001 ("Act");

AND WHEREAS the Mayor of the Municipality of Huron Shores deems it desirable to exercise decision-making power under the Act;

NOW THEREFORE the Mayor of the Municipality of Huron Shores hereby decides as follows:

**This Mayoral Decision shall come into effect this \_\_\_\_day of \_\_\_\_\_, 2025.**

\_\_\_\_\_  
Jane Armstrong, Mayor

Dated:

# Office of the Mayor

## Municipality of Huron Shores

7 Bridge Street, PO Box 460

Iron Bridge, ON P0R 1H0



## The Corporation of the Municipality of Huron Shores Mayoral Directive 25-\_\_\_\_\_

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TO: (name staff)

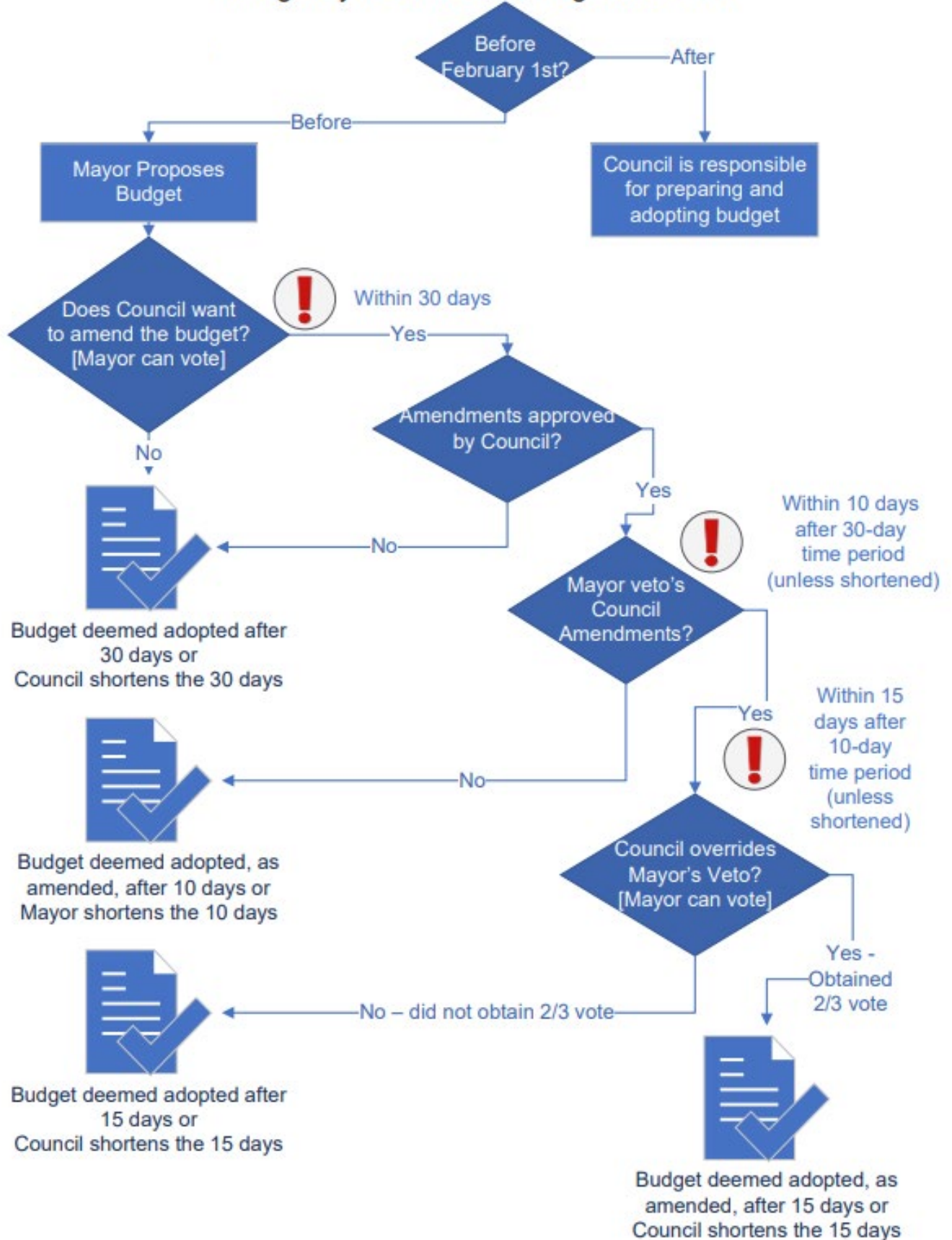
Under the authority granted by sections 284.3 and 284.16 of the Municipal Act, 2001, I direct that the \_\_\_\_\_ or their designates:

\_\_\_\_\_  
Jane Armstrong, Mayor

\_\_\_\_\_  
Date

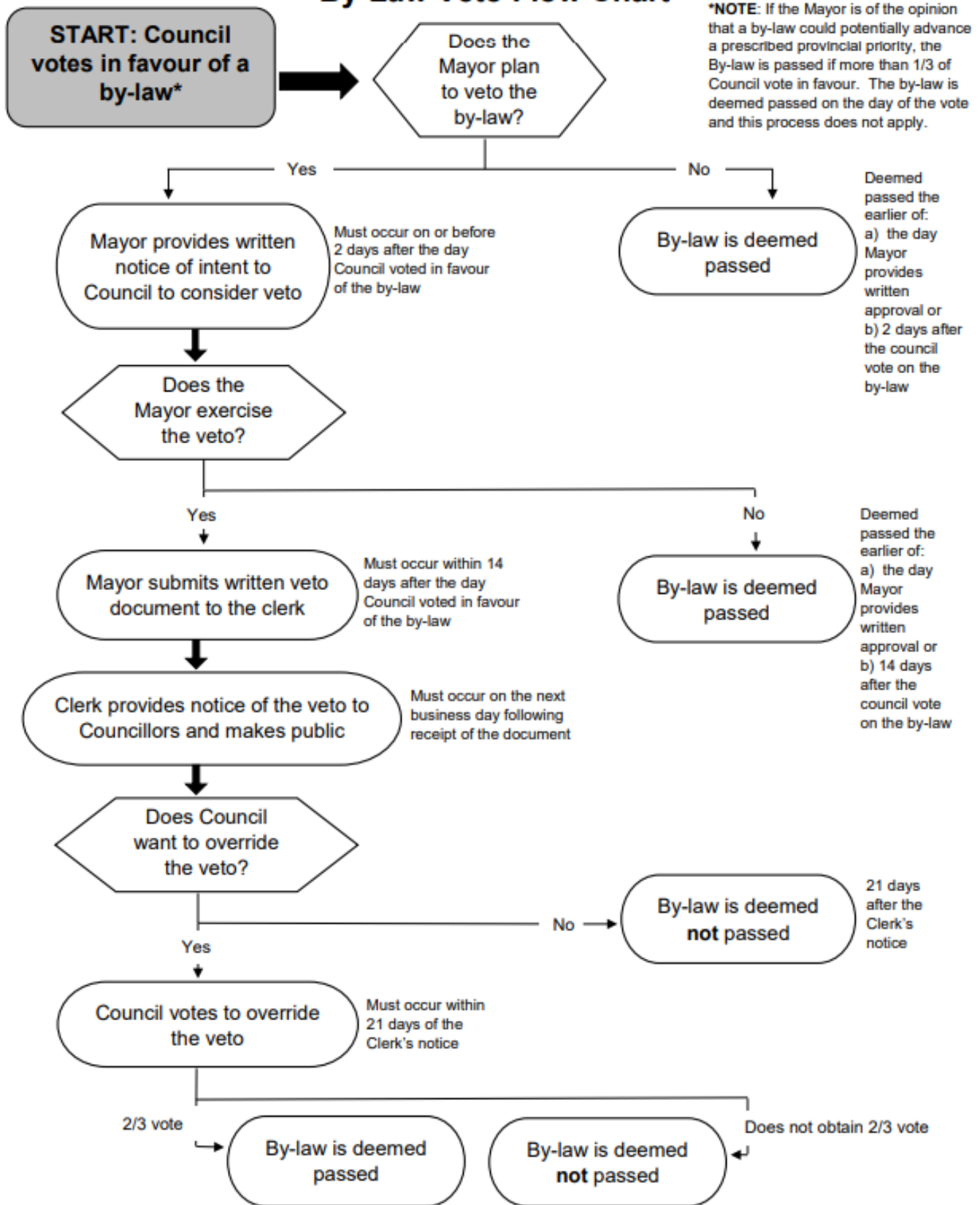
C.C.: Clerk

## Strong Mayors Powers – Budget Scenario





## By-Law Veto Flow Chart



**MUNICIPALITY OF HURON SHORES**  
**PUBLIC SERVICES COMMITTEE**  
**Terms of Reference**

**1. AUTHORITY**

The Huron Shores Public Services Committee is a Committee of Council and shall regulate its proceedings under the Municipal Procedural By-law.

**2. PURPOSE**

The Public Services Committee is a standing committee of Council responsible for providing guidance, review, and recommendations on matters related to infrastructure, fleet and equipment, municipal facilities, and protective services. The Committee provides an opportunity for in-depth discussion of operational and capital matters in support of effective and efficient service delivery within the Municipality.

**3. MEMBERSHIP**

The Infrastructure Services Committee shall be comprised of:

- 3 Members of Council, appointed by resolution of Council.
- The Mayor shall serve as an ex officio member of the Committee for the duration of their term in office, without voting rights. Participation is at the discretion of the Mayor, and regular attendance is not required.
- Municipal staff shall attend in an advisory capacity.

In the event of a vacancy, Council may appoint a replacement member for the remainder of the term.

**4. TERM**

The Committee members shall be appointed for the term of Council and at the pleasure of Council. Unless otherwise decided by the Committee, the Chairperson shall rotate yearly, with each member serving one year.

**5. POWERS AND RESPONSIBILITIES**

**MUNICIPALITY OF HURON SHORES**  
**PUBLIC SERVICES COMMITTEE**  
**Terms of Reference**

The Committee only has the power to provide recommendations for Council's consideration and does not have the authority to direct staff or commit municipal resources.

The Committee shall, with respect to the Municipality:

- Provide advice and recommendations to Council on matters related to public services, including infrastructure, fleet, facilities, fire services, and enforcement.
- Support the development and review of policies, service levels, and capital priorities within its mandate.
- Contribute to long-term planning, strategic priorities, and the identification of emerging needs related to municipal operations and service delivery.
- Request the attendance of individuals or organizations in an advisory capacity, as deemed appropriate. Such individuals shall not be considered members of the Committee and shall not have voting rights.
- Submit reports and recommendations to Council as required or upon request.
- Refrain from any action or representation that pledges the credit of the Municipality or authorizes expenditures without Council approval.
- Carry out such other advisory functions as may be assigned by Council through resolution.
- Adhere to the Municipality's Code of Conduct and comply with the Municipal Conflict of Interest Act.

## **6. MEETING TIMES AND LOCATIONS**

Meetings will be held on the first Tuesday of every month, excluding July, August, and January, at 1:30 p.m. in Council Chambers of the Municipality of Huron Shores, or at the call of the Chair.

Meetings shall be conducted in accordance with the Municipality's Procedure By-law, including rules for debate, voting, and decorum.

## **7. QUORUM**

A quorum shall consist of 2 members of the committee. Ex-officio does not count towards quorum. If no quorum is present 15 minutes after the time appointed for the committee meeting, the recording secretary

**MUNICIPALITY OF HURON SHORES  
PUBLIC SERVICES COMMITTEE  
Terms of Reference**

shall record the names of the members present and the meeting shall stand adjourned until the date of the next regular meeting or until rescheduled.

**8. RECORDING SECRETARY AND REPORTING TO COUNCIL**

The Clerk or designate shall provide administrative support to the Committee, including acting as Recording Secretary. In the event the designated Recording Secretary is unavailable, the Clerk may delegate this responsibility to another staff member. If no staff are available, the Committee may proceed with the meeting provided a member is appointed at the outset to record the minutes, which shall be submitted to the Clerk's office for review and recordkeeping.

Minutes of all meetings of the Committee shall be placed on a Council agenda to be received for information. All decisions or recommendations of the Committee shall be reported to Council by resolution or staff report for formal consideration and approval.

**9. AMENDMENTS**

These terms of reference may be amended by a majority vote of the Public Services Committee for recommendation to Council. The proposed amendment will be circulated with the Committee agenda in advance of a regularly scheduled meeting to provide all members the opportunity to consider the proposed amendment.

**From:** [Henk Van Delft](#)  
**To:** [Natashia Roberts](#)  
**Subject:** council's consideration  
**Date:** May 12, 2025 1:55:30 PM  
**Attachments:** [image001.png](#)

---

I am asking that council allow me to purchase a cutter and spreader for auto extrication. Auto extrication is one of the services that is getting busier, and it is a service we do invoice for. Because of our large area a second set would increase our effectiveness and allow us to do multiple vehicles and or calls at the same time. Currently at station one, 60% of our calls are auto extrication. With the construction coming up on Highway 17 we are anticipating our call volume to increase as it did in the past when they worked on the highway.

I have come across a very good deal on a cutter and a spreader.

TOOL	RETAIL CDN	SELL CDN
ESCL-29 Surge	\$ 16,106.00	\$ 7,247.70
ES-100-32 Surge	\$ 17,971.00	\$ 7,188.40
EBFCC Combi Storm 2 (28V)	\$ 13,428.00	\$ 5,371.20
ER-40 RAM Storm (28V)	\$ 10,994.00	\$ 5,497.00
	\$ 58,499.00	\$ 25,304.30

Of course, all the tools still come with the lifetime warranty.

Item one is the cutter and item two is the spreader( over 50% off). The other two tools are great to have as well but, the first two are the tools I am requesting. At these prices they will not last long.

I am asking that we reduce the per dieums from station one and station two. We will only have 10 people who are completing the 1001 course and we are confident we can do most during practice and our joint training on Saturdays.

The amount for the tools are \$14,436.10

Eliminate the station one electric fan (2000) – reduce per dieum station 1 ( 6,200 – reduce per dieum station 2 (6,200) = actual cost of tools \$36.10

I thank you in advance for your consideration

H. VanDelft

Fire Chief



**From:** AMO Events <events@amo.on.ca>  
**Sent:** April 9, 2025 4:01 PM  
**To:** email  
**Subject:** AMO's Municipal Trade and Tariff Forum



## **AMO's Municipal Trade and Tariff Forum**

**June 6, 2025  
Sheraton Centre Hotel, Toronto  
123 Queen Street West**

In this unprecedented time, the Association of Municipalities of Ontario (AMO) is holding a forum on tariff and trade disruptions, their impact on Ontario municipalities and business sector, and how municipalities and business can seize new opportunities to improve economic resiliency and mitigate the impact of tariffs.

**AMO's Trade and Tariff Forum** will bring together key sectors including elected municipal leaders, municipal staff, business associations, as well as economic, construction and procurement experts.

Join the conversation and hear from experts on the following topics:

- What the trade war means for municipalities
- Building Ontario in uncertain times
- Changing approaches to procurement
- Seizing opportunities to strengthen Ontario

### **Who Should Attend:**

- Elected municipal officials
- Municipal staff (economic development, infrastructure, procurement)
- Business, construction, and infrastructure leaders
- Provincial and federal officials

### **Registration:**

- \$555 plus HST
- Registration deadline: **May 30, 2025.**

[Register here](#)

### **Accommodations:**

AMO has secured preferred rates of \$299 per night until May 15, 2025. After that date, rooms may be available at the Sheraton at market rate.

[Click Here to book your accommodations](#)

If you have question reach out to [events@amo.on.ca](mailto:events@amo.on.ca)

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\*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.

Association of Municipalities of Ontario

To unsubscribe, please| [Opt Out](#)

155 University Ave Suite 800 | Toronto, ON M5H 3B7 CA



**From:** AMO Events <events@amo.on.ca>  
**Sent:** April 4, 2025 11:01 AM  
**To:** email  
**Subject:** Strengthening Rural Democracy: Register Now for AMO's Rural Healthy Democracy Forum



## **AMO Rural Healthy Democracy Forum**

**June 11, 2025**

**Almonte Old Town Hall Auditorium, 14 Bridge St, Almonte, ON K0A 1A0**

Registration is now open for the AMO Rural Healthy Democracy Forum. Partnering with the Rural Ontario Municipal Association (ROMA), this one-day event will bring together municipal and sector leaders, academics and experts for insightful discussions on the state of democracy in rural Ontario. Engage in thought-provoking conversations and explore ways to strengthen civic participation and governance in your communities.

This unique forum will include discussions on the most pressing issues facing Ontario's rural municipal leaders and communities. Participants will gain insights into practical solutions and resources as we work to prepare for and encourage participation in the 2026 municipal elections.


### **Session Highlights:**

- ✓ The wellbeing of elected officials and municipal staff navigating political life and growing incivility
- ✓ The importance of social connection for both elected officials and rural municipalities
- ✓ AMO's civic education pilot program and new resources for elected officials and educators
- ✓ What drives and impedes voter turnout in municipal elections
- ✓ AMO's growing Democratic Engagement Solutions Bank—how to Accelerate the democratic health of your community
- ✓ The intersection of voter turnout, the candidate pool, civic engagement, and incivility

 [Register today.](#)

- ◆ Registration Fee: \$50.00
- ◆ Stay tuned for accommodation details.

For more information, on **AMO's Healthy Democracy Project** [click here.](#)

 Questions? Reach out to [events@amo.on.ca](mailto:events@amo.on.ca).

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\*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.

Association of Municipalities of Ontario

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155 University Ave Suite 800 | Toronto, ON M5H 3B7 CA

**From:** AMO Events <events@amo.on.ca>  
**Sent:** April 10, 2025 5:01 PM  
**To:** email  
**Subject:** AMO Rural Healthy Democracy Forum



## **Strategies for Strengthening Democracy in Rural Ontario**

**June 11, 2025**

**Almonte Old Town Hall Auditorium, 14 Bridge St, Almonte, ON K0A 1A0**

### ***Program Highlight***

Partnering with the Rural Ontario Municipal Association (ROMA), AMO is excited to host a one-day forum focused on the issues rural leaders experience, personally and within their communities, as they rise to the important challenge of local leadership. Since 2022, AMO has been working with its members, sector leaders, academia, and many more key stakeholders on key issues impacting municipal governance and community engagement.

This one-day event will bring together a range of experts and rural municipal leader experts for discussions on the state of democracy in rural Ontario. Engage in thought-provoking conversations and explore ways to strengthen civic participation and governance in your communities.

### **Program Highlight: *Let's Talk Social Health-Pete Bombaci, Founder/CEO, Genwell***

By virtue of your position as an elected official, your life is a series of engagements with people. But not all of this engagement supports you in the work you do and as a human being putting yourself out there as a community leader.

Focusing on well-being, is a shift for most of us but most of us also understand how critical it is to doing a good job and being your best. The growing body of research suggesting that our social connections wield a more profound influence on our mental and physical health than previously recognized supports this need to shift focus to overall well-being.

But social health isn't just a personal health issue — it's a societal one. When people feel disconnected and unseen, it doesn't just impact their well-being. It fuels broader challenges like incivility, the spread of misinformation, political polarization, and a growing mistrust in institutions and one another. More alarmingly, chronic disconnection can contribute to rising levels of violence, racism, and fear — symptoms of a society struggling to find common ground and shared humanity.

Disconnection breeds division and suspicion, while connection fosters understanding, empathy, and collaboration.

Join Pete Bombaci to discover practical strategies for nurturing deep connections and forging a path toward stronger and more connected homes, streets, classrooms, workplaces, communities — and a more cohesive and resilient society.

[View the program here.](#)

## Registration and Accommodation

To register and book your accommodations click [here](#).

For more information, on **AMO's Healthy Democracy Project** [click here](#).

Questions? Reach out to [events@amo.on.ca](mailto:events@amo.on.ca).

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155 University Ave Suite 800 | Toronto, ON M5H 3B7 CA

**From:** AMO Education <events@amo.on.ca>  
**Sent:** April 10, 2025 3:01 PM  
**To:** email  
**Subject:** New Workshop: Trauma and Violence Informed Decision Making for Elected Officials



## **Trauma and Violence Informed Decision Making for Elected Officials**

AMO Education is pleased to be offering this new workshop to support members in facing challenging and complex issues impacting communities.

Addressing issues such as domestic violence, homelessness, mental health, addiction, accidents, and more requires insight and understanding of the core principles of trauma and violence informed (TVI) decision-making.

**Why would this insight matter to municipal elected officials?** Decision making with understanding leads to policy making that prioritizes the emotional, physical and cultural safety of those affected by traumatic events and circumstances including constituents, municipal staff, and you.

This two-part workshop will cover the basics of TVI, and challenge attendees to think about key issues relating to municipal decision-making contexts. Attendees will work on specific cases where TVI thinking and strategies can be applied in examples such as civic space planning, assessing municipal housing bylaws and policies, and safe community initiatives.

[Register today.](#)

**Workshop Dates: May 28 & June 5 | 10:00 AM - 1:00 PM (ET)**

- **\$415 +HST** (Individual registration only. For group rates, contact [events@amo.on.ca](mailto:events@amo.on.ca))
- **Cancellation Fee: \$75 +HST**

Contact: [events@amo.on.ca](mailto:events@amo.on.ca)

## 2025 Membership Special Offering

AMO has grown its education offerings, recognizing this, for 2025 we are offering half price registration fees for all workshops above the first two registration. If you are eligible contact Lora Tigno at [ltigno@amo.on.ca](mailto:ltigno@amo.on.ca)

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Inquires: [events@amo.on.ca](mailto:events@amo.on.ca)

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**Kelsey Nyman**

---

**Subject:** FW: Please share with all council and staff - Stop, Strong Mayor Powers

**From:** Paula Banks <[councillorpbanks@rideaulakes.ca](mailto:councillorpbanks@rideaulakes.ca)>

**Sent:** April 10, 2025 11:04 AM

**To:** Natasha Roberts <[natashia@huronshores.ca](mailto:natashia@huronshores.ca)>

**Subject:** Please share with all council and staff - Stop, Strong Mayor Powers

Stop, Strong Mayor Powers in Ontario - they are a threat to democracy.

Hey,

I just started the petition "Stop, Strong Mayor Powers in Ontario - they are a threat to democracy." and wanted to see if you could help by adding your name.

I need more support. You can read more and sign the petition here:

<https://chnq.it/RMZVcGzssX>

While the government continues to justify the expansion of strong mayor powers as a tool to build housing, there is no evidence to suggest this legislation has any impact on the number of housing starts in municipalities that have been granted the powers.

[Ontario Proposing to Expand Strong Mayor Powers to 169 Additional Municipalities | Ontario Newsroom](#)

[Advocacy Update: Expansion of Strong Mayor Powers | AMCTO](#)

## Advocacy Update: Expansion of Strong Mayor Powers | AMCTO

Today the Ontario Government announced that it will be expanding strong mayor powers to the heads of council of an additional 169 municipalities effective May 1, 2025. This represents single and lower tier municipalities with municipal councils of six members or more.

[www.amcto.com](http://www.amcto.com)

Thanks!  
Paula

Disclaimer: This e-mail and any attachments may contain personal information or information that is otherwise confidential and is intended for the exclusive use of the intended recipient. The contents hereof are protected under the rights and privileges of the Municipal Freedom of Information and Protection of Privacy legislation. If you are not the intended recipient, any use, disclosure or copying of any part of it is prohibited. The Township of Rideau Lakes accepts no liability for damage caused by any virus transmitted in this message. If this e-mail is received in error, please immediately reply advising of the error, and delete or destroy any copies of it. The transmission of e-mails between an employee or agent of the Township of Rideau Lakes and a third party does not constitute a binding contract without the express written consent of an authorized representative of The Corporation of the Township of Rideau Lakes.





**TOWNSHIP OF RIDEAU LAKES  
Special Council Meeting**

**RESOLUTION** 104-2025  
**Title:** MSC (PW) Rec #78-2025 re: Strong Mayor Powers (for Council approval)  
**Date:** Wednesday, April 16, 2025

---

**Moved by** Councillor Dunfield  
**Seconded by** Deputy Mayor P. Banks

**WHEREAS** at the Municipal Services Committee meeting held April 14, 2025, Recommendation #78-2025 was passed related to the recent announcement from the Government of Ontario on Strong Mayor Powers to an additional 169 municipalities effective May 1, 2025;

**AND WHEREAS** said recommendation further requested that the Province remove Rideau Lakes from the Strong Mayor Powers Legislation;

**NOW THEREFORE** be it resolved that the Council of The Corporation of the Township of Rideau Lakes concurs with MSC Recommendation #78-2025.

**YES: 5      NO: 2      ABSTAIN: 0      CONFLICT: 0      ABSENT: 1**

**Carried**

**YES: 5** Councillor J. Banks Councillor Carr Councillor Dunfield Councillor Hutchings  
Deputy Mayor P. Banks

**NO: 2** Councillor Maxwell Councillor Pollard

**CONFLICT: 0**

**ABSTAIN: 0**

**ABSENT: 1** Mayor Hoogenboom



**TOWNSHIP OF RIDEAU LAKES  
Municipal Services Committee (PW)**

**RECOMMENDATION:** 78-2025

**Title:** Ontario Proposing to Expand Strong Mayor Powers to 169  
Additional Municipalities

**Date:** Monday, April 14, 2025

---

**Moved by** Councillor Dunfield  
**Seconded by** Deputy Mayor P. Banks

**WHEREAS** the Government of Ontario has announced an expansion of strong mayor powers to an additional 169 municipalities, effective May 1, 2025;

**AND WHEREAS** these powers allow mayors to unilaterally override council decisions, appoint senior municipal staff, and set budgets without majority council approval, undermining the principles of democratic governance;

**AND WHEREAS** municipal governance functions best through a collaborative decision-making process where elected councils, representing the collective voice of their communities, work alongside experienced municipal staff;

**AND WHEREAS** there is no evidence to suggest that strong mayor powers have increased housing starts, contrary to the provincial government's stated justification for their implementation;

**AND WHEREAS** the Association of Municipal Managers, Clerks, and Treasurers of Ontario (AMCTO) has raised concerns that strong mayor powers blur the lines between political leadership and administrative expertise, threatening the neutrality of municipal public service;

**AND WHEREAS** the City of Orillia recently experienced a situation where its mayor unilaterally overturned a council decision regarding the hiring of a Chief Administrative Officer, demonstrating the potential for these powers to be misused;

**AND WHEREAS** the Township of Rideau Lakes has also experienced governance challenges resulting from mayoral overreach, further highlighting the risks posed by concentrating authority in a single elected official;

**AND WHEREAS** democratic principles require that municipal governance remain a system of "one person, one vote" rather than granting disproportionate power to a single individual;

**NOW THEREFORE** be it resolved that the Council of the Township of Rideau Lakes:

1. Strongly opposes the expansion of strong mayor powers to additional municipalities, including Rideau Lakes;
2. Calls on the Government of Ontario to reverse this decision and uphold the traditional balance of municipal governance; and
3. Directs the Clerk to send a copy of this resolution to:
  - The Honourable Rob Flack Minister of Municipal Affairs and Housing
  - MPP Steve Clark
  - The Honourable Premier of Ontario Doug Ford
  - The Association of Municipalities of Ontario (AMO)
  - The Association of Municipal Managers, Clerks, and Treasurers of Ontario (AMCTO)
  - All Ontario municipalities for their consideration and support.

AND FURTHER that the Province be requested to remove Rideau Lakes from the Strong Mayor Powers Legislation.

YES: 5      NO: 3 ABSTAIN: 0 ABSENT: 0

**Carried**

YES: 5

Councillor J. Banks Councillor Carr Councillor Dunfield  
Councillor Hutchings Deputy Mayor P. Banks

NO: 3

Mayor Hoogenboom Councillor Maxwell Councillor Pollard



**Town of Saugeen Shores**  
600 Tomlinson Drive, P.O. Box 820  
Port Elgin, ON N0H 2C0

April 14, 2025

Honourable Rob Flack  
Ministry of Municipal Affairs and Housing  
17th Floor, 777 Bay St.  
Toronto, ON M7A 2J3  
[rob.flack@pc.ola.org](mailto:rob.flack@pc.ola.org)

Dear Minister,

**RE: Opposition to Proposed Amendments to O.Reg. 530/22 to Expand Strong Mayor Powers**

I am writing to express my opposition to the government's proposed expansion of Strong Mayor powers to include the Town of Saugeen Shores. As the Mayor of Saugeen Shores, I am concerned about the implications of this policy change on our local governance. Please consider this letter as the Town of Saugeen Shores submission on O.Reg. 530/22 which is available for comment until April 16<sup>th</sup>.

In my experience, the 'Council Manager' system of governance has always served our municipality well. Specifically, when it comes to advancing our shared priority of building more housing to serve our residents, Saugeen Shores Council has demonstrated flexible and determined leadership. Our Council has enabled housing by reducing red tape resulting in the construction of more than 600 multi-family residential units in the last two years alone. Given the strong and sustained commitment of our Council to these efforts, I do not see how the introduction of Strong Mayor powers will accelerate the construction of housing (or the pursuit of other priority areas) in any way. On the contrary, vesting these new powers in the Mayor threatens to disrupt long-established and effective processes, sidelining elected members of Council with effects that may be contrary to the interests of our residents.

Saugeen Shores has thrived for decades on the principle of shared leadership. We have an effective team of elected representatives working in partnership with a professional staff to achieve goals that are transparently set out in our Strategic Plan and annual Business Plans. This approach to governance is foundational to building trust between the municipality and the residents that it serves. I fear that the unilateral decision-making enabled by Strong Mayor powers would erode this trust and disrupt the collaborative environment that has long been at the heart of the democratic tradition of our Council and community.

I urge you to reconsider the expansion of Strong Mayor powers. If the government has a strong desire to advance these major changes to the governance of our municipality, I

request that you engage in a thorough consultation process with our Council and the residents of our community before moving forward. It is crucial that any changes to local governance structures be made in close partnership with the communities they impact.

Thank you for your attention to this matter. I look forward to your response and hope that we can work together in the interest of ensuring strong local governance in Saugeen Shores.

Sincerely,

A handwritten signature in black ink, appearing to be 'Luke Charbonneau', written in a cursive style.

Luke Charbonneau, Mayor  
Town of Saugeen Shores

cc. Doug Ford, Premier of Ontario  
Lisa Thompson, MPP, Minister of Rural Affairs  
Council, Town of Saugeen Shores  
All Ontario Municipalities



# Town of Amherstburg

## OFFICE OF THE MAYOR

Michael Prue, Mayor

April 15, 2025

SENT VIA EMAIL

Premier of Ontario  
Legislative Building  
Queens Park  
Toronto, ON, M7A 1A4  
VIA EMAIL: [premier@ontario.ca](mailto:premier@ontario.ca)

Attn: The Honourable Doug Ford, Premier of Ontario

Re: Resolution# 20250414-011 - Opposition to Strong Mayor Designation for the Town of Amherstburg

At its regular meeting on **April 14, 2025**, Amherstburg Town Council passed **Resolution 20250414-011** in response to the Province's recent proposal to designate Amherstburg as a **"Strong Mayor" municipality**, effective May 1, 2025.

**WHEREAS** the Province of Ontario has proposed to designate the Town of Amherstburg as a "Strong Mayor" community, granting enhanced powers to the Mayor effective May 1, 2025; and,

**WHEREAS** the Strong Mayor powers significantly alter the balance of governance at the municipal level, undermining the role of Council in decision-making and weakening the fundamental democratic principle of majority rule; and,

**WHEREAS** the Town of Amherstburg has a long history of collaborative, transparent, and accountable local governance built upon a foundation of Council-debate and shared decision-making; and,

**WHEREAS** many municipally elected officials across the province and members of the public have expressed significant concern regarding the imposition of these powers; and,

**WHEREAS** the Town of Amherstburg did not formally request or express a desire to be designated under the Strong Mayor framework; and,

**WHEREAS** a growing number of municipalities and elected officials across Ontario are questioning the appropriateness of the Strong Mayor system and are calling for its reconsideration or repeal;

**THEREFORE BE IT RESOLVED** that Amherstburg Town Council formally request that the Premier of Ontario and the Minister of Municipal Affairs and Housing immediately remove the Town of Amherstburg from the list of municipalities designated under the Strong Mayor legislation;

**AND BE IT FURTHER RESOLVED** that a copy of this resolution be sent to the Premier of Ontario, the Minister of Municipal Affairs and Housing, all regional Members of Provincial



# Town of Amherstburg

## OFFICE OF THE MAYOR

Michael Prue, Mayor

Parliament, all Ontario municipalities, and the Association of Municipalities of Ontario (AMO) for their awareness and support.

We thank you for your attention to this matter and urge you to respect the democratic wishes of our Council and community.

Sincerely,

Michael Prue, Mayor  
Town of Amherstburg

Cc: The Honourable Paul Calandra (Minister of Municipal Affairs and Housing)  
Regional Members of Provincial Parliament  
All Ontario Municipalities  
The Association of Municipalities of Ontario (AMO)

April 16, 2025

Honourable Premier Doug Ford  
Via Email: [premier@ontario.ca](mailto:premier@ontario.ca)

Honourable Rob Flack, Minister of Municipal Affairs and Housing  
Via Email: [rob.flack@ontario.ca](mailto:rob.flack@ontario.ca)

Dear Premier Ford and Minister Flack,

**Re: Opposition to Strong Mayor Powers – Proposed Amendments to O. Reg. 530/22**

---

Please be advised that at its Regular Meeting held Monday, April 14, 2025, the Council of the Town of Kingsville passed the following resolution respecting the matter referenced in the above subject line:

**78-04142025**

**Moved By:** Councillor Gaffan

**Seconded By:** Deputy Mayor DeYong

Whereas on April 9, 2025, the Government of Ontario (hereafter, the "Province"), led by Premier Doug Ford, announced a proposal to expand by "Strong Mayor Powers" as provided for by Part VI.1 of the *Municipal Act, 2001*, to the heads of council in 169 additional municipalities, including the Town of Kingsville, effective May 1, 2025;

**And whereas** Strong Mayor Powers erode democratic process and have fundamentally altered the historic model of local governance, which has existed for almost two centuries, by:

- providing the head of council with the authority to unilaterally give direction and make certain decisions without a consensus from a majority of the members of council; and,
- creating a power imbalance by providing the head of council with special powers that other members do not generally have.

**And whereas** the Province is undermining the local governance model and municipal independence by attempting to advance its priorities through municipalities, and downloading its responsibilities to the same.



**Now therefore be it resolved that:**

- The Council of the Corporation of the Town of Kingsville ("Council") **opposes** the expansion of Strong Mayor Powers, as announced on April 9, 2025;
- That Council **requests** that the proposed amendments to O. Reg. 530/22 to Expand Strong Mayor Powers and Duties to Additional Municipalities not include the Town of Kingsville; and;
- That Council **directs** the Acting Manager of Municipal Governance/Clerk to forward a copy of this resolution to Doug Ford, Premier of Ontario; Rob Flack, Minister of Municipal Affairs and Housing; All Four Local MPPs; AMCTO, AMO and All Ontario Municipalities

**Carried.**

Sincerely,

A handwritten signature in black ink that reads "Angela Toole". The signature is written in a cursive, flowing style.

Angela Toole, Acting Manager of Municipal Governance/Clerk

Email: [atoole@kingsville.ca](mailto:atoole@kingsville.ca)

Phone: 519-733-2305 ext. 223

cc. Anthony Leardi, MPP, Essex  
Trevor Jones, MPP, Chatham-Kent - Leamington  
Andrew Dowie, MPP, Windsor-Tecumseh  
Lisa Gretzky, MPP, Windsor West  
AMCTO  
AMO  
All Ontario Municipalities

April 16, 2025

The Honorable Doug Ford  
Premier of Ontario  
Legislative Building  
Queen's Park  
Toronto, ON M7A 1A1  
[premier@ontario.ca](mailto:premier@ontario.ca)

Re: Motion regarding Opposition to Expansion of Strong Mayor Powers

At their Regular Meeting of Council on April 16, 2025, the Council of the Town of Aylmer endorsed the following resolution:

WHEREAS the Ontario government has proposed expanding the "strong mayor" powers to 169 additional municipalities under the proposed legislation, which would grant mayors in these municipalities more authority, particularly concerning the control of municipal budgets and planning decisions;

AND WHEREAS this proposal has raised significant concerns regarding the centralization of power, erosion of local democracy, reduced accountability, and the potential for the abuse of power;

AND WHEREAS the proposed expansion of strong mayor powers undermines the collaborative nature of municipal governance, and diminishes the role of elected municipal councillors in representing the diverse interests of the community;

AND WHEREAS concerns have been raised about the negative impacts on public trust, democratic participation, and municipal decision-making processes, if mayors are given the ability to bypass council decisions without adequate consultation or oversight;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Town of Aylmer opposes the expansion of Strong Mayor Powers;

AND THAT the Council formally expresses its opposition to the Ontario government's proposal to expand Strong Mayor Powers to preserve local democracy, transparency, and accountability;

FURTHER BE IT RESOLVED THAT a copy of this motion be forwarded to the Ontario Premier, the Minister of Municipal Affairs and Housing, all Ontario municipalities, as well as the Association of Municipalities of Ontario (AMO) for further action.

Thank you,

**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](mailto:ojaggard@town.aylmer.on.ca) | [www.aylmer.ca](http://www.aylmer.ca)

CC:

Hon. Rob Flack [rob.flack@pc.ola.org](mailto:rob.flack@pc.ola.org)

Association of Municipalities of Ontario [resolutions@amo.on.ca](mailto:resolutions@amo.on.ca)

All municipalities



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52 Seguin Street, Parry Sound, Ontario P2A 1B4  
Tel: (705) 746-2101 • Fax: (705) 746-7461 • [www.parrysound.ca](http://www.parrysound.ca)

*Office of the Mayor*

April 22, 2025

Honourable Rob Flack  
Minister of Municipal Affairs & Housing  
College Park, 17<sup>th</sup> floor,  
777 Bay St.  
Toronto ON M7A 2J3

Via email: [minister.mah@ontario.ca](mailto:minister.mah@ontario.ca)

Dear Minister Flack,

On behalf of Council of the Town of Parry Sound, please accept my congratulations on your recent appointment as Minister of Municipal Affairs & Housing. It's an important Ministry and we look forward to working with you and Ministry staff.

The Ministry of Municipal Affairs & Housing provided notice on April 9<sup>th</sup> that the Ministry was seeking comments regarding its intent to extend strong mayor powers to an additional 169 municipalities, including the Town of Parry Sound. The comment period was open until April 16<sup>th</sup>. These additional powers are not powers that I as Mayor believe are necessary and do not wish to exercise them. At our April 15<sup>th</sup> meeting, Council unanimously voted to reject strong mayor powers, request the province to repeal the legislation, or alternatively permit municipalities to opt out.

We were disappointed that there was no previous communication before the April 9<sup>th</sup> letter, with a comment period of only one week. Contrary to provincial claims that strong mayor powers will get homes and infrastructure built faster, reduce red tape and accelerate the delivery of key priorities, research by the Association of Municipal Clerks & Treasurers of Ontario (AMCTO) has found no evidence to suggest this legislation has any impact on the number of housing starts in municipalities that have been granted the powers; and moreover the strong mayor powers have blurred the political-administrative authority between the roles of head of council and Chief Administrative Officers (CAOs) and senior staff, threatening the neutrality of the public service and politicizing local government leadership. We have seen very questionable use by mayors with strong mayor powers.

...2

Our public expects a democratic process. Given the overwhelming use of executive orders by the current US President and multiple respected analysts' concerns about the US slipping into authoritarianism, our country and its democratic institutions should be safeguarding these democratic principles that provide accountability to the public and not undermining them.

We encourage the provincial government to repeal this legislation.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jamie McGarvey', with a long horizontal line extending to the right.


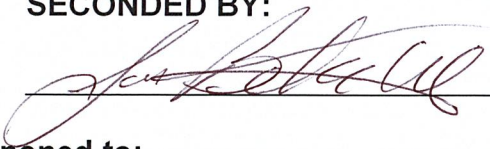
Jamie McGarvey  
Mayor, Town of Parry Sound

c.c. Premier Doug Ford  
MPP Graydon Smith  
Association of Municipalities of Ontario (AMO)  
All Ontario Municipalities  
Members of Town of Parry Sound Council  
CAO Clayton Harris  
Clerk Rebecca Johnson



THE CORPORATION OF THE TOWN OF PARRY SOUND  
RESOLUTION IN COUNCIL

NO. 2025 – 047

DIVISION LIST	YES	NO	DATE: April 15, 2025
Councillor <b>G. ASHFORD</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>MOVED BY:</b> 
Councillor <b>J. BELESKEY</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Councillor <b>P. BORNEMAN</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>SECONDED BY:</b> 
Councillor <b>B. KEITH</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Councillor <b>D. McCANN</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Councillor <b>C. McDONALD</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Mayor <b>J. McGARVEY</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<b>CARRIED:</b> <input checked="" type="checkbox"/>	<b>DEFEATED:</b> <input type="checkbox"/>		<b>Postponed to:</b> _____

Whereas the Province has announced the expansion of strong mayor powers to another 169 municipalities as of May 1, 2025 in addition to the 47 municipalities which currently have received strong mayor powers; and

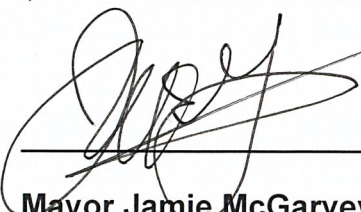
Whereas the Province claims that strong mayor powers will get homes and infrastructure built faster, reduce red tape, and accelerate the delivery of key priorities; and

Whereas research from the Association of Municipal Clerks & Treasurers of Ontario (AMCTO) has identified that: a) there is no evidence to suggest this legislation has any impact on the number of housing starts in municipalities that have been granted the powers; and b) strong mayor powers have blurred the political-administrative authority between the roles of head of council and chief administrative officers (CAOs), threatening the neutrality of the public service and politicizing local government leadership; and

Whereas strong mayor powers is an erosion to the democratic process of an historically non-partisan municipal governance structure;

Now Therefore the Council of the Corporation of the Town of Parry Sound hereby resolves to reject the strong mayor powers granted to it, and requests that the Province repeal the legislation, or offer the option to municipalities to opt out of strong mayor powers; and

That this Resolution be forwarded to the Minister of Municipal Affairs & Housing Rob Flack, Premier Doug Ford, MPP Graydon Smith, the Association of Municipalities of Ontario (AMO), and all Ontario municipalities.

  
\_\_\_\_\_  
**Mayor Jamie McGarvey**



Executive Services  
99-A Advance Avenue, Napanee, ON K7R 3Y5 [www.greaternapanee.com](http://www.greaternapanee.com)

April 23, 2025

Township of Rideau Lakes  
1439 County Road 8  
Delta, ON K0E 1G0  
Sent via email: [mtruelove@rideaulakes.ca](mailto:mtruelove@rideaulakes.ca)

**Re: Strong Mayor Powers**

To Whom It May Concern,

Please be advised that the Council of the Town of Greater Napanee passed a resolution at its regular session meeting of April 22, 2025 in support of your correspondence regarding Strong Mayor Powers Legislation. A copy of the resolution is enclosed for your reference.

Please do not hesitate to contact me at [jwalters@greaternapanee.com](mailto:jwalters@greaternapanee.com) if you require any further information with respect to this resolution.

Sincerely,



Jessica Walters  
Clerk

cc: Honourable Premier Doug Ford  
Honourable Ric Bresee, MPP Hastings-Lennox and Addington  
Honourable Rob Flack, Minister of Municipal Affairs and Housing  
AMO  
AMCTO  
All Ontario municipalities

***RESOLUTION #194/25 Pinnell Jr., Norrie***

That the Town of Greater Napanee sends a letter of support to the Township of Rideau Lakes in regard to their opposition of Ontario Expanding Strong Mayor Powers to 169 Additional Municipalities, and that the Town of Greater Napanee also request to be excluded from the Strong Mayor Powers;

And that a copy of the letter of support be sent to the Honorable Premier Doug Ford, the Honorable MPP Ric Bresee; the Honorable Rob Flack, Minister of Municipal Affairs and Housing; the Association of Municipalities of Ontario; the Association of Municipal Managers, Clerks and Treasurers of Ontario, and all other municipalities in Ontario for their consideration and support.

For: 5    Opposed: 2    Abstained:0    Absent: 0

CARRIED.

For:

Councillor Schenk, Councillor Hicks, Councillor Pinnell Jr., Councillor Norrie, Councillor Martin

Opposed:

Mayor Richardson, Deputy Mayor Calver





April 24, 2025

Hon. Doug Ford  
Premier of Ontario

Via email: [Premier@ontario.ca](mailto:Premier@ontario.ca)

At the April 16, 2025 regular meeting of the Council of the Township of Zorra, the following resolution was passed:

WHEREAS the Ontario government has proposed expanding the "strong mayor" powers to 169 additional municipalities under the proposed legislation, which would grant mayors in these municipalities more authority, particularly concerning the control of municipal budgets and planning decisions;

AND WHEREAS this proposal has raised significant concerns regarding the centralization of power, erosion of local democracy, reduced accountability, and the potential for the abuse of power;

AND WHEREAS the proposed expansion of strong mayor powers undermines the collaborative nature of municipal governance, and diminishes the role of elected municipal councillors in representing the diverse interests of the community;

AND WHEREAS concerns have been raised about the negative impacts on public trust, democratic participation, and municipal decision-making processes, if mayors are given the ability to bypass council decisions without adequate consultation or oversight;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Township of Zorra opposes the expansion of Strong Mayor Powers;

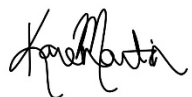
AND THAT the Council formally expresses its opposition to the Ontario government's proposal to expand Strong Mayor Powers to preserve local democracy, transparency, and accountability;

AND THAT the Council encourages advocacy for democratic principles and for municipal governance systems that prioritize collaboration, inclusivity, and democratic engagement;

FURTHER BE IT RESOLVED THAT a copy of this motion be forwarded to the Ontario Premier, the Minister of Municipal Affairs and Housing, all Ontario municipalities, as well as the Association of Municipalities of Ontario (AMO) for further action.

**Disposition: Carried**

Yours truly,



Karen Martin  
Clerk  
Township of Zorra



25-009

CC: Hon. Rob Flack, Minister of Municipal Affairs and Housing [minister.mah@ontario.ca](mailto:minister.mah@ontario.ca)  
All Ontario Municipalities  
Association of Municipalities of Ontario (AMO) [resolutions@amo.on.ca](mailto:resolutions@amo.on.ca)

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**THE CORPORATION OF THE MUNICIPALITY OF NORTH MIDDLESEX  
RESOLUTION OF COUNCIL**

---

Member Present	YES	NO	DATE: APRIL 23, 2025
Councillor A. Cornelissen	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MOVED BY: 
Councillor C. Daigle	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Councillor B. Irwin	<input checked="" type="checkbox"/>	<input type="checkbox"/>	SECONDED BY: 
Councillor S. Nirta	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Deputy Mayor P. Hodgins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Mayor B. Ropp	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

**RESULT: Carried**

**WHEREAS** the Province has announced the expansion of strong mayor powers to another 169 municipalities as of May 1, 2025 in addition to the 47 municipalities which currently have received strong mayor powers; and

**WHEREAS** the Province claims that strong mayor powers will get homes and infrastructure built faster, reduce red tape, and accelerate the delivery of key priorities; and Whereas research from the Association of Municipal Clerks & Treasurers of Ontario (AMCTO) has identified that: a) there is no evidence to suggest this legislation has any impact on the number of housing starts in municipalities that have been granted the powers; and b) strong mayor powers have blurred the political-administrative authority between the roles of head of council and chief administrative officers (CAOs), threatening the neutrality of the public service and politicizing local government leadership; and

**WHEREAS** strong mayor powers is an erosion to the democratic process of an historically non-partisan municipal governance structure;

**NOW THEREFORE** the Council of the North Middlesex hereby resolves to reject the strong mayor powers granted to it, and requests that the Province repeal the legislation, or offer the option to municipalities to opt out of strong mayor powers; and

**THAT** this Resolution be forwarded to the Minister of Municipal Affairs & Housing Rob Flack, Premier Doug Ford, MPP Steve Pinsonneault, the Association of Municipalities of Ontario (AMO), and all Ontario municipalities.



## The Corporation of the Town of Tecumseh

---

April 25, 2025

By Email: [premier@ontario.ca](mailto:premier@ontario.ca)

**The Honourable Doug Ford**

By Email: [rob.flack@ontario.ca](mailto:rob.flack@ontario.ca)

**Rob Flack, Minister of Municipal  
Affairs and Housing**

**Re: Opposition to Strong Mayor Powers**

The Council of the Town of Tecumseh, at its regular meeting held Tuesday, April 22, 2025, passed the following resolution regarding its April 15, 2025 Letter sent to Ontario's Regulatory Registry on the proposed May 1, 2025, expansion of Strong Mayor Powers, a copy of which is enclosed.

At their meeting, Tecumseh Council passed the following resolution:

**Motion: RCM - 114/25**

Moved by Councillor Alicia Higgison  
Seconded by Councillor Tania Jobin

**"That** the agenda Communication item regarding the Town of Tecumseh and its opposition to the expansion of Strong Mayor Powers **be circulated** to the Premier of Ontario, the local MPPs, the Ministry of Municipal Affairs and Housing, the Association of Municipalities of Ontario, the Association of Municipal Managers, Clerks and Treasurers of Ontario, and all municipalities".

Carried

Please consider this letter as confirmation of the Town of Tecumseh's action on the matter.

Yours very truly,

Robert Auger, LLB  
Director Legislative Services & Clerk

RA/ja  
Attachment

1. Town of Tecumseh Resolution- Strong Mayor Powers dated April 15, 2025
- cc.
- County of Essex
  - Town of Amherstburg
  - Municipality of Lakeshore
  - Municipality of Leamington
  - Town of LaSalle
  - Town of Essex



## The Corporation of the Town of Tecumseh

---

April 15, 2025

Ministry to Municipal Affairs and Housing

Via Email to the Ontario's Regulatory Registry

**Re: Letter of Resolution – Proposed May 1, 2025, expansion of Strong Mayor Powers to the Town of Tecumseh**

At its April 15, 2025, Special Council meeting called in response to the April 9, 2025, Ministry of Municipal Affairs and Housing news release on the proposal to expand Strong Mayor Powers to 169 additional municipalities, the Council of the Town of Tecumseh provided the following comments with the unanimous passage of the following resolution:

**“Motion: SCM – 19/25**

Moved by Deputy Mayor Bachetti

Seconded by Councilor Jobin

**WHEREAS** the Province of Ontario, through O. Reg. 530/22 under the Municipal Act, 2001, has designated the Town of Tecumseh as a “Strong Mayor” municipality, granting the enhanced powers of Part VI.1 of the Municipal Act to its Head of Council effective May 1, 2025; and

**WHEREAS** the Ministry of Municipal Affairs and Housing news release announcing the proposal to expand Strong Mayor powers to 169 additional municipalities on April 9, 2025, indicated a one-week consultation deadline for municipal comments on the proposal to be submitted to Ontario's Regulatory Registry by April 16, 2025; and

**WHEREAS** without the benefit of a more thorough consultation process and suitable period of time for feedback on the proposed expansion of Strong Mayor powers, the proposal is a disservice to the very communities they impact; and

**WHEREAS** Strong Mayor Powers alter the balance of governance at the local level, undermining the role of our duly elected members of Council in decision-making and weakening the fundamental democratic principles of majority vote and majority rule; and

**WHEREAS** the Town of Tecumseh has had a long and successful history of local governance based on collaborative and effective leadership built upon a foundation of Council debate and reaching consensus on decisions for its community; and

**WHEREAS** the Town of Tecumseh being a smaller community, has thrived with these collaborative, transparent, and accountable processes without the need for an expansion of

Strong Mayor Powers in order to serve Provincial Priorities and act in the best interests of its residents; and

**WHEREAS** given the long history of the Town of Tecumseh as a collaborative Council, the extension of Strong Mayor powers to the Town of Tecumseh may serve to instead counteract the stated purposes of the Strong Mayor Power legislation by disrupting what have been successful democratic processes and by undermining the important role that each Council member provides for its citizens.

**THEREFORE BE IT RESOLVED** that Tecumseh Town Council formally opposes the proposed expansion of Strong Mayor Powers as announced on April 9, 2025 and further requests that the proposed amendments to O. Reg 530/22 to expand Strong Mayor Powers to Additional Municipalities NOT include the Town of Tecumseh and respectfully requests that the Town of Tecumseh be removed from the list of municipalities so designated under the Strong Mayor legislation;

**AND BE IT FURTHER RESOLVED** that upon circulation that the Clerk be authorized to send and upload a copy of this resolution together with a letter of resolution to Ontario's Regulatory Registry by the April 16, 2025, deadline for comments on the proposal.

"Carried."

Yours very truly,

A handwritten signature in black ink, appearing to be 'R. Auger', with a long horizontal flourish extending to the right.

Robert Auger, LL.B.  
Director Legislative Services & Clerk





**BY EMAIL**

April 28, 2025

Honourable Doug Ford  
Premier of Ontario  
Legislative Building, Queen's Park  
Toronto, ON M7A 1A1  
Email: [premier@ontario.ca](mailto:premier@ontario.ca)

Honourable Rob Flack  
Minister of Municipal Affairs and Housing  
17th Floor, 777 Bay St.  
Toronto, ON M7A 2J3  
Email: [rob.flack@ontario.ca](mailto:rob.flack@ontario.ca)

**Re: Opposition to Strong Mayor Powers: Proposed Amendments to O. Reg. 530/22**

At its Regular Council Meeting held on April 22, 2025, Council discussed their opposition to the expansion of Strong Mayor Powers, as announced on April 9, 2025. Council of the Town of Essex requests that the proposed amendments to O. Reg. 530/22 to expand Strong Mayor Powers and duties to additional municipalities not include the Town of Essex.

Council accordingly passed the following resolution:

**R25-04-187**

Moved By Mayor Bondy  
Seconded By Councillor Hammond

**Whereas** on April 9, 2025, the Government of Ontario (hereafter, the "**Province**"), led by Premier Doug Ford, announced a proposal to expand "Strong Mayor Powers" as provided for by Part VI.1 of the Municipal Act, 2001, to the heads of council in 169 additional municipalities including the Town of Essex, effective May 1, 2025;

**And whereas** Strong Mayor Powers erode democratic process and have fundamentally altered the historic model of local governance which has existed for almost two centuries, by:

- Providing the head of council with the authority to give direction and make certain decisions without the usual consensus from a majority of the members of council; and,
- Creating a power imbalance by providing the head of council with special powers that other members do not generally have.



**And whereas** the Province is undermining the local governance model and municipal independence by attempting to advance its priorities through municipalities, and downloading its responsibilities to the same.

**Now there be it resolved that:**

- The Council of the Corporation of the Town of Essex ("**Council**") formally **opposes** the expansion of Strong Mayor Powers, as announced on April 9, 2025;
- Council requests that the proposed amendments to O. Reg. 530/22 to Expand Strong Mayor Powers and Duties to Additional Municipalities not include the Town of Essex; and
- Council **directs** the Clerk to forward a copy of this resolution to the Honourable Doug Ford, Premier of Ontario, Honourable Rob Flack, Minister of Municipal Affairs and Housing, Anthony Leardi, MPP, Essex, Lisa Gretzky, MPP Windsor West, Andrew Dowie, MPP Windsor-Tecumseh, Trevor Jone, MPP Chatham-Kent-Leamington, AMCTO, AMO and all Ontario Municipalities.

**Carried**

We trust you will find this satisfactory. If you have any questions or comments, please feel free to contact the undersigned.

Yours truly,

A handwritten signature in black ink, appearing to read "J. Malandrucolo".

Joseph Malandrucolo  
Director, Legal and Legislative Services/Clerk  
[jmalandrucolo@essex.ca](mailto:jmalandrucolo@essex.ca)

cc: Anthony Leardi, MPP, Essex  
Lisa Gretzky, MPP Windsor West  
Andrew Dowie, MPP Windsor-Tecumseh  
Trevor Jones, MPP Chatham-Kent-Leamington  
Association of Municipal Managers Clerks and Treasurers of Ontario (AMCTO)  
Association of Municipalities of Ontario (AMO)  
All Ontario Municipalities





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# TOWN OF PETAWAWA

1111 Victoria Street, Petawawa, Ontario K8H 2E6

☎ (613) 687-5536

✉ [gserviss@petawawa.ca](mailto:gserviss@petawawa.ca)

🌐 [petawawa.ca](http://petawawa.ca)

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## OFFICE OF THE MAYOR

### DELIVERED ELECTRONICALLY

Honorable Rob Flack  
Minister of Municipal Affairs and Housing  
777 Bay Street, 17<sup>th</sup> floor  
Toronto, Ontario  
M7A 2J3

April 29, 2025

**RE: Proposed Amendments to O. Reg. 530/22 to Expand Strong Mayor Powers and Duties to Additional Municipalities**

Dear Minister Flack,

Thank you for your letter dated April 9, 2025, regarding the expansion of Strong Mayor Powers and Duties to the Town of Petawawa. Our Council discussed this issue in an open forum at our council meeting on April 23<sup>rd</sup> and are firmly of the belief that this effort undermines the value of collaboration between the Mayor, Councillors, and Staff. Increasing the powers of the Mayor to push forward Provincial Priorities would eliminate shared decision making, create divisiveness at the council table, and blur the lines between administrative and political roles. Our council believes that this would result in an erosion of the democratic process at the Municipal level, especially in a small city like Petawawa.

Although we don't always agree unanimously on all matters, our council works as a cohesive unit, firmly focused on the goals of advancing and encouraging growth and making our community a wonderful place in which to live and invest. Each of member of council brings their own set of skills, knowledge, values and perspectives to achieve these goals, and has worked extremely well together.

Since it was sworn in, our Council has been collectively focused on advancing provincial priorities by delivering much needed housing, building infrastructure that supports community growth and the construction of new homes, including housing-enabling infrastructure such as water and wastewater. The largest community in Renfrew County, Petawawa has grown significantly over the last decade (roughly 25%) and added a large amount of new housing to meet market demands. In 2024, Petawawa increased the size of its planning department to

reduce permit processing times, 120 new dwellings (Single Family Detached/Row Housing/Multi-family) were constructed, and there are many more dwellings underway:

Structure type	In Pre-Consultation or going through Planning Approvals	Planning Approvals Complete (under construction)
Single Family Detached	533	61
Row Housing	24	96
Apartment	348	60
Additional Residential Unit	0	44
<b>Total Units</b>	<b>905</b>	<b>261</b>

Further to this, Garrison Petawawa and Canadian Nuclear laboratories are reporting that they will need to house 1100 individuals and their families as they expand operations. Based on this need and other factors, our municipality is working with private sector and nonprofit developers to meet the demand for both market and affordable housing. To be forthright, where the municipality needs help the most to support housing development and foster densification is access to additional funding to extend utilities, such as water and wastewater services, to developable lands to meet future growth needs. Petawawa has faced a significant reduction in Payment In Lieu of Taxes (PILT) over the past two fiscal years (\$2.3 million over 2024 and 2025) due to the Business Education Tax discount as well as an annual reduction in Ontario Municipal Partnership Funding over the past decade which has hampered our ability to extend necessary water and wastewater infrastructure vital to delivering new homes. The community's Ontario Community Infrastructure Funding was reduced in 2025 as well.

In closing, our Council requests that the Ontario Government excludes the Town of Petawawa from its proposed amendments to O. Reg. 530/22 to Expand Strong Mayor Powers and Duties to Additional Municipalities, and work with the municipality to identify funding to support expansion of its storm, water and wastewater treatment systems to support future residential and commercial growth. Thank you for your attention to this matter. Please feel free to contact me through our offices if you wish to discuss this further.

Sincerely,



Gary Serviss  
Mayor of Petawawa

Copied: Doug Ford, Premier  
Billy Denault, MPP, Renfrew—Nipissing—Pembroke

Enc. Resolution – Opposition to Strong Mayor Designation for the Town of Petawawa



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# TOWN OF PETAWAWA

1111 Victoria Street, Petawawa, Ontario K8H 2E6

☎ (613) 687-5536

✉ [gserviss@petawawa.ca](mailto:gserviss@petawawa.ca)

🌐 [petawawa.ca](http://petawawa.ca)

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April 28, 2025

## Delivered Electronically

Attn: The Honourable Doug Ford, Premier of Ontario

Re: Resolution - Opposition to Strong Mayor Designation for the Town of Petawawa

At its Council-In-Committee meeting on **April 28, 2025**, Petawawa Town Council passed a **Resolution** in response to the Province's recent proposal to designate Petawawa as a "**Strong Mayor**" municipality, effective May 1, 2025.

**WHEREAS** the Province of Ontario has proposed to designate the Town of Petawawa as a "Strong Mayor" community, granting enhanced powers to the Mayor effective May 1, 2025; and,

**WHEREAS** the Strong Mayor powers significantly alter the balance of governance at the municipal level, undermining the role of Council in decision-making and weakening the fundamental democratic principle of majority rule; and,

**WHEREAS** the Town of Petawawa has a long history of collaborative, transparent, and accountable local governance built upon a foundation of Council-debate and shared decision-making; and,

**WHEREAS** many municipally elected officials across the province and members of the public have expressed significant concern regarding the imposition of these powers; and,

**WHEREAS** the Town of Petawawa did not formally request or express a desire to be designated under the Strong Mayor framework; and,

**WHEREAS** a growing number of municipalities and elected officials across Ontario are questioning the appropriateness of the Strong Mayor system and are calling for its reconsideration or repeal;

**THEREFORE BE IT RESOLVED** that Petawawa Town Council formally request that the Premier of Ontario and the Minister of Municipal Affairs and Housing immediately remove the Town of Petawawa from the list of municipalities designated under the Strong Mayor legislation;

**AND BE IT FURTHER RESOLVED** that a copy of this resolution be sent to the Premier of Ontario, the Minister of Municipal Affairs and Housing, all regional Members of Provincial

Parliament, all Ontario municipalities, and the Association of Municipalities of Ontario (AMO) for their awareness and support.

We thank you for your attention to this matter and urge you to respect the democratic wishes of our Council and community.

Sincerely,

A handwritten signature in black ink, appearing to be 'G. Serviss', with a small 'ss' written below the main signature.

Gary Serviss  
Mayor, Town of Petawawa  
(613) 687-5536  
gserviss@petawawa.ca  
petawawa.ca

CC:  
The Honourable Rob Flack (Minister of Municipal Affairs and Housing)  
Regional Members of Provincial Parliament  
All Ontario Municipalities  
The Association of Municipalities of Ontario (AMO)



Phone: 613-584-2000  
Fax: 613-584-3237  
Email: [townmail@deepriver.ca](mailto:townmail@deepriver.ca)  
[deepriver.ca](http://deepriver.ca) | [f](#) [@](#)

April 30, 2025

DELIVERED ELECTRONICALLY

Honorable Rob Flack  
Minister of Municipal Affairs and Housing  
777 Bay Street, 17<sup>th</sup> floor  
Toronto, ON  
M7A 2J3

Re: Proposed Amendments to O. Reg. 530/22 to Expand Strong Mayor Powers and Duties to Additional Municipalities

Dear Minister Flack,

Thank you for your letter dated April 9, 2025, regarding your intention to expand strong mayor powers to the Town of Deep River.

I am writing as requested by Council, to emphasize that the most significant barrier to support the provincial priorities which *"include supporting the construction of new homes, economic development and building infrastructure that supports community growth, including housing-enabling infrastructure like water and wastewater infrastructure, as well as roads, highways, transit and more"* is a lack of financial resources for infrastructure projects.

Over the past several years the Town of Deep River has been investing in infrastructure projects at a rate that is not sustainable to create capacity for new residential development which is currently in the planning stages. During this same period, we have requested grant funding from the Province of Ontario through infrastructure grant applications and delegations to ministers at both AMO and ROMA to support our growth initiatives but have been unsuccessful to date.

Our primary barrier to growth in the Town of Deep River is a lack of financial support for infrastructure projects to generate capacity. This in my opinion would have a much higher impact on new housing growth than strong mayor powers will for the Town of Deep River.



I would be more than happy to answer any questions or discuss how Deep River can help to promote and achieve Ontario's housing targets.

Respectfully,

A handwritten signature in black ink, appearing to read 'Sean Patterson', with a stylized flourish extending to the right.

Sean Patterson  
Chief Administrative Officer  
Town of Deep River  
613-584-2000 ext., 108  
[spatterson@deepriver.ca](mailto:spatterson@deepriver.ca)



# THE CORPORATION OF THE TOWN OF DEEP RIVER

P.O. BOX 400 • 100 DEEP RIVER ROAD • DEEP RIVER, ONTARIO K0J 1P0  
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## BY EMAIL

April 30, 2025

The Honourable Doug Ford  
Premier of Ontario  
Legislative Building, Queen's Park  
Toronto, ON M7A 1A1  
Email: [premier@ontario.ca](mailto:premier@ontario.ca)

The Honourable Rob Flack  
Minister of Municipal Affairs and Housing  
17<sup>th</sup> Floor, 777 Bay Street  
Toronto, ON M7A 2J3  
Email: [rob.flack@ontario.ca](mailto:rob.flack@ontario.ca)

**Re: Opposition to Strong Mayor Designation for the Town of Deep River in Response to the Province's Recent Proposal to Designate Deep River as a "Strong Mayor" Municipality, Effective May 1, 2025.**

At a Special Meeting of Council held on April 29, 2025, Council of the Town of Deep River passed the following resolution:

## RESOLUTION 2025 128

**MOVED BY:** Councillor Fitton  
**SECONDED BY:** Councillor Hughes

**WHEREAS** the Province of Ontario has proposed to designate the Town of Deep River as a "Strong Mayor" community, granting enhanced powers to the Mayor effective May 1, 2025; and,

**WHEREAS** the Strong Mayor powers significantly alter the balance of governance at the municipal level, undermining the role of Council in decision-making and weakening the fundamental democratic principle of majority rule; and,

**WHEREAS** the Town of Deep River has a long history of collaborative, accountable local governance built upon a foundation of Council-debate and shared decision-making; and,

**WHEREAS** many municipally elected officials across the province and members of the public have expressed significant concern regarding the imposition of these powers; and,

**WHEREAS** the Town of Deep River did not formally request or express a desire to be designated under the Strong Mayor framework; and,

**WHEREAS** a growing number of municipalities and elected officials across Ontario are questioning the appropriateness of the Strong Mayor system and are calling for its reconsideration or repeal;

**THEREFORE BE IT RESOLVED** that Deep River Town Council formally request that the Premier of Ontario and the Minister of Municipal Affairs and Housing immediately remove the Town of Deep River from the list of municipalities designated under the Strong Mayor legislation; and

**BE IT FURTHER RESOLVED** that a copy of this resolution be sent to the Premier of Ontario, the Minister of Municipal Affairs and Housing, all regional Members of Provincial Parliament, all Ontario municipalities, and the Association of Municipalities of Ontario (AMO) for their awareness and support.

We thank you for your attention to this matter and urge you to respect the democratic wishes of our Council and community.

Kind Regards,

A handwritten signature in black ink, appearing to read 'J. Mellon', written in a cursive style.

Jackie Mellon  
Clerk  
Town of Deep River  
[jmellon@deeperiver.ca](mailto:jmellon@deeperiver.ca)

cc: Regional Members of Provincial Parliament  
All Ontario Municipalities  
The Association of Municipalities of Ontario (AMO)





**CORPORATION OF THE MUNICIPALITY OF SOUTH HURON**

322 Main Street South P.O. Box 759

Exeter Ontario

N0M 1S6

Phone: 519-235-0310 Fax: 519-235-3304

Toll Free: 1-877-204-0747

[www.southhuron.ca](http://www.southhuron.ca)

---

April 30, 2025

Via email: [rob.flack@pc.ola.org](mailto:rob.flack@pc.ola.org)

Ministry of Municipal Affairs and Housing  
17<sup>th</sup> Floor  
777 Bay Street  
Toronto, ON M7A 2J3

Dear Hon. Rob Flack,

**Re: Proposed Amendments to O.Reg. 530/22 to Expand Strong Mayor Powers**

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Please be advised that South Huron Council passed the following resolution at their April 22, 2025 Regular Council Meeting:

176-2025

Moved By: Jim Dietrich

Seconded by: Wendy McLeod-Haggitt

**That South Huron Council supports the April 14, 2025 correspondence of Town of Saugeen Shores regarding opposition to Proposed Amendments to O.Reg. 530/22 to Expand Strong Mayor Powers; and**

**That this supporting resolution and the originating correspondence be circulated to Premier Doug Ford, Minister of Municipal Affairs and Housing, Rob Flack, Lisa Thompson, MPP, Minister of Rural Affairs, AMO, Town of Saugeen Shores, and all municipalities in Ontario.**

Result: Carried

Please find attached the originating correspondence for your reference.

Respectfully,

Kendra Webster, Legislative & Licensing Coordinator  
Municipality of South Huron  
[kwebster@southhuron.ca](mailto:kwebster@southhuron.ca)  
519-235-0310 x. 232

Encl.

cc: Minister of Rural Affairs, MPP Lisa Thompson, [lisa.thompson@pc.ola.org](mailto:lisa.thompson@pc.ola.org);  
AMO, [resolutions@amo.on.ca](mailto:resolutions@amo.on.ca) ; Town of Saugeen Shores,  
[clerk@saugeenshores.ca](mailto:clerk@saugeenshores.ca); and all municipalities in Ontario.



April 30, 2025

Hon. Doug Ford  
Premier of Ontario  
[premier@ontario.ca](mailto:premier@ontario.ca)

Hon. Rob Flack  
Minister of Municipal Affairs and Housing  
[rob.flack@pc.ola.org](mailto:rob.flack@pc.ola.org)

Mr. Bob Bailey, MPP Sarnia-Lambton  
[bob.bailey@pc.ola.org](mailto:bob.bailey@pc.ola.org)

**Re: Strong Mayor Powers**

Please be advised that the Council of the Town of Plympton-Wyoming at its Regular Council meeting on April 30<sup>th</sup>, 2025, passed the following motion:

**Motion #14**

Moved by Kristen Rodrigues  
Seconded by Alex Boughen

**WHEREAS** the Government of Ontario announced on April 9th, 2025, that it will extend “**Strong Mayor Powers**” to an additional 169 Municipalities;

**AND WHEREAS** the Province only accepted comments on the government’s intentions until April 16, 2025 with the new powers set to begin on May 1, 2025;

**AND WHEREAS** the timeline for feedback from municipal councils was unreasonably short, especially when considering many of the impacted councils generally only meet one to two times monthly, with the added staff time required to prepare reports and provide more detailed information on the impact of the provincial legislation;

**AND WHEREAS** the intent of the legislation is to build more homes faster, The Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO), which has been tracking the use of strong mayor powers since they were first introduced in Toronto and Ottawa in 2022, said there is no evidence

to suggest this legislation has any impact on the number of housings starts in municipalities that have been granted the powers;

**AND WHEREAS** the new powers include the ability to set budgets, veto bylaws, pass bylaws with just one-third of their council's support, appoint senior civil servants, and solely delegate and oversee the CAO position, which further erodes the lines of an elected official's position and impairs the ability of council to work as a whole on behalf of the community;

**NOW THEREFORE** be it resolved that the council for the Town of Plympton-Wyoming fully supports the existing electoral process under which the residents duly elected all council members and value a collaborative and council-driven approach to decision making without impairment on any members of council;

**AND FURTHER** That Council respects the province's intent, but the imposition of Strong Mayor Powers results in an erosion of the democratic process and further deteriorates the promotion of diversity in municipal representation;

**AND FURTHER** The Council of the Town of Plympton-Wyoming is formally opposed to the use of Strong Mayor Powers and requests that the province repeal the Strong Mayor Powers Legislation all together as a matter of upholding the democratic rights of all elected officials;

**AND FURTHER**, that in the absence of a repeal, the Town of Plympton-Wyoming Council requests that the province allows municipalities the option to formally decline as a matter of record with the province.

**Carried.**

If you have any questions regarding the above motion, please do not hesitate to contact the undersigned.



Sincerely,  
Dianne Gould-Brown  
[dgould-brown@plympton-wyoming.ca](mailto:dgould-brown@plympton-wyoming.ca)  
Executive Assistant – Deputy Clerk  
Town of Plympton-Wyoming

cc: All Ontario Municipalities  
Association of Municipalities of Ontario



**City of Stratford, Corporate Services Department**

Clerk's Office

City Hall, P. O. Box 818, Stratford, Ontario N5A 6W1

Tel: 519-271-0250, extension 5237

Email: [clerks@stratford.ca](mailto:clerks@stratford.ca)

Website: [www.stratford.ca](http://www.stratford.ca)

May 1, 2025

**Sent via email:** [premier@ontario.ca](mailto:premier@ontario.ca)

The Honourable Doug Ford,

Premier of Ontario

Legislative Building

Queens Park

Toronto, ON, M7A 1A4

Dear Premier Ford,

**Re: Resolution R2025-174 - Opposition to Strong Mayor Designation for the City of Stratford**

At the April 28, 2025, Regular meeting, Stratford City Council adopted the following resolution in response to the Province's proposal to designate Stratford as a "Strong Mayor" municipality, effective May 1, 2025.

**WHEREAS** the Province of Ontario has proposed to designate the City of Stratford as a "Strong Mayor" community, granting enhanced powers to the Mayor effective May 1, 2025; and,

**WHEREAS** the Strong Mayor powers significantly alter the balance of governance at the municipal level, undermining the role of Council in decision-making and weakening the fundamental democratic principle of majority rule; and,

**WHEREAS** the City of Stratford has a long history of collaborative, transparent, and accountable local governance built upon a foundation of Council-debate and shared decision making; and,

**WHEREAS** many municipally elected officials across the province and members of the public have expressed significant concern regarding the imposition of these powers; and,

**WHEREAS** the City of Stratford did not formally request or express a desire to be designated under the Strong Mayor framework; and,

**WHEREAS** a growing number of municipalities and elected officials across Ontario are questioning the appropriateness of the Strong Mayor system and are calling for its reconsideration or repeal;

**THEREFORE BE IT RESOLVED** that Stratford City Council formally request that the Premier of Ontario and the Minister of Municipal Affairs and Housing immediately remove the City of Stratford from the list of municipalities designated under the Strong Mayor legislation;

**AND BE IT FURTHER RESOLVED** that a copy of this resolution be sent to the Premier of Ontario, the Minister of Municipal Affairs and Housing, the Member of Provincial Parliament, all Ontario municipalities, and the Association of Municipalities of Ontario (AMO) for their awareness and support.

Sincerely,

*T. Dafoe*

Tatiana Dafoe, Clerk  
City of Stratford

Cc: The Honourable Rob Flack, Minister of Municipal Affairs and Housing  
Matthew Rae, Member of Provincial Parliament, Perth - Wellington  
All Ontario Municipalities  
The Association of Municipalities of Ontario



## THE CORPORATION OF THE **TOWN OF COBALT**

May 1, 2025

Honourable Doug Ford  
Premier of Ontario  
Legislative Building, Queen's Park  
Toronto, ON M7A 1A1  
Email: [premier@ontario.ca](mailto:premier@ontario.ca)

Honourable Rob Flack  
Minister of Municipal Affairs and Housing  
17th Floor, 777 Bay St.  
Toronto, ON M7A 2J3  
Email: [rob.flack@ontario.ca](mailto:rob.flack@ontario.ca)

### **Re: Opposition to Strong Mayor Designation for the Corporation of the Town of Cobalt**

At its Regular Council Meeting held on April 29, 2025, Council discussed their opposition to the expansion of Strong Mayor Powers, as announced on April 9, 2025. Council of the Town of Cobalt requests that the proposed amendments to O. Reg. 530/22 to expand Strong Mayor Powers and duties to additional municipalities not include the Town of Cobalt.

Council accordingly passed the following resolution:

#### **RESOLUTION No. 2025-057**

**MOVED BY:** Councillor Lafleur  
**SECONDED BY:** Councillor Starchuk

**WHEREAS** the Province of Ontario has proposed to designate the Corporation of the Town of Cobalt as a "Strong Mayor" community, granting enhanced powers to the Mayor effective May 1, 2025; and,

**WHEREAS** the Strong Mayor powers significantly alter the balance of governance at the municipal level, undermining the role of Council in decision-making and weakening the fundamental democratic principle of majority rule; and,

**WHEREAS** the Corporation of the Town of Cobalt has a long history of collaborative, transparent, and accountable local governance built upon a foundation of Council-debate and shared decision-making; and,

**WHEREAS** many municipally elected officials across the province and members of the public have expressed significant concern regarding the imposition of these powers; and,

**WHEREAS** the Corporation of the Town of Cobalt did not formally request or express a desire to be designated under the Strong Mayor framework; and,

**WHEREAS** a growing number of municipalities and elected officials across Ontario are questioning the appropriateness of the Strong Mayor system and are calling for its reconsideration or repeal;

**THEREFORE BE IT RESOLVED** that the Corporation of the Town of Cobalt Council formally request that the Premier of Ontario and the Minister of Municipal Affairs and Housing immediately remove the Corporation of the Town of Cobalt from the list of municipalities designated under the Strong Mayor legislation;

**AND BE IT FURTHER RESOLVED** that a copy of this resolution be sent to the Premier of Ontario, the Minister of Municipal Affairs and Housing, all regional Members of Provincial Parliament, all Ontario municipalities, and the Association of Municipalities of Ontario (AMO) for their awareness and support.

CARRIED

We trust you will find this satisfactory if you have any questions or concerns, please contact the undersigned.

Kind Regards,



Steven Dalley  
Town Manager, Clerk/Treasurer  
Tel: (705) 679-8877  
Email: [sdalley@cobalt.ca](mailto:sdalley@cobalt.ca)

cc:

John Vanthof, MPP Timiskaming-Cochrane  
All Ontario Municipalities  
Association of Municipalities of Ontario (AMO)





MUNICIPALITY OF

# North Perth

[www.northperth.ca](http://www.northperth.ca)

A Community of Character

330 Wallace Ave. N., Listowel, ON N4W 1L3

Phone: 519-291-2950

Toll Free: 888-714-1993

May 8, 2025

Hon. Rob Flack  
Minister of Municipal Affairs and Housing  
17<sup>th</sup> Floor, 777 Bay St.  
Toronto, ON M7A 2J3

**Re: Opposition to Strong Mayor Powers in the Municipality of North Perth**

Please be advised that the Council of the Municipality of North Perth passed the following resolution at their meeting on April 29, 2025:

***Moved by Doug Kellum Seconded by Dave Johnston***

***THAT:*** The Council of the Municipality of North Perth expresses its desires to the Ministry of Municipal Affairs and Housing to reverse the grant of Strong Mayor Powers to the Municipality of North Perth;

***AND THAT:*** The letter be circulated to Premier Doug Ford, Minister of Municipal Affairs and Housing Rob Flack, Perth Wellington MPP Matthew Rae, Association of Municipality of Ontario (AMO) and all Ontario Municipalities.

On behalf of the Council of the Municipality of North Perth, please accept this letter as an official request to have strong mayor powers removed from the Municipality of North Perth.

Regards,

Sarah Carter  
Acting Clerk/Legislative Services Supervisor

Enclosure

CC: The Honourable Doug Ford, Premier of Ontario  
Matthew Rae, Perth Wellington MPP  
Association of Municipalities of Ontario  
All Ontario Municipalities

Honourable Premier Doug Ford  
[Doug.Fordco@pc.ola.org](mailto:Doug.Fordco@pc.ola.org)

Sent via electronic mail

May 8, 2025

Dear Honourable Premier Doug Ford

At its Regular meeting on May 7, 2025, the Township of Springwater's Council passed resolution C195-2025 opposing Strong Mayor Powers.

**Resolution C195-2025**

Moved by: Cabral  
Seconded by: Fisher

Whereas the Ontario government has expanded the "strong mayor" powers to 169 additional municipalities, which grants mayors in these municipalities more authority, particularly concerning the control of municipal budgets and planning decisions; and,

Whereas this proposal has raised significant concerns regarding the centralization of power, erosion of local democracy, reduced accountability, and the potential for the abuse of power; and,

Whereas the expansion of strong mayor powers undermines the collaborative nature of municipal governance, and diminishes the role of elected municipal councillors in representing the diverse interests of the community; and,

Whereas concerns have been raised about the negative impacts on public trust, democratic participation, and municipal decision-making processes, if mayors are able to bypass council decisions without adequate consultation or oversight.

Now therefore be it resolved that the Council of the Township of Springwater opposes the Strong Mayor Powers; and

That the Council formally expresses its opposition to the Ontario government's expansion of the Strong Mayor Powers to preserve local democracy, transparency, and accountability.

Further Be It Resolved That a copy of this motion be forwarded to the Ontario Premier, the Minister of Municipal Affairs and Housing, MPP Doug Downey, all Ontario municipalities, as well as the Association of Municipalities of Ontario (AMO) for further action.

**Carried**

The Clerk's Department can be reached via email at [clerks@springwater.ca](mailto:clerks@springwater.ca) or by phone at 705-728-4784, Ext. 2304.

Regards,



Cayla Reimer  
Deputy Clerk,  
Township of Springwater

cc: Hon. Rob Flack, Minister of Municipal Affairs and Housing  
Hon. MPP Doug Downey  
All Ontario Municipalities  
Association of Municipalities of Ontario

Friday, May 9, 2025

Hon. Rob Flack  
Minister of Municipal Affairs and Housing  
777 Bay Street, 17<sup>th</sup> Floor  
Toronto, ON M7A 2J3

SENT VIA EMAIL: [rob.flack@pc.ola.org](mailto:rob.flack@pc.ola.org)

Re: Town of Goderich Opposition to Amendments to O. Reg. 530/22 to Strong Mayor Powers

Dear Hon. Rob Flack,

Please be advised of the following motion that was passed at the April 28, 2025, Goderich Town Council meeting:

Moved By: Councillor Kelly  
Seconded By: Councillor Petrie

WHEREAS on April 9, 2025, the Ontario Ministry of Municipal Affairs and Housing announced the expansion of Strong Mayor powers to 169 additional municipalities, including the Town of Goderich, as a Strong Mayor community granting enhanced powers to the Mayor, effective May 1, 2025;

AND WHEREAS the 169 municipalities affected by the April 9 Strong Mayor powers letter supplied insufficient time for any meaningful feedback and coordinated response on O.Reg. 530/22 from Councils given the six (6) business day turnaround deadline for comments of April 16 - procedural notice provisions to call a special Council meeting and short notice scheduling conflicts of Council members;

AND WHEREAS the Strong Mayors powers has raised significant concerns regarding the centralization of power, reduced accountability, alters the balance of governance at the municipal level by ultimately undermining the role of Council and decision-making by weakening the fundamental democratic principle of majority rule, diminishes the role of elected municipal councillors in representing the diverse interests of the community, and the potential for the abuse of power;

AND WHEREAS the Town of Goderich has a long history of collaborative, transparent, and accountable local governance built upon a foundation of Council debate and shared decision-making;

AND WHEREAS Strong Mayor Powers would have the effect of fundamentally altering the historic model of local governance, which has existed for almost two centuries;

AND WHEREAS the Province is undermining the local governance model and municipal independence by attempting to advance its priorities through municipalities, and downloading its responsibilities to the same;

AND WHEREAS municipal elected officials across the province and members of the public have expressed significant concerns regarding the negative impacts on public trust, democratic participation, and municipal decision-making processes if Mayors are granted the ability to by-pass Council decisions without adequate consultation or oversight;

AND WHEREAS the Town of Goderich did not formally request or express a desire to be designated under the Strong Mayors framework;

AND WHEREAS a growing number of municipalities and elected officials across the province of Ontario are questioning the appropriateness of a Strong Mayor system, and are calling for its reconsideration or repeal;

NOW THEREFORE BE IT RESOLVED the Council of the Town of Goderich formally expresses its opposition to the Ontario government's proposal to expand Strong Mayor powers, in order to preserve local democracy, transparency, and accountability;

AND THAT the Council of the Town of Goderich request the Premier of Ontario, and the Minister of Municipal Affairs and Housing immediately remove the Town of Goderich from the list of municipalities designated under Strong Mayors legislation;

AND THAT the Town of Goderich encourages advocacy for democratic principles and for municipal governance systems that prioritize collaboration, inclusivity, and democratic engagement;

FURTHER BE IT RESOLVED THAT a copy of this motion be forwarded to The Honourable Doug Ford, Premier of Ontario, The Honourable Rob Flack, Minister of Municipal Affairs and Housing, and MPP for Elgin-Middlesex-London, The Honourable Lisa Thompson, Minister of Rural Affairs, and MPP for Huron-Bruce, all Ontario municipalities, as well as the Association of Municipalities of Ontario (AMO), the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) for their awareness and support.

**CARRIED**

Yours truly,



Andrea Fisher  
Director of Legislative Services/Clerk  
Town of Goderich

The Town of Goderich  
57 West Street  
Goderich, Ontario  
N7A 2K5  
519-524-8344  
townhall@goderich.ca  
www.goderich.ca



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/mp

cc. Hon. Doug Ford, Premier of Ontario, [premier@ontario.ca](mailto:premier@ontario.ca)

Hon. Lisa Thompson, Minister of Rural Affairs, and MPP for Huron-Bruce,

[lisa.thompson@pc.ola.org](mailto:lisa.thompson@pc.ola.org)

Ontario Municipalities

Association of Municipalities of Ontario (AMO), [amo@amo.on.ca](mailto:amo@amo.on.ca)

Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO),

[amcto@amcto.com](mailto:amcto@amcto.com)

**From:** AMO Education <events@amo.on.ca>  
**Sent:** April 15, 2025 10:01 AM  
**To:** email  
**Subject:** Antisemitism and Anti-Islamophobia Workshops



## Antisemitism and Anti-Islamophobia Workshops

Democracy is healthy when discussions and debates surrounding the future of our communities happen within a climate of understanding and mutual respect.

As elected officials, you engage with all communities including their various needs and realities.

AMO's ***Antisemitism Here and Now*** and ***Anti-Islamophobia Training*** workshops provide you with the context and greater understanding to more effectively engage and navigate issues impacting both Jewish and Muslim communities in your municipality.

AMO has partnered with the Friends of Simon Wiesenthal Centre for Holocaust Studies (FSWC) and the Canadian Council of Muslim Women (CCMW) to provide these two important and timely workshops tackling antisemitism and anti-Islamophobia.

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**Antisemitism: Then and Now** covers historic and contemporary antisemitism, how to address this, and ways to build allyship. This workshop will help municipally elected officials to better understand the experience of Jewish people in municipal workplaces and in the communities municipalities serve.

**Anti-Islamophobia Training** examines the impacts of Islamophobia on the lives of Muslims living in Canada and how it further marginalizes Black and Indigenous Muslims, queer Muslims, and Muslims with disabilities. Participants will learn what Islamophobia is and how to be active allies to counter Islamophobia.

*AMO is committed to supporting its members as they strive to build inclusive, safe communities, and work to eliminate discrimination and hate.*

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Register today.

**Antisemitism: Then and Now: May 21, 2025, 1:00pm – 3:00pm**

**Anti-Islamophobia Training: May 28, 2025, 1:00pm – 3:00pm**

Each workshop is \$300 +HST (Individual registration only. For group rates, contact [events@amo.on.ca](mailto:events@amo.on.ca))

**Cancellation Fee: \$75 +HST**

Questions? Reach out to [events@amo.on.ca](mailto:events@amo.on.ca)

### **2025 Membership Special Offering**

AMO has grown its education offerings, recognizing this, for 2025 we are offering half price registration fees for all workshops above the first two registration. If you are eligible contact Lora Tigno at [ltigno@amo.on.ca](mailto:ltigno@amo.on.ca).

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Inquires: [events@amo.on.ca](mailto:events@amo.on.ca)

\*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.

Association of Municipalities of Ontario

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155 University Ave Suite 800 | Toronto, ON M5H 3B7 CA



April 11, 2025

The Honourable Kinga Surma  
Minister of Infrastructure  
Room 5E200, 5<sup>th</sup> Floor  
777 Bay Street  
Toronto, ON M7A 2J3  
Email: [kinga.surma@pc.ola.org](mailto:kinga.surma@pc.ola.org)

The Honourable Lisa M. Thompson  
Minister of Rural Affairs, Huron-Bruce MPP  
408 Queen Street  
P.O. Box 426  
Blyth, ON N0M 1H0  
Email: [lisa.thompson@pc.ola.org](mailto:lisa.thompson@pc.ola.org)

The Honourable Rob Flack  
Minister of Municipal Affairs and Housing  
17<sup>th</sup> Floor  
777 Bay Street  
Toronto, ON M7A 2J3  
Email: [rob.flack@pc.ola.org](mailto:rob.flack@pc.ola.org)

The Honourable Doug Ford  
Premier of Ontario  
Legislative Building  
Queen's Park  
Toronto, ON M7A 1A1  
Email: [premier@ontario.ca](mailto:premier@ontario.ca)

Sent Via Email

Dear Hon. Premier and Ministers:

Re. Installation of New Utility Poles in Howick Township through the Accelerated High Speed Internet Project (AHSIP)

It is with great concern that we provide a connectivity update from the perspective of the Township of Howick. The Township applauds the provincial government for its \$4 billion investment to provide high-speed internet access in every region of Ontario and is appreciative of the Ministry of Infrastructure's leadership with the Accelerated High Speed Internet Program (AHSIP).

Improved connectivity to Ontario's unserved and underserved areas creates immense economic development opportunities and begins to address some of the challenges experienced by rural and remote communities. These communities continue to experience profound inequities in the areas of education, business and interpersonal relationships due to the lack of adequate communications infrastructure. The buildout of new broadband infrastructure starts the work towards resolving this inequity.

The Township of Howick is a small, rural municipality with a rich and proud history in agriculture. Through AHSIP, Xplore Inc. has obtained \$1.6 billion of private investment and government funding for fibre network expansion in several underserved, rural Ontario communities, including Howick Township.

While Howick Township is supportive of all rural residents receiving access to reliable high-speed internet, there are ongoing concerns from Council and residents over the installation of dozens of new utility poles within the municipal right-of-way across Howick's countryside instead of utilizing Hydro One's existing utility poles or underground direct bury or drilling methods.

In response to our inquiries, representatives from Xplore Inc. have explained to township council and staff that these new utility poles have been installed by their subcontractor because of "significant delays in Hydro One's permitting process to add broadband infrastructure to their existing utility poles and because it is the most cost-effective installation method."

The Ministry of Infrastructure outlines very thorough processes, procedures and timelines for Attaching to LDC-Owned Poles in the *Building Broadband Faster in Ontario* guidelines released November 30, 2021. Section 2.2 of the guideline outlines the Broadband One Window (BOW) authorization process for LDC owned pole attachments, including the engineering design requirements as well as the applicable standards to which stakeholders are expected to adhere to. This process includes field inspection/survey of the poles, pole loading structural analysis and determination of what telecom and power make-ready work, if any, needs to be completed for safe attachment. Nowhere in the guidelines does the Ministry of Infrastructure outline a process for installing new utility poles instead of attaching to existing LDC owned poles.

This leave us in Howick Township with several questions:

**What guidelines are being followed if this ISP is completely bypassing the LDC in favor of erecting new utility poles? Is the Ministry of Infrastructure responsible for making sure these guidelines and processes are being followed? If Xplore Inc. has admitted to avoiding the permitting process of using the LDC's (Hydro One) existing utility poles, who owns these new utility poles that have been installed? Who is responsible for their maintenance and eventual replacement? Who is going to maintain the brush and shrubbery that surround many of these new poles in the municipal right-of-way?**

It is Howick Township's opinion that the AHSIP program lacks oversight and compliance measures over the work being completed by the Internet Service Providers and their sub-contractors. Along with this, the *Building Broadband Faster Act, 2021, S.O. 2021, c.2*,

*Sched. 1* has stripped Howick Township's right to question the installation of dozens of new utility poles without incurring financial penalties for causing delays to the project.

We have included photos (see [Appendix A](#)) of the substandard installation of new utility poles across Howick Township under AHSIP that occurred throughout this past winter. As you can see, many poles were installed incorrectly, quickly and during all weather conditions. This required the sub-contractors to return several times to fix deficiencies. This doesn't seem like the most cost-effective installation method. Other photos show examples of the number of new poles installed in areas of Howick Township. With our primarily agriculture-based background and economy, many Howick Township landowners are quite upset with the amount of new utility poles that have been installed. Farm equipment continues to get larger in size as farming techniques modernize, and these new 30ft utility poles limit access to fields with overhead infrastructure installed along the municipal right-of-way.

Through our research into this matter, we have not found examples of so many new utility poles being installed elsewhere across the province to facilitate the installation of fibre optic high-speed internet infrastructure. New pole installations are only referenced in the program guidelines regarding LDC-owned poles requiring replacement prior to installing the broadband infrastructure.

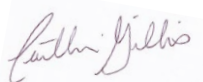
Can you explain why so many new utility poles are being installed in Howick Township directly by the ISP instead of utilizing existing utility poles owned by Hydro One as outlined in your program guidelines? Municipalities were not informed that dozens of new utility poles would be installed through AHSIP. Howick Township is requesting to have these new utility poles removed in favour of utilizing existing LDC owned poles or direct bury or plowing methods of installation.

We encourage any other Ontario municipalities who are experiencing similar new utility pole installations through the Accelerated High Speed Internet Program to reach out to Howick Township directly, and to join Howick Township by reaching out to the above listed ministries with your concerns.

Thank you for your consideration on this matter.

Please do not hesitate to contact us if you have any questions.

Yours sincerely,



Caitlin Gillis  
Chief Administrative Officer  
Township of Howick  
[clerk@howick.ca](mailto:clerk@howick.ca)



Doug Harding  
Reeve  
Township of Howick  
[dharding@howick.ca](mailto:dharding@howick.ca)

Cc: (via email)  
Association of Municipalities of Ontario  
All Ontario municipalities  
Huron County Federation of Agriculture































758070 2<sup>nd</sup> Line E  
Mulmur, Ontario  
L9V 0G8

Local **(705) 466-3341**  
Toll Free from 519 only **(866) 472-0417**  
Fax **(705) 466-2922**

April 11, 2025

## **Procurement & Advocacy for Trade Agreement Exemptions**

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At the meeting held on April 2, 2025, Council of the Township of Mulmur passed the following resolution:

### **Moved by Lyon and Seconded by Cunningham**

Whereas the Township of Mulmur recognizes that tariffs may increase the costs of goods and services sought by the Township;

And whereas the Township of Mulmur recognizes the importance of supporting Canadian businesses and workers through responsible procurement practices;

And whereas municipalities have significant purchasing power but are bound by international trade agreements;

And whereas trade agreements such as the Canadian Free Trade Agreement (CFTA) impose restrictions on municipalities, and prevent municipalities from giving preference to Canadian suppliers in procurement decisions above certain thresholds;

Now therefore be it resolved that the Township of Mulmur commits to considering Canadian suppliers for goods and services when it is feasible and fiscally responsible to do so for procurements under trade agreement thresholds:

And that the Township of Mulmur commits to continue to utilize cooperative purchasing groups to explore cost-saving measures and Canadian suppliers when it is feasible and fiscally responsible to do so.

And that the Township of Mulmur calls upon the Canadian federal and provincial governments to enact legislative changes to exempt municipalities from trade agreement restrictions while tariffs are imposed, allowing them to give preference to Canadian suppliers for goods, services, and infrastructure projects.

And further that a copy of this resolution be sent to:

- The Prime Minister of Canada
- The Premier of Ontario
- The Minister of Economic Development, Job Creation and Trade
- The Minister of Municipal Affairs and Housing
- The Association of Municipalities of Ontario (AMO)
- The Federation of Canadian Municipalities (FCM)
- All Ontario municipalities for their consideration and support.

**Carried.**

Sincerely,

*Roseann Knechtel*

Roseann Knechtel, Clerk



## GEORGINA

### Legislative Services Department/Clerk's Division

April 7, 2025

*Via email; premier@ontario.ca*

The Honourable Doug Ford  
Premier of Ontario  
Legislative Building  
Queen's Park  
TORONTO, Ontario M7A 1A1

The Honourable Premier Ford:

Re: Resolution regarding Salt Management

Please be advised that Town Council adopted the following motion concerning Salt Management;

#### **RESOLUTION NO. C-2025-0077**

Moved By Councillor Neeson

Seconded By Regional Councillor Davison

WHEREAS road salt is a known toxic substance designated under the Canadian Environmental Protection Act because of tangible threats of serious and irreversible environmental and public health concerns associated with road salt; and

WHEREAS salt levels in Ontario's groundwater aquifers, creeks, rivers, and lakes have increasingly worsened since the 1970s, seriously affecting municipal drinking water sources and aquatic life; and

WHEREAS Lake Simcoe is our closest freshwater lake and is the 4th largest inland lake within Ontario, host to a number of functions including a biodiverse habitat for over 56 species of fish, the source water for municipal drinking water for hundreds of thousands of residents within the watershed, including 41,000 here in the Town of Georgina, and the many other recreational and commercial functions it serves; and

WHEREAS Lake Simcoe's salinity concentrations have increased over 500% since monitoring began over the past 50 years, with the primary contributor being runoff from the use of salt for winter maintenance; and

WHEREAS the Ontario and Canadian governments have taken many actions over the past 25 years including setting water quality guidelines, developing voluntary codes of practice, signing the Canada-Ontario Great Lakes Agreement, and holding workshops, yet still the salt problem continues to grow; and

WHEREAS numerous situation analyses have recommended salt solutions involving liability protection, contractor certification, government-approved Best Management Practices (BMPs) and salt management plans; and

WHEREAS increased numbers of slip and fall claims, and other injury/collision claims related to snow and ice, are resulting in salt applicators overusing salt beyond levels considered best practices; and

WHEREAS unlimited contractor liability is making it difficult or expensive for snow and ice management contractors to obtain insurance coverage, resulting in contractors leaving the business, thereby making it difficult for municipalities and private owners to find contractors; and

WHEREAS the Snow and Ice Management Sector (SMS) of Landscape Ontario is working with the Ontario government to institute a limited liability regime for snow and ice management, including enforceable contractor training/certification and government-approved BMPs for salt application; and

WHEREAS many Ontario municipalities have Salt Management Plans, but these often require updating in light of improved science and better salt management practices now available; and

WHEREAS The Town of Georgina shares fifty-two (52) kilometers of beautiful Lake Simcoe shoreline and all 288 square kilometers of the Town of Georgina are encompassed by sub-watersheds that drain into Lake Simcoe; and

WHEREAS road authorities that use salt, such as the Town of Georgina, must abide by, and benefit from, established provincial regulations around snow clearing and maintenance, whereas private contractors only have voluntary programs for salt use for private and commercial property management; and

WHEREAS the Town of Georgina has demonstrated great initiative in salt mitigation efforts including committing to the use of rock salt alternatives, installation of electronic spreader controllers on all material spreading units, reduced application rates when appropriate, use of pre-wet and brine when appropriate, and an updated salt management plan that outlines salt best management practices specific to the Corporation of the Town of Georgina's winter maintenance operations

NOW THEREFORE BE IT RESOLVED THAT:

1. That the Town of Georgina urges the Province of Ontario to work urgently with key stakeholders to develop limited liability legislation, including enforceable contractor training and a single set of provincially endorsed standard Best Management Practices for snow and ice management; and



2. That the Town of Georgina urges the Province of Ontario to create and fund an expert stakeholder advisory committee to advise the province and municipalities on the best courses of action to protect freshwater ecosystems and drinking water from the impacts of salt pollution; and

3. That the Town of Georgina continues to commit to the reduction of the use of road salt as much as possible while meeting local service levels and maintaining safety on roads and sidewalks; and

4. That a copy of this resolution be sent to all municipalities in York Region, all Lake Simcoe Watershed municipalities; all municipalities in Ontario; The Chippewas of Georgina Island First Nation and The Lake Simcoe Region Conservation Authority requesting their endorsement; The Association of Municipalities of Ontario (AMO); all Lake Simcoe Watershed MPPs; Conservation Ontario; The Ontario Salt Pollution Coalition; The Rescue Lake Simcoe Coalition; Minister Todd McCarthy (MECP); Attorney General Doug Downey, and The Honourable Premier Doug Ford.

Accordingly, we respectfully request your consideration of this resolution.

Sincerely,  
FOR THE TOWN OF GEORGINA,



Carolyn Lance  
Council Services Coordinator

cc: Minister Todd McCarthy, Ministry of Environment, Conservation and Parks; [todd.mccarthy@pc.ola.org](mailto:todd.mccarthy@pc.ola.org)  
The Honourable Doug Downey, Attorney-General; [doug.downey@pc.ola.org](mailto:doug.downey@pc.ola.org)  
York Region municipalities  
Ontario municipalities  
Lake Simcoe Watershed municipalities  
Lake Simcoe Region Conservation Authority; [r.baldwin@LSRCA.on.ca](mailto:r.baldwin@LSRCA.on.ca)  
The Chippewas of Georgina Island First Nation; [sylvia.mccue@georginaisland.com](mailto:sylvia.mccue@georginaisland.com)  
Association of Municipalities of Ontario; [resolutions@amo.on.ca](mailto:resolutions@amo.on.ca)  
Lake Simcoe Watershed MPP's  
Conservation Ontario; [info@conservationontario.ca](mailto:info@conservationontario.ca)  
Ontario Salt Pollution Coalition; [dani@waterwatchers.ca](mailto:dani@waterwatchers.ca)  
The Rescue Lake Simcoe Coalition; [rescuelakesimcoecoalition@gmail.com](mailto:rescuelakesimcoecoalition@gmail.com)





**From:** AMO Events <events@amo.on.ca>  
**Sent:** April 22, 2025 10:01 AM  
**To:** email  
**Subject:** AMO Strategic Leadership Workshops



## Revitalize Your Leadership

Elected municipal officials are facing many pressures, including: provincial interventions, lack of council cohesion, concerns about ethical behaviour, the challenges of municipal stewardship, relations with municipal staff, the demands placed upon you by constituents – and more!

The pressure is real and we are here to support you with these two important leadership workshops:

### **1. Strategic Thinking, Planning, and Leading, June 4, 10:00am – 1:00pm**

This workshop will explore various aspects of leadership and actions you can utilize to support you in your demanding role, including tactics and strategies on:

- Stewardship
- Strategic Planning
- Fiscal Sustainability

[Register for Strategic Thinking, Planning and Leading today.](#)

### **2. The Value of Community Engagement: Insights and Approaches, June 25, 10:00am – 1:00pm**

This important workshop will help you demystify and better communicate a number of key municipal responsibilities to your community. Budget and strategic planning are great internal exercises, but there can be significant fallout if your constituents and community members don't understand their purpose or what goes into developing local plans and strategies. This session explores the importance of and options to community engagement and how your leadership is the key ingredient to meaningful and impactful community engagement.

[Register for Community Engagement today.](#)

## Workshop Information:

1. Strategic Thinking, Planning and Leading: June 4, 10:00am - 1:00pm
2. The Value of Community Engagement: Insights and Approaches, June 25, 10:00am – 1:00pm

- \$485 +HST per session (Individual registration only. For group rates, contact [events@amo.on.ca](mailto:events@amo.on.ca))
- \$75 +HST cancellation fee

Contact: [events@amo.on.ca](mailto:events@amo.on.ca)

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Inquires: [events@amo.on.ca](mailto:events@amo.on.ca)

\*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.

Association of Municipalities of Ontario

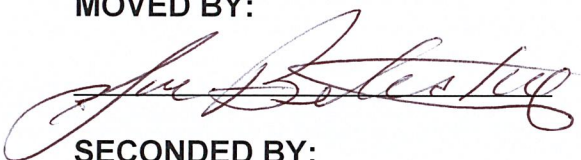

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155 University Ave Suite 800 | Toronto, ON M5H 3B7 CA



THE CORPORATION OF THE TOWN OF PARRY SOUND  
RESOLUTION IN COUNCIL

NO. 2025 – 046

<b>DIVISION LIST</b>	<b>YES</b>	<b>NO</b>	<b>DATE: April 15, 2025</b>
Councillor <b>G. ASHFORD</b>	_____	_____	<b>MOVED BY:</b>
Councillor <b>J. BELESKEY</b>	_____	_____	
Councillor <b>P. BORNEMAN</b>	_____	_____	<b>SECONDED BY:</b>
Councillor <b>B. KEITH</b>	_____	_____	
Councillor <b>D. McCANN</b>	_____	_____	
Councillor <b>C. McDONALD</b>	_____	_____	
Mayor <b>J. McGARVEY</b>	_____	_____	
<b>CARRIED:</b> <input checked="" type="checkbox"/>	<b>DEFEATED:</b> _____	<b>Postponed to:</b> _____	

WHEREAS inclusive, evidence-based scientific research leads to better outcomes for Canadians by ensuring that all voices and experiences are reflected in the development of knowledge, treatments, and innovations;

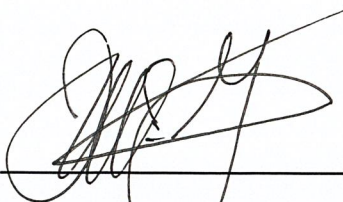
WHEREAS Canadian municipalities benefit directly from research-informed policies on public health, infrastructure, education, environmental protection, and economic development;

WHEREAS diverse and inclusive research teams have been shown to generate more innovative, practical, and impactful solutions, and yet many equity-deserving groups, including women, remain underrepresented in science and research careers;

WHEREAS inclusive research strengthens our economy, healthcare system, and ability to address national and global challenges;

THEREFORE BE IT RESOLVED that the Council of the Town of Parry Sound supports the national call for stronger federal support for inclusive research that reflects the diversity of Canadian communities;

AND BE IT FURTHER RESOLVED that this resolution be shared with other municipalities in Ontario, the Federation of Canadian Municipalities, and relevant provincial and federal representatives for consideration and support.

  
\_\_\_\_\_  
**Mayor Jamie McGarvey**



## DR. HAROLD S. TREFRY MEMORIAL CENTRE

A Division of The Corporation of the Township of St. Joseph  
Seniors and Persons with a Disability



Services

April 22, 2025

The Township of Huron Shores

Dear Mayor and Council,

As you are aware, the Dr. H.S. Trefry Memorial Centre provides numerous essential programs and services to seniors and individuals living with disabilities in your community. These community support services are partially funded by the Ministry of Health and Long-Term Care; however, this funding is not always consistent and often falls short of covering the full cost of operations. This limits our ability to maintain current service levels, let alone expand to meet growing needs. For this reason, the generous contributions of our municipal partners have been, and continue to be, vital to our success.

As you begin your budget deliberations for the year, we respectfully ask that you consider supporting the Trefry Centre in your financial planning. Enclosed, you will find our current operating budget, along with suggested contribution amounts based on senior population data (Statistics Canada) for each municipality within our catchment area. Please note that we also serve individuals with long-term or short-term disabilities who receive support through the Ontario Disability Support Program (ODSP); these individuals are not reflected in the senior population statistics used for contribution estimates.

I would welcome the opportunity to speak with you directly about the services provided in your community and to answer any questions you may have. Please feel free to contact the Centre to arrange a meeting with your Council or designated representative.

Thank you for your time, consideration, and ongoing commitment to supporting inclusive, accessible services for residents in need. Your support makes a meaningful difference.

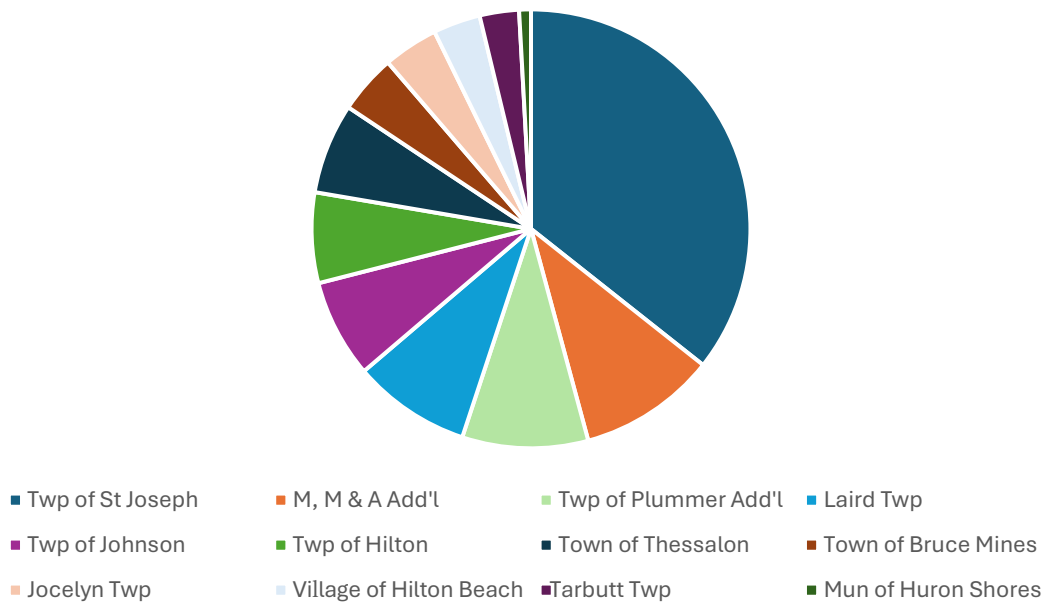
Warm Regards,

Marcy Clark  
Manager

### Individuals Served by Area 2024

Twp of St Joseph	123	35.7
M, M & A Add'l	35	10.1
Twp of Plummer Add'l	32	9.3
Laird Twp	30	8.7
Twp of Johnson	25	7.2
Twp of Hilton	23	6.7
Town of Thessalon	23	6.7
Town of Bruce Mines	15	4.3
Jocelyn Twp	14	4.1
Village of Hilton Beach	12	3.5
Tarbutt Twp	10	2.9
Mun of Huron Shores	3	0.9
Combined	345	

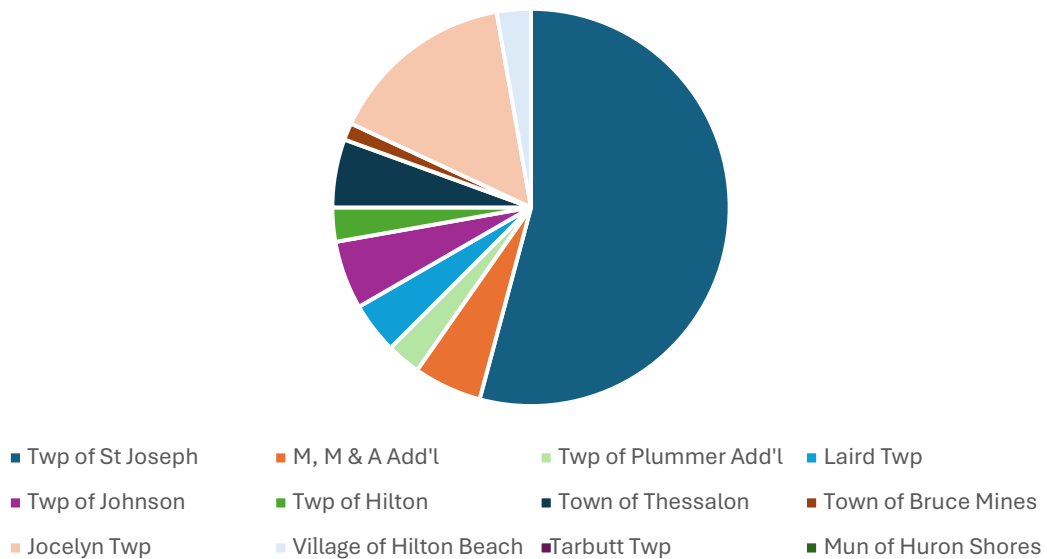
### Individuals served per Township



## Volunteers per Township 2024

Twp of St Joseph	39
M, M & A Add'l	4
Twp of Plummer Add'l	2
Laird Twp	3
Twp of Johnson	4
Twp of Hilton	2
Town of Thessalon	4
Town of Bruce Mines	1
Jocelyn Twp	11
Village of Hilton Beach	2
Tarbutt Twp	0
Mun of Huron Shores	0
Combined	72

Volunteers per Township



## Dr. H.S. Trefry Memorial Centre

### 2025/26 Budget

Ontario Health Reporting Year from April 1, 2025 to March 31, 2026

#### Revenues

Ontario Health Program Funding	\$ 357,432
Other Funding (OCSA, New Horizons, NOHFC, ADSAB)	15,000
<b>Other Funding - Municipal Contributions</b>	<b>25,000</b>
Client Service Recipient Payments (Meals on Wheels, Diners, Transportation, Day Out)	90,000
Other Revenues - Donations, Hall Rental	17,741
<b>Total Revenues</b>	<b>\$ 505,173</b>

#### Expenditures

<b>Salaries &amp; Benefits</b>	<b>\$ 357,532</b>
--------------------------------	-------------------

#### Program Expenditures

Administration Expenses	34,442
Building Maintenance and Utilities	24,007
Home Maintenance Program Costs	3,080
Meals on Wheels Program Costs	41,331
Congregate Dining/Exercise Program Costs	8,123
Transportation Program Costs	28,180
Day Out Program Costs	8,477
<b>Total Programs Materials &amp; Supplies Expenditures</b>	<b>\$ 147,640</b>

<b>Total Expenditures</b>	<b>\$ 505,173</b>
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<b>Surplus (deficit) - Township of St Joseph to fund any deficit incurred</b>	<b>\$0</b>
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Municipalities	2021 Census Seniors (>=65) Population	Percentage Ratio of Total Seniors Population	Funding Consideration Amount
The Village of Hilton Beach	65	2.5%	\$ 613
The Township of Jocelyn	130	4.9%	\$ 1,226
The Township of Hilton	135	5.1%	\$ 1,274
The Township of Johnson	140	5.3%	\$ 1,321
The Township of Tarbutt	145	5.5%	\$ 1,368
The Township of Laird	255	9.6%	\$ 2,406
The Township of MacDonald, Meredith and Aberdeen Additional	295	11.1%	\$ 2,783
The Township of St. Joseph	485	18.3%	\$ 4,575
The Township of Plummer Additional	195	7.4%	\$ 1,840
The Town of Bruce Mines	210	7.9%	\$ 1,981
The Town of Thessalon	455	17.2%	\$ 4,292
The Township of Huron Shores (up to Thessalon only estimated)	140	5.3%	\$ 1,321
<b>Total:</b>	<b>2,650</b>	<b>100.0%</b>	<b>\$ 25,000</b>

- based on each municipality's seniors population as a % of the total seniors population



Township of Champlain

Resolution  
Regular Council Meeting

**Agenda Number:** 11.1.  
**Resolution Number** 2025-120  
**Title:** Councillor Gerry Miner - Surveillance and Monitoring of Heavy Vehicles in Ontario  
**Date:** April 24, 2025

---

**Moved By:** Gérard Miner  
**Seconded By:** Paul Burroughs

**Whereas** the Council of the Township of Champlain is of the opinion that additional surveillance and monitoring of heavy vehicles in Ontario is required to ensure the safety of other motorists, property owners, and pedestrians.

**Be it resolved that** the Township of Champlain calls upon the Government of Ontario to: increase surveillance and spot checks of all heavy vehicles travelling on Ontario roads; as well as monitoring the testing standards maintained by privately-owned heavy licensing facilities.

**Be it further resolved that** this resolution be forwarded to the Minister of Transportation of Ontario, the Minister of Municipal Affairs and Housing, the MPP Glengarry-Prescott-Russell, the Ontario Provincial Police, AMO and all municipalities in Ontario.

**Carried**

Certified True Copy of Resolution

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Alison Collard, Clerk      Date:



Canton de Champlain  
Résolution  
Réunion régulière du Conseil

No. du point à l'ordre du jour: 11.1.  
No. du point 2025-120  
Titre: Conseiller Gerry Miner - Surveillance et contrôle des véhicules lourds en Ontario  
Date: le 24 avril 2025

---

Proposée par: Gérard Miner  
Appuyée par: Paul Burroughs

**Attendu que** le Conseil du Canton de Champlain est de l'avis qu'une surveillance et un contrôle accrus des véhicules lourds en Ontario sont nécessaires pour assurer la sécurité des autres automobilistes, des propriétaires fonciers et des piétons.

**Qu'il soit résolu que** le Canton de Champlain demande au gouvernement de l'Ontario d'accroître la surveillance et les vérifications de tous les véhicules lourds circulant sur les routes de l'Ontario, et de contrôler les normes de vérification maintenues par les installations privées d'immatriculation des véhicules lourds; et

**De plus, qu'il soit résolu que** cette résolution soit transmise au ministre des Transports de l'Ontario, au ministre des Affaires municipales et du Logement, au député provincial de Glengarry-Prescott-Russell, à la Police provinciale de l'Ontario, à l'AMO et à toutes les municipalités de l'Ontario.

**Adoptée**

Copie certifiée conforme

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Alison Collard, greffière      Date :



## *The Corporation of the Township of Otonabee-South Monaghan*

April 29, 2025

Via Email: [premier@ontario.ca](mailto:premier@ontario.ca)

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

Dear Premier Ford:

### **Re: Proposal to End Daylight Savings Time in Ontario**

Please be advised that the Council of the Township of Otonabee-South Monaghan at its meeting on April 28<sup>th</sup>, 2025 passed the following resolution:

#### **R107-2025**

Moved by Councillor Terry Holmes  
Seconded by Councillor Mark Allen

**Whereas Ontario already has the legislative framework to end the antiquated practice of Daylight Saving Time (DST), as per the Time Amendment Act of 2020:** But New York has delayed us for over 4 long years.

**And Whereas the Case for Ending DST immediately pertains to clear and present Health and Public Safety concerns:** Clock shifts spike heart attacks, accidents, and stress, per the Canadian Society for Chronobiology. Kids lose focus, domestic violence rises, and vulnerable folks—mentally ill, homeless, addicts—face unnecessary strain and relapse risks. Indigenous health gaps deepen as DST clashes with traditions. Standard Time aligns with nature, easing healthcare burdens and healthcare costs.

**And Whereas ending DST is a clear and permanent assertion of the economic independence of Ontario:** Our new, post tariff economic reality exposes the reliance on New York for our internal policy as outdated. Ontario should look out for Ontarians, and

our sovereignty must be asserted. Quebec already considers the change; so 15 million Ontarians should not continue to wait on NY. Businesses will adapt; citizens will gain stability. Over 100,000 petition voices and 70% of Ontarians agree. Ontario must take the lead, and hopefully NY can eventually follow our lead for the good of their own people.

**Therefore be it resolved** that we request staff to distribute this communication to all the Municipalities, Chiefs & Councils of Ontario in addition to the Premier of the Govt. of Ontario and urge the Premier to:

1. Amend the Time Amendment Act 2020 to drop New York's contingency, effective immediately.
2. Set permanent Standard Time (EST) from November 2, 2025.

**CARRIED.**

Yours truly,  
Township of Otonabee-South Monaghan



Liz Ross  
Deputy Clerk

Sent via Email:  
Honourable Doug Ford, Premier of Ontario, [premier@ontario.ca](mailto:premier@ontario.ca)  
Municipalities of Ontario

**From:** AMO Events <events@amo.on.ca>  
**Sent:** May 1, 2025 3:00 PM  
**To:** email  
**Subject:** Request for Delegations Open for AMO 2025



## **Request your AMO Delegation Meetings Today!**

### **AMO Conference - City of Ottawa**

**August 17-20**

We are pleased to share that the Ministry of Municipal Affairs and Housing (MMAH) has opened their request for delegation process for AMO 2025.

Registered AMO Conference delegates can request meetings with the provincial government through this process.

Click [here](#) for the Municipal Delegation Request Form.

You can select either French or English using the global icon in the top right corner of the form.

The deadline for submitting requests is **Friday May 30th, at 5:00 PM EST.**

As AMO is not involved in government delegations, all inquiries must be directed to [delegations@ontario.ca](mailto:delegations@ontario.ca).

[Register for AMO 2025](#) to participate in the provincial delegation meetings.

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Association of Municipalities of Ontario

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155 University Ave Suite 800 | Toronto, ON M5H 3B7 CA

## Amber Shannon

---

**From:** Ralf Michael  
**Sent:** Wednesday, April 9, 2025 5:14 PM  
**To:** Kerry Joncas  
**Cc:** Amber Shannon; DAD  
**Subject:** Interest in Municipally Owned Property  
**Attachments:** 24-54 Sale of Surplus Lands.pdf

Dear Kerry,

Thank you for your follow-up and for resending your original message—my dad probably didn't see it back in February, so we really appreciate you reaching out again and including the Surplus Land By-law.

We've reviewed the process carefully and would like to formally express our interest in purchasing the municipally owned property between my dad's lot and Highway 17 (the former motel site). We're asking that Council consider declaring it surplus so the purchase process can begin.

Our intention is to use the land as part of the seasonal vacation property, and—if successful in acquiring it—we would secure the two former access points from Highway 17 with gates to maintain privacy and safety.

We understand the next steps would involve an appraisal and then a public tender. With that in mind, we're prepared to make an offer of \$3,000 CAD and would be happy to submit a formal tender once the process is underway. Please let us know what's needed from us at this point, including any documentation or deposits to move forward.

We're also aware of the sand dome project being considered across the road. While we understand this might increase activity in the area, it doesn't change our interest in purchasing the property.

Looking forward to hearing from you and thank you again for your help with this.

Warm regards,

**CORPORATION OF THE  
TOWNSHIP OF NORTH GLENGARRY**

**Council Meeting**

**Resolution # 9**

**Date:** Monday March 10, 2025

---

**MOVED BY:** Jamie MacDonald

**SECONDED BY:** Carma Williams

**Whereas** rural, northern, and remote municipalities are fiscally strained by maintaining extensive road networks on a smaller tax base;

**And whereas** preventing crashes reduces the burden on Ontario's already strained rural health care system;

**And whereas** roadway collisions and associated lawsuits are significant factors in runaway municipal insurance premiums; preventing car crashes can have a significant impact in improving municipal risk profiles;

**Therefore,** be it resolved that the Township of North Glengarry requests that the Government of Ontario take action to implement the rural road safety program that Good Roads has committed to lead;

**And further** that this resolution be circulated to all municipalities in Ontario requesting their support, as well as the Premier of Ontario and the Minister of Transportation.

**CARRIED**

**DEFEATED**

**DEFERRED**

---

**MAYOR / DEPUTY MAYOR**

**Deputy Mayor:** Carma Williams

**Councillor:** Jacques Massie

**Councillor:** Brian Caddell

**Councillor:** Jeff Manley

**Councillor:** Michael Madden

**Councillor:** Gary Martin

**Mayor:** Jamie MacDonald

**YEA**

**NEA**

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Grant Bivol  
Town Clerk  
Town of Niagara on the Lake  
VIA EMAIL: [clerks@notl.com](mailto:clerks@notl.com)

Township of Puslinch  
7404 Wellington Road 34  
Puslinch, ON N0B 2J0  
[www.puslinch.ca](http://www.puslinch.ca)

April 16, 2025

RE: Support Resolution – Town of Niagara on the Lake Council Resolution regarding  
Amendment of Subsection 29(1.2) of the Ontario Heritage Act

Please be advised that Township of Puslinch Council, at its meeting held on March 26, 2025  
considered the aforementioned topic and subsequent to discussion, the following was resolved:

**Resolution No. 2025-100:**

Moved by Councillor Sepulis and  
Seconded by Councillor Hurst

**That the Consent Agenda item 6.11 listed for MARCH 26, 2025 Council meeting be  
received for information; and**

**Whereas Township of Puslinch Council supports the Town of Niagara on the Lake  
Council Resolution regarding Amendment of Subsection 29(1.2) of the Ontario  
Heritage Act, that Council direct staff to prepare a support resolution accordingly.**

**CARRIED**

As per the above resolution, please accept a copy of this correspondence for your information  
and consideration.

Sincerely,

Justine Brotherston  
Municipal Clerk

CC: Minister of Citizenship and Multiculturalism Hon. Michael Ford, Minister of Municipal Affairs  
and Housing Hon. Paul Calandra, The Association of Municipalities of Ontario, MPP Thompson,  
all Ontario Municipalities

February 26, 2025

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

EMAIL: [Doug.fordco@pc.ola.org](mailto:Doug.fordco@pc.ola.org)

Dear Premier Ford,

**RE: Requests the Province of Ontario Reconsider the Amendment of  
Subsection 29(1.2) of the Ontario Heritage Act**

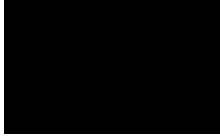
Please be advised that at its meeting of February 25, 2025, Council of the Town of Niagara on-the-Lake adopted the following resolution:

1. Now Therefore Be It Hereby Resolved That Niagara-on-the-Lake Town Council endorses the resolution from the Municipality of South Huron requesting the Province reconsider the amendment to Subsection 29(1.2) of the Ontario Heritage Act.
2. Be It Resolved That copies of this resolution be forwarded to Minister Premier Doug Ford, the Minister of Municipal Affairs and Housing, the Minister of Citizenship and Multiculturalism, local Members of Provincial Parliament (MPPs); and MPP Thompson.
3. Be It Further Resolved That copies of this resolution be forwarded to all 444 Municipalities in Ontario, and the Association of Municipalities of Ontario (AMO) for their endorsement and advocacy.



If you have any questions or require further information, please contact our office at 905-468-3266.

Sincerely,



Grant Bivol  
Town Clerk

c.c. Minister of Citizenship and Multiculturalism Hon. Michael Ford - Michael.Ford@ontario.ca  
Minister of Municipal Affairs and Housing Hon. Paul Calandra - minister.mah@ontario.ca  
The Association of Municipalities of Ontario - resolutions@amo.on.ca  
All local Members of Provincial Parliament (MPPs)  
MPP Thompson - lisa.thompsonco@pc.ola.org  
All 444 Municipalities of Ontario

The Right Honourable Mark Carney  
[pm@pm.gc.ca](mailto:pm@pm.gc.ca)

Sent via electronic mail

May 8, 2025

Dear Right Honourable Mark Carney

At its Regular meeting on May 7, 2025, the Township of Springwater's Council passed resolution C196-2025 Redistribution of the Land Transfer Tax and GST to Municipalities for Sustainable Infrastructure Funding.

**Resolution C196-2025**

Moved by: Cabral

Seconded by: Fisher

Whereas municipalities face growing infrastructure needs, including roads, bridges, public transit, water systems, and other critical services, which are essential to community well-being and economic development; and

Whereas the current sources of municipal revenue, including property taxes and user fees, are insufficient to meet these increasing demands for infrastructure investment; and

Whereas the Province of Ontario currently collects the Land Transfer Tax (LTT) on property transactions in municipalities across the province, generating significant revenue that is not directly shared with municipalities; and

Whereas the Federal Government collects the Goods and Services Tax (GST) on property transactions, a portion of which could be directed to municipalities to address local infrastructure needs; and

Whereas redistributing a portion of the Provincial Land Transfer Tax and GST to municipalities would provide a predictable and sustainable source of funding for local infrastructure projects without creating a new tax burden on residents or homebuyers; and

Whereas a redistribution of a portion of the existing Land Transfer Tax and GST would allow municipalities to better plan and invest in long-term infrastructure initiatives, supporting local economic growth and improving the quality of life for residents;

Now Therefore Be It Resolved That the Township of Springwater formally requests the Provincial Government to consider redistributing a portion of the Land Transfer Tax collected on property transactions to municipalities; and

Further Be It Resolved That Township of Springwater calls on the Federal Government to allocate a percentage of the GST collected on property sales to municipalities; and

Further Be It Resolved That this redistribution of the Land Transfer Tax and GST should be structured to provide predictable and sustainable funding to municipalities, allowing for better long-term planning and investment in infrastructure projects that benefit local communities, thus ensuring that local governments receive a fair share of the revenue to address critical infrastructure needs; and

Further Be It Resolved That copies of this resolution be forwarded to the Right Honourable Prime Minister Mark Carney, the Right Honourable Premier Doug Ford, the Ontario Minister of Finance, the Minister of Municipal Affairs and Housing, MP Doug Shipley and MPP Doug Downey; and

Further Be It Resolved That copies of this resolution be forwarded to all 444 Municipalities in Ontario, the Federation of Canadian Municipalities (FCM), and the Association of Municipalities of Ontario (AMO) for their endorsement and advocacy.

**Carried**

The Clerk's Department can be reached via email at [clerks@springwater.ca](mailto:clerks@springwater.ca) or by phone at 705-728-4784, Ext. 2304.

Regards,



Cayla Reimer  
Deputy Clerk,  
Township of Springwater

cc: Hon. Doug Ford, Premier  
Hon. Peter Bethlenfalvy, Ontario Minister of Finance  
Hon. Rob Flack, Minister of Municipal Affairs and Housing  
Hon. MP Doug Shipley  
Hon. MPP Doug Downey  
All Ontario Municipalities  
Association of Municipalities of Ontario



# The Corporation of the Town of Cobourg

## Resolution

---

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

Town of Cobourg  
55 King Street West,  
Cobourg, ON, K9A 2M2  
[clerk@cobourg.ca](mailto:clerk@cobourg.ca)

**Delivered via email**

Doug.fordco@pc.ola.org  
premier@ontario.ca

May 5, 2025

RE: Ontario Works Financial Assistance Rates

Please be advised that the Town of Cobourg Council, at its meeting held on April 30, 2025, passed the following resolution:

THAT Council requests the Provincial Government to urgently:

- Increase Ontario Works rates to match the ODSP rate increases that have already been made and be indexed to inflation;
- Commit to ongoing cost of living increases above and beyond the rate of inflation to make up for the years they were frozen; and

FURTHER THAT a copy of this resolution be sent to the Minister of Children, Community, and Social Services, the Minister of Health, the Minister of Municipal Affairs and Housing, the Association of Municipalities of Ontario, the Ontario Municipal Social Services Association, and all Ontario Municipalities.

Sincerely,

Kristina Lepik  
Deputy Clerk/Manager, Legislative Services

Enclosure.

cc. Honourable Michael Parsa, Minister of Children, Community and Social Services;  
Honourable Sylvia Jones, Minister of Health;  
Honourable Rob Flack, Minister of Municipal Affairs and Housing;  
Association of Municipalities of Ontario (AMO);  
Ontario Municipal Social Services Association; and  
All Ontario Municipalities



## Township of Central Frontenac

1084 Elizabeth Street, P.O. Box 89, Sharbot Lake, ON K0H 2P0

Tel: 613-279-2935 or 1-800-300-6851, Fax: 613-279-2422

[www.centralfrontenac.com](http://www.centralfrontenac.com)



### Office of the Clerk

---

At its regular meeting of Council held April 8, 2025, the Corporation of the Township of Central Frontenac passed the following motion.

**Whereas** United States President Donald Trump, continues to threaten executive orders to impose tariffs on imports from Canada;

**And whereas** these tariffs will have a significant detrimental impact on the economic stability in both countries;

**And whereas** our Prime Minister and Premier are encouraging Canadians to choose Canada and to choose products made in Canada;

**And whereas** municipalities have significant purchasing power through capital and infrastructure programs;

**And whereas** we must stand united and strong to meet this moment and protect our communities.

**And whereas** municipalities can assist in the effort to combat tariffs and support businesses in the procurement for capital and infrastructure programs;

**Now therefore be it resolved** that the Township of Central Frontenac only purchase products made in Canada whenever practicable, and when not in violation of trade agreements and legislation, in all of its purchasing decisions, including increasing current invitational and open market thresholds in the Procurement By-law to enable targeted purchases from Canadian Suppliers;

**And further that** this resolution be forwarded to the Prime Minister Mark Carney, Premier Doug Ford, MPP John Jordan, MP Scott Reid, the Association of Municipalities of Ontario, the Federation of Canadian Municipalities and all Ontario municipalities.

Dated at Sharbot Lake, Ontario

This 17<sup>th</sup> day of December 2024.

Page 287 of 414

  
Cathy MacMunn, CAO/Clerk



**THE CORPORATION OF THE TOWNSHIP OF LARDER LAKE**

**69 FOURTH AVENUE, P. O. BOX 40, LARDER LAKE, ON P0K 1L0**

**PH: 705-643-2158 FAX: 705-643-2311**

**LARDERLAKE.CA**

Prime Minister of Canada  
House of Commons  
Ottawa, ON K1A 0A6

April 25<sup>th</sup>, 2025

To whom it May Concern:

Please be advised that at the Township of Larder Lake Regular Council Meeting held Tuesday, April 8<sup>th</sup>, 2025, the following resolution of support was adopted:

**Resolution: 5**

Moved by: Councillor Armstrong

Seconded by: Councillor Hull

That Council supports item 6.3.1 of letters and communications from the Town of Fort Frances regarding the Sovereignty of Canada

**Carried**

Sincerely,

A handwritten signature in black ink, appearing to read "Crystal Labbe".

**Crystal Labbe**  
**CAO/ Clerk Treasurer**

Enc. Fort Frances Resolution of Council  
Resolution of support Township of Larder Lake



FORTFRANCES

## RESOLUTION OF COUNCIL

Monday, February 10, 2025

Oral Motion

**“THAT Council supports the Town of Halton Hills Resolution No. 2025-0010 regarding the  
Sovereignty of Canada.”**

*Moved by Wendy Brunetta, Seconded by Steven Maki, Motion Carried by Council.*

WHEREAS President Trump has suggested that with the use of “economic force” such as tariffs, Canada should become the 51st state of the United States, and further he suggests that many Canadians would agree;

AND WHEREAS Canada is a sovereign nation with a peaceful history of self-governance dating to its Confederation in 1867;

AND WHEREAS the Canadian identity is marked by a deep-rooted pride in its heritage and culture founded by French and British settlement, enriched by Indigenous culture and traditions, and by more than a century and a half of multicultural immigration;

AND WHEREAS Canada has significant global standing, consistently supporting its allies, including the United States, in global conflicts such as two world wars, and wars in Korea and Afghanistan; and in international coalitions and in being consistently recognized as among the top countries in the world for quality of life;

AND WHEREAS the shared history of the United States and Canada has been one of friendship, respect, and neighbourly relations;

NOW THEREFORE be it resolved that the Council of the Town of Fort Frances categorically rejects any efforts by incoming President Trump or any others to undermine the sovereignty of Canada. We stand united with our Ontario Premier Doug Fort and our Canadian Prime Minister Justin Trudeau for a Canada that remains strong, free, independent, and characterized by peace, order, and good government.

AND FURTHER THAT the Mayor prepare correspondence containing this resolution for circulation to the office of the American president through our Canadian diplomatic channels with copies to The Right Honourable Justin Trudeau, Prime Minister, The Honourable Melanie Joly, Minister of Foreign Affairs, MP Michael Chong, Premier Doug Ford, The Honourable Vic Fedeli, Minister of Economic Development, Job Creation and Trade of Ontario, MPP Ted Arnott, Leaders of the Opposition Parties, AMO, FCM, and all municipalities in Ontario.

THE CORPORATION OF THE TOWNSHIP OF LARDER LAKE

69 Fourth Avenue, Larder Lake, ON

Phone: 705-643-2158 Fax: 705-643-2311



MOVED BY:

☒ Thomas Armstrong  
☐ Patricia Hull  
☐ Paul Kelly  
☐ Lynne Paquette

SECONDED BY:

☐ Thomas Armstrong  
☒ Patricia Hull  
☐ Paul Kelly  
☐ Lynne Paquette

Motion #: 5

Resolution #: 5

Date: April 8, 2025

BE IT RESOLVED THAT the Council of the Corporation of the township of Larder Lake supports the resolution from the Town of Fort Frances regarding the Sovereignty of Canada

Recorded vote requested: ☐

	For	Against
Tom Armstrong	✓	
Patricia Hull	✓	
Paul Kelly	✓	
Lynne Paquette	✓	
Patty Quinn	✓	

I declare this motion

<input checked="" type="checkbox"/> Carried
<input type="checkbox"/> Lost / Defeated
<input type="checkbox"/> Deferred to: _____ (enter date)
Because:
<input type="checkbox"/> Referred to: _____ (enter body)
Expected response: _____ (enter date)

Disclosure of Pecuniary Interest\*


Chair:

\*Disclosed his/her (their) interest(s), abstained from discussion and did not vote on this question.



**15. Committee and Staff Reports**

**15.1 Minutes - Committee of the Whole Meeting CW#06-25 held April 16, 2025**

**15.1.13 Member Motion - Councillor Cilevitz - Provincial regulations needed to restrict keeping of non-native ("exotic") wild animals - (CW Item 12.1)**

Moved by: Councillor Thompson

Seconded by: Councillor Cilevitz

Whereas Ontario has more private non-native ("exotic") wild animal keepers, roadside zoos, mobile zoos, wildlife exhibits and other captive wildlife operations than any other province; and,

Whereas the Province of Ontario has of yet not developed regulations to prohibit or restrict animal possession, breeding, or use of non-native ("exotic") wild animals in captivity; and,

Whereas non-native ("exotic") wild animals can pose very serious human health and safety risks, and attacks causing human injury and death have occurred in the province; and,

Whereas the keeping of non-native ("exotic") wild animals can cause poor animal welfare and suffering, and poses risks to local environments and wildlife; and,

Whereas owners of non-native ("exotic") wild animals can move from one community to another even after their operations have been shut down due to animal welfare or public health and safety concerns; and,

Whereas municipalities have struggled, often for months or years, to deal with non- native ("exotic") wild animal issues and have experienced substantive regulatory, administrative, enforcement and financial challenges; and,

(continued)



Extracts from Council Meeting  
C#10-25 held April 23, 2025  
Confirmatory By-law 60-25

Whereas the Association of Municipalities of Ontario (AMO), the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) and the Municipal Law Enforcement Officers' Association (MLEOA) have indicated their support for World Animal Protection's campaign for provincial regulations of non-native ("exotic") wild animals and roadside zoos in letters to the Ontario Solicitor General and Ontario Minister for Natural Resources and Forestry;

Now Therefore Be It Resolved:

1. That the City of Richmond Hill hereby petitions the provincial government to implement provincial regulations to restrict the possession, breeding, and use of non-native ("exotic") wild animals and license zoos in order to guarantee the fair and consistent application of policy throughout Ontario for the safety of Ontario's citizens and the non-native ("exotic") wild animal population;
2. That this resolution will be forwarded to all municipalities in Ontario for support and that each endorsement be then forwarded to the Premier of Ontario, Ontario Solicitor General, Ontario Minister for Natural Resources and Forestry, and Richmond Hill MPP's, AMO, AMCTO, and MLEOA.

Carried

For Your Information and Any Action Deemed Necessary



March 27, 2025

Right Hon. Mark Carney, Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
[Media@pmo-cpm.gc.ca](mailto:Media@pmo-cpm.gc.ca)

Hon. Melanie Joly, Minister of Foreign Affairs  
1109-225 Chabanel West  
Montréal, QC H2N 2C9  
[melanie.joly@parl.gc.ca](mailto:melanie.joly@parl.gc.ca)

Hon. Nate Erskine-Smith, Minister of Housing, Infrastructure and Communities  
1902 Danforth Avenue  
Toronto, ON M4C 1J4  
[nathaniel.erskine-smith@parl.gc.ca](mailto:nathaniel.erskine-smith@parl.gc.ca)

Hon. Doug Ford, Premier of Ontario  
Legislative Building, Queen's Park  
Toronto, ON M7A 1A1  
[premier@ontario.ca](mailto:premier@ontario.ca)

**Sent Via Email**

Re: Canadian and Ontario Governments' Negotiations with the USA on Trade Tariffs

Council of the Town of LaSalle, at its Regular Meeting held Tuesday, March 11, 2025, passed the following resolution:

**53/25**

Moved by: Deputy Mayor Akpata

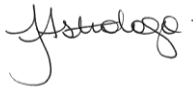
Seconded by: Councillor Renaud

"That the request received from the Eastern Ontario Warden's Caucus, seeking support for the Canadian and Ontario Governments' negotiations with the United States Government on trade tariffs, be supported, and that copies of the support be sent to those listed in the correspondence."

**Carried.**

Please consider this letter as confirmation of the Town of LaSalle's support of the above matter.

Yours Truly,



Jennifer Astrologo  
Director of Council Services/Clerk  
Town of LaSalle  
[jastrologo@lasalle.ca](mailto:jastrologo@lasalle.ca)

Cc: (via email)

Marit Stiles (Leader of the Ontario New Democratic Party),  
Bonnie Crombie (Leader of the Ontario Liberal Party),  
Mike Schreiner (Leader of the Ontario Green Party),  
Ontario's Minister of Economic Development, Job Creation and Trade,  
Ontario's Minister of Municipal Affairs and Housing,  
Rebecca Bligh (President, FCM and Councillor, City of Vancouver),  
Robin Jones (President, AMO and Mayor of Westport),  
Christa Lowry (Chair, Rural Ontario Municipal Association),  
Jeff Leal (Chair, Eastern Ontario Leadership Council),  
John Beddows (Chair, Eastern Ontario Mayors' Caucus),  
All regional Members of Canadian Parliament,  
All candidates running as Ontario Members of Parliament,  
All of Ontario Municipalities

**From:** AMO Communications <communicate@amo.on.ca>  
**Sent:** April 10, 2025 10:02 AM  
**To:** email  
**Subject:** AMO Watchfile - April 10, 2025

April 10, 2025

- AMO's Guidance Resources on Electricity Procurements.
- Nominations open for Medal of Distinction in Public Administration.
- Limited space available for AMO's Rural Healthy Democracy Forum: June 11.
- AMO's Municipal Trade and Tariff Forum: June 6 in Toronto.
- Join your colleagues at the AMO 2025 Conference.
- AMO 2025 Conference trade show - selling out fast!!!
- Leveraging Resources for Results in Affordable Housing - OSUM Conference 2025.
- Human Rights-Based Approach to Municipal Planning: May 8 virtual workshop.
- Understanding Competing Human Rights: May 13 virtual workshop.
- Strategies for Elected Officials to Master Conflict Relationships virtual workshop.
- Teeny Tiny Summits 2025 line-up.
- Meet Canoe's newest Canadian supplier: Home Hardware.
- On April 15, unlock savings with our new partnership with HealthPRO Canada.
- April 28: Pioneering digital change in small communities: Insights & Experiences.
- BPS energy reporting season is underway.
- Group Benefits webinar recording.
- Boost resilience with the All-Risk Municipal Grant.
- Upcoming Net Zero Workshop register today.
- May 7 webinar: Investing in an uncertain market: The Prudent Investor's Playbook.
- Shaping your community's energy future workshop.
- Careers.

### **AMO Matters**

AMO has [developed resources](#) to help municipal decision makers considering electricity generation and storage projects protect residents, sensitive lands, and municipal finances while securing local benefits and supporting growth.

### **Provincial Matters**

Nominations are open for the Lieutenant Governor's Medal of Distinction in Public Administration, Ontario's highest honour for public service. [Nominate a colleague](#) from your municipality by June 27,

### **Education Opportunities**

Partnering with the Rural Ontario Municipal Association (ROMA), AMO's Rural Healthy Democracy Forum will bring together municipal and sector leaders, academics and experts for insightful discussions on the state of democracy in rural Ontario. [Register today](#) as there is **limited space available**.

In this unprecedented time, AMO is holding a forum on tariff and trade disruptions, their impact on Ontario municipalities and business sector, and how municipalities and business can seize new opportunities to improve economic resiliency and mitigate the impact of tariffs. [Register today](#).

AMO's 2025 Annual Conference is back in Ottawa. In this unprecedented time, coming together with municipal and provincial and key sector partners is more important than ever. [Register for AMO 2025](#)

and [book your accommodations today](#).

Connect with over 3,000 of Ontario's municipal leaders representing Ontario's 444 municipalities and a \$68 billion sector at the AMO 2025 Conference in Ottawa this August. Click [here](#) to download the Exhibitor Package and [here](#) for the Sponsorship Package. Limited space available.

Join your colleagues in hearing how the Town of Collingwood is turning challenges into bold actions to transform housing options in their community. [Register for OSUM 2025 Conference today](#).

Land use planning is a complicated matter. AMO's workshop provides an opportunity to consider planning decisions from a human centred approach and issues you may not be aware of. [Register for the May 8 Human Rights Based Approach to Municipal Planning workshop](#).

AMO and Hicks Morley have developed training to support municipal elected officials and council in understanding their obligations related to human rights and understanding how to manage seemingly competing human rights. [Register for this important Competing Rights May 13 workshop](#).

Advanced Strategies for Elected Officials to Master Conflict Relationships is the next step for elected official to master handling more complex situations. If you completed AMO Education's Navigating Conflict Relationships workshop, [register today](#) to explore how to prepare for difficult conversations with tools for positive results.

ROMA in partnership with the Minister of Rural Affairs, are happy to share the 2025 Teeny Tiny Summit line-up. These compelling events are designed with innovation in mind for Ontario's rural communities. Registration and information is available for the Summit in [Manitouwadge](#) and [Prince Edward County](#).

## LAS

Home Hardware stores are locally owned and genuinely Canadian. They are also [Canoe Procurement Group's](#) newest vendor for building supplies. For your hardware and lumber needs, shop local! [Contact Carol Crystal](#), VP Merchandise at Home Hardware to learn more.

You are invited to a free webinar on April 15: [Introduction to HealthPRO Canada: Partnering for Better Healthcare & Lower Costs](#), which will help you gain a deeper understanding on how you can enhance healthcare services in your municipality while driving substantial cost reductions.

Small and rural municipalities face unique challenges in digital transformation, from limited resources to the need for solutions tailored to their communities. [Join a fireside chat](#) with our Barrier-Free Website service partner and municipalities that will share their experiences leading their municipalities through the redesign and launch of new websites. Whether you're a municipal leader, IT professional, or policymaker, this discussion will provide actionable takeaways to help guide your own digital journey.

The BPS Reporting season is in full swing. Municipalities must report their 2024 energy consumption by July 1 under [O.Reg 25/23](#). Contact [bpssupport@ontario.ca](mailto:bpssupport@ontario.ca) for more information. If you are an [EPT subscriber](#), this information can be easily downloaded from our software and uploaded to the portal. If you also use our [natural gas](#) or [electricity programs](#), this data has been automatically imported into EPT - no data entry required.

Check out our recent [Group Benefits webinar](#) to learn about the advantages and cost savings opportunity with the LAS Group Benefits service, including updates about what is driving the cost of employee group benefit plans.

Investing in Municipal Risk Resiliency - LAS and IPE are proud to promote the [All Risk Municipal Grant](#). This initiative recognizes and supports innovative risk management practices within Ontario municipalities.

Build a net zero energy facility that will impact the bottom line of your organization. Join us for a [1-day in person workshop](#) on May 14 in Middlesex Centre (includes a tour of Canada's [Coldstream Net Zero Fire](#)

[Hall](#)). Space is limited, so [register early](#).

### ONE Investment

In a time of continuing market fluctuation and political change, investors should maintain a thoughtful long-term investment strategy. [Join us on May 7](#) for a timely update on current market challenges/opportunities, both nationally and internationally, with time for discussion with PH&N Institutional, investment manager for ONE's Prudent Investment offering.

### Municipal Wire\*

Pollution Probe and QUEST Canada are hosting workshops on April 23 and 30 to develop a framework to ensure rural and remote communities can benefit from low-carbon energy innovation. [Register online!](#)

### Careers

[Director, Information Technology Services - The District Municipality of Muskoka](#). Closing Date: April 23, 2025.

[Manager, Financial Planning and Policy - The District Municipality of Muskoka](#). Closing Date: April 16, 2025.

[Executive Director of Pollution Control/ Deputy City Engineer - City of Windsor](#). Closing Date: May 16, 2025.

[General Manager, Community Safety & Wellness - Haldimand County](#). Closing Date: April 25, 2025.

[Planning Program Supervisor, Growth Policy & Analysis - County of Simcoe](#). Closing Date: April 25, 2025.

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### About AMO

AMO is a non-profit organization representing almost all of Ontario's 444 municipal governments. AMO supports strong and effective municipal government in Ontario and promotes the value of municipal government as a vital and essential component of Ontario's and Canada's political system. Follow [@AMOPolicy](#) on Twitter!

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### AMO Contacts

[AMO Watchfile](#) Tel: 416.971.9856

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[LAS Local Authority Services](#)

[MEPCO Municipal Employer Pension Centre of Ontario](#)

[ONE Investment](#)

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April 03, 2025

- AMO's Guidance Resources on Electricity Procurements.
- Progress in Asset Management: Growth webinar.
- Nominations open for Medal of Distinction in Public Administration.
- Conversation on voter turnout, community engagement, and incivility at 2025 OSUM.
- Register for AMO's Rural Healthy Democracy Forum - June 11, 2025.
- Join your colleagues at the AMO 2025 Conference.
- Opportunity to showcase your products and services at AMO 2025 Conference.
- Human Rights-Based Approach to Municipal Planning: May 8 virtual workshop.
- Advanced Strategies for Elected Officials to Master Conflict Relationships.
- Municipal Codes of Conduct: Essential to Good Governance: Virtual workshop.
- Boost resilience with the All-Risk Municipal Grant.
- Foundations for a Municipal Investment Strategy training.
- Facility assessments available through Canoe.
- Upcoming Net Zero Workshop register today.
- AMCTO-Mitacs Municipal Innovation Internship Program.
- Call for participation: Zoning Changes Solutions Lab.
- Ontario Geothermal Association conference.
- Careers.

### **AMO Matters**

AMO has [developed resources](#) to help municipal decision makers considering electricity generation and storage projects protect residents, sensitive lands, and municipal finances while securing local benefits and supporting growth.

A panel of municipal practitioners will discuss how to integrate growth and housing considerations into long-term asset management planning. [Register for today's session](#) at 12 PM.

### **Provincial Matters**

Nominations are open for the Lieutenant Governor's Medal of Distinction in Public Administration, Ontario's highest honour for public service. [Nominate a colleague](#) from your municipality by June 27,

### **Education Opportunities**

Join small urban leaders at the OSUM Conference in discussion about solutions to reversing current political and cultural trends: drop in voter turnout, contracting of municipal community outreach and civic engagement, and an increase in incivility. [Registration is open](#) and you can book your accommodations [here](#).

Registration is open for the AMO Rural Healthy Democracy Forum, in the Municipality of Mississippi Mills. Partnering with the Rural Ontario Municipal Association (ROMA), this full-day event will bring together municipal and sector leaders, academics and experts for insightful discussions on the state of democracy in rural Ontario. [Register today!](#)

AMO 2025 is the premier opportunity to connect with your colleagues, provincial government, and suppliers for municipal services - all in support of your work as a locally elected official. [Register for AMO 2025](#) and [book your accommodations today](#).

Reach out to learn more about Exhibitor and Sponsorship opportunities for the 2025 conference in the City of Ottawa August 17-20. Our event provides you exposure to over 3,000 of Ontario's municipal leaders representing Ontario's 444 municipalities and a \$68 billion sector. Both the of these opportunities sell out fast. Click [here](#) to download the Exhibitor Package and [here](#) for the Sponsorship Package.

Learn how municipal planning can be enhanced by understanding impacts on human rights. This workshop provides insight into municipal decision making on policies and services that reflect the needs of the whole community and are legally sound. [Register for the May 8 Human Rights Based Approach to Municipal Planning workshop](#).

AMO's [Advanced Strategies for Elected Officials to Master Conflict Relationships](#) (NCR 2.0), building on the Navigating Conflict Relationships, will take you to the next level of in understanding and navigating relationships. This workshop will prepare attendees for difficult conversations that are guaranteed to lead to a positive conclusion and relationship.

AMO Education has developed a course that helps and guides municipal leaders in: developing or revitalizing existing codes of conduct. This work shop will assist in establishing buy-in or ownership at council on expectations on of ethical behaviour and how to ensure adherence, how to address and manage breaches and the role of Integrity Commissioners as a supporting resource. [Register for the May 14 Municipal Codes of Conduct workshop](#).

## **LAS**

Investing in Municipal Risk Resiliency - LAS and IPE are proud to promote the [All Risk Municipal Grant](#). This initiative recognizes and supports innovative risk management practices within Ontario municipalities.

Take some time to enhance your understanding of municipal investments. This [new on-demand training](#), which is perfect for municipal finance staff, will review the *Municipal Act* investment regulation, discuss current municipal finance challenges, and overview investment options available to the municipal sector.

Need a facility assessment to meet your Asset Management Plan requirements? The [Canoe Procurement Group's](#) approved supplier, [Roth IAMS](#) makes this process simple. [Contact Sarah](#) to learn more.

Build a net zero energy facility that will impact the bottom line of your organization. Join us for a [1-day in person workshop](#) on May 14 in Middlesex Centre (includes a tour of Canada's [Coldstream Net Zero Fire Hall](#)). Space is limited, so [register early](#).

## **Municipal Wire\***

The [AMCTO-Mitacs Municipal Innovation Internship Program](#) is a program that matches Ontario municipal governments with post-secondary students studying in Ontario. Municipalities can submit their project proposal(s) for consideration by May 9. The internship program will take place from January-August 2026.

Smart Density has received funding from CMHC Solutions Lab to assist municipal planning teams in [updating zoning policies](#) to enable affordable housing development on faith-based properties. Contact [info@smartdensity.com](mailto:info@smartdensity.com) to access Solutions Lab support.

The Ontario Geothermal Association is hosting a [conference May 21-22](#) with sessions about municipal geothermal programs. Municipal delegates can receive 20% off registration with discount code AMO.

## **Careers**

[Executive Director - Ontario Municipal Social Services Association \(OMSSA\)](#). Closing Date: April 22, 2025.

[Licensed Mechanic - Town of Oakville](#). Closing Date: April 13, 2025.

[Manager, Professional Practice & Client Experience - County of Simcoe](#). Closing Date: April 9, 2025.

[Finance Coordinator, Budget and Final Planning - City of Kawartha Lakes](#). Closing Date: April 6, 2025.

[Director of Legislative Services/Clerk - Township of Tiny](#). Closing Date: April 18, 2025.

[Communications Manager - Bruce County](#). Closing Date: April 14, 2025.

[Government Relations Manager - Bruce County](#). Closing Date: April 14, 2025.

[Director, Strategy Transformation and Organizational Performance - City of Richmond Hill](#). Closing Date: April 20, 2025.

### About AMO

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April 17, 2025

- AMO's Guidance Resources on Electricity Procurements.
- NEW Health and Safety Water Stream fund - webinar.
- Understanding your WSIB reporting responsibilities - webinar.
- 2025 Senior of the Year nominations.
- Nominations open for Medal of Distinction in Public Administration.
- Join the timely conversation on democracy: AMO's Rural Healthy Democracy Forum.
- Join your colleagues at the AMO 2025 Conference.
- Submit your application for the PJ Marshall Awards.
- Before you know it, it's August! AMO 2025 Conference trade show selling out fast!
- Strategies for Elected Officials to Master Conflict Relationships virtual workshop.
- Teeny Tiny Summits 2025 line-up - Registration is open.
- AMO and OCC Trade and Tariff Forum - June 6.
- OSUM Conference 2025: Rebuilding our Political Culture.
- Human Rights Requirements in Municipal Planning: May 8 virtual workshop.
- Boost resilience with the All-Risk Municipal Grant.
- Net Zero Workshops: Spaces still available.
- Getting Across the Finish Line: Asset Management Compliance in 2025.
- Modernization of Rail Proximity Guidelines.
- Shaping your community's energy future workshop.
- Ontario Bike Summit.
- Careers.

#### **AMO Matters**

AMO has [developed resources](#) to help municipal decision makers considering electricity generation and storage projects protect residents, sensitive lands, and municipal finances while securing local benefits and supporting growth.

#### **Provincial Matters**

Apply for Ontario's new [Health and Safety Water Stream fund](#) to help municipalities and First Nations build, repair and expand aging water infrastructure. [Register for the April 29](#) informational webinar.

The Workplace Safety Insurance Board invites you to their free monthly webinar on April 29 from 10:00 am - 11:00 am to hear information on your reporting responsibilities and completing the Form 7 Employer's Report of Injury. To register, please click on the link [Understanding your WSIB reporting responsibilities](#).

The Ministry of Seniors and Accessibility invites municipalities to submit nominations for the [2025 Senior](#)

[of the Year Award](#) which honours a local senior's contributions to the community. Submit nominations by April 30.

Nominations are open for the Lieutenant Governor's Medal of Distinction in Public Administration, Ontario's highest honour for public service. [Nominate a colleague](#) from your municipality by June 27,

### **Education Opportunities**

Partnering with the Rural Ontario Municipal Association (ROMA), AMO's Rural Healthy Democracy Forum will bring together municipal and sector leaders, academics and experts for insightful discussions on the state of democracy in rural Ontario. [Register today](#) as there is **limited space available**.

AMO's 2025 Annual Conference is back in Ottawa. In this unprecedented time, coming together with municipal and provincial and key sector partners is more important than ever. [Register for AMO 2025](#) and [book your accommodations today](#).

The Peter J. Marshall Municipal Innovation Award celebrates municipal governments in Ontario that implement new and innovative ways to make public services, facilities, and infrastructure better for Ontarians. View full details [here](#).

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In this unprecedented time, AMO is holding a forum on tariff and trade disruptions, their impact on Ontario municipalities and business sector, and how municipalities and business can seize new opportunities to improve economic resiliency and mitigate the impact of tariffs. [Register today](#).

Join the OSUM Executive and your municipal colleagues in a thought provoking and timely discussion on the current influences and dynamics of leadership. Hear from Jordan Simmons, Co-Founder and CEO of Nominee on *The Canada We Want: Reflections on the Path Forward*. [Register for OSUM 2025 Conference today](#).

Land use planning is a complicated matter. This workshop equips councillors with the skills and knowledge necessary to secure funding, build community trust, ensure legal compliance, drive local economic growth and more. [Register for the May 8 Unlocking Opportunity through Understanding Human Rights Based Approach to Municipal Planning workshop](#).

### **LAS**

Investing in Municipal Risk Resiliency - LAS and IPE are proud to promote the [All Risk Municipal Grant](#). This initiative recognizes and supports innovative risk management practices within Ontario municipalities.

Discover how municipalities can cut energy costs and save money by transitioning to net zero buildings at the [Coldstream Net Zero Fire Hall](#) workshop on May 14 ([in-person](#)) and **June 18** ([virtual](#)). Don't miss a building walkthrough a net zero fire hall.

### **Municipal Wire\***

With the 2025 asset management compliance deadline approaching, Asset Management Ontario invites

municipal staff to a [half-day workshop on May 1](#), 1:00-4:00pm.

The Railway Association of Canada is updating the [2013 Proximity Guidelines](#) to enhance safety, sustainability, and community well-being in rail adjacent developments. [Provide your feedback](#) through their survey on the guidelines.

Pollution Probe and QUEST Canada are hosting workshops on [April 23](#) and [April 30](#) to develop a framework to ensure rural and remote communities can benefit from low-carbon energy innovation.

The [Ontario Bike Summit](#), Canada's largest cycling and active transportation conference, will be in Windsor from May 27-29. Be inspired by success stories including enhancing infrastructure and design, citizen safety and economic development.

### Careers

[General Manager of Emergency Services and Community Wellbeing - City of Greater Sudbury](#). Closing Date: May 5, 2025.

[Public Works Manager - Township Of Elizabethtown-Kitley](#). Closing Date: May 2, 2025.

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### AMO Contacts

[AMO Watchfile](#) Tel: 416.971.9856

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[LAS Local Authority Services](#)

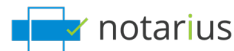
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April 24, 2025

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- OSUM Conference 2025: Rebuilding our Political Culture.
- Planning for people in your community: May 8 virtual workshop.
- Net Zero Workshops: Spaces still available.
- Homelessness Encampments and Human Rights Webinar.
- Modernization of Rail Proximity Guidelines.
- Workshop: Shaping your community's energy future.
- Ontario Bike Summit.
- Careers.

#### **AMO Matters**

AMO has [developed resources](#) to help municipal decision makers considering electricity generation and storage projects protect residents, sensitive lands, and municipal finances while securing local benefits and supporting growth.

#### **Provincial Matters**

Apply for Ontario's new [Health and Safety Water Stream fund](#) to help municipalities and First Nations build, repair and expand aging water infrastructure. [Register for the April 29](#) informational webinar.

The Ministry of Seniors and Accessibility invites municipalities to submit nominations for the [2025 Senior of the Year Award](#) which honours a local senior's contributions to the community. Submit nominations by April 30.

Nominations are open for the Lieutenant Governor's Medal of Distinction in Public Administration, Ontario's highest honour for public service. [Nominate a colleague](#) from your municipality by June 27,

#### **Education Opportunities**

Partnering with the Rural Ontario Municipal Association (ROMA), AMO's Rural Healthy Democracy



Forum will bring together municipal and sector leaders, academics and experts for insightful discussions on the state of democracy in rural Ontario. [Register today](#) as there is **limited space available**.

AMO's 2025 Annual Conference is back in Ottawa. In this unprecedented time, coming together with municipal and provincial and key sector partners is more important than ever. [Register for AMO 2025](#) and [book your accommodations today](#).

The Peter J. Marshall Municipal Innovation Award celebrates municipal governments in Ontario that implement new and innovative ways to make public services, facilities, and infrastructure better for Ontarians. View full details [here](#).

Connect with over 3,000 of Ontario's municipal leaders representing Ontario's 444 municipalities and a \$68 billion sector at the AMO 2025 Conference in Ottawa this August. Click [here](#) to download the Exhibitor Package and [here](#) for the Sponsorship Package. Limited space available.

ROMA in partnership with the Minister of Rural Affairs, are happy to share the 2025 Teeny Tiny Summit line-up. These compelling events are designed with innovation in mind for Ontario's rural communities. Registration and information is available for the Summit in [Manitouwadge](#) and [Prince Edward County](#).

In this unprecedented time, AMO is holding a forum on tariff and trade disruptions, their impact on Ontario municipalities and business sector, and how municipalities and business can seize new opportunities to improve economic resiliency and mitigate the impact of tariffs. [Register today](#).

Join the OSUM Executive and your municipal colleagues in a thought provoking and timely discussion on the current influences and dynamics of leadership. Hear from Jordan Simmons, Co-Founder and CEO of Nominee on *The Canada We Want: Reflections on the Path Forward*. [Register for OSUM 2025 Conference today](#).

Land use planning is a complicated matter. This workshop equips councillors with the skills and knowledge necessary to secure funding, build community trust, ensure legal compliance, drive local economic growth and more. [Register for the May 8 Unlocking Opportunity through Understanding Human Rights Based Approach to Municipal Planning workshop](#).

## **LAS**

Discover how municipalities can cut energy costs and save money by transitioning to net zero buildings at the [Coldstream Net Zero Fire Hall](#) workshop on May 14 ([in-person](#)) and June 18 ([virtual](#)). Don't miss a building walkthrough a net zero fire hall.

## **Municipal Wire\***

AMO is supporting a webinar hosted by the Canadian Urban Institute and The Shift about applying a human rights lens to homeless encampments. To participate on April 30th at 12 noon, please [register](#) in advance.

The Railway Association of Canada is updating the [2013 Proximity Guidelines](#) to enhance safety, sustainability, and community well-being in rail adjacent developments. [Provide your feedback](#) though their survey on the guidelines.

Pollution Probe and QUEST Canada are hosting workshops on [April 30](#) to develop a framework to ensure rural and remote communities can benefit from low-carbon energy innovation.

The [Ontario Bike Summit](#), Canada's largest cycling and active transportation conference, will be in Windsor from May 27-29. Be inspired by success stories including enhancing infrastructure and design, citizen safety and economic development.

## **Careers**

[Project Coordinator, Zero Emission Mobility - City of Brampton](#). Closing Date: May 12, 2025.

[Manager of Development Services - King Township](#). Closing Date: May 20, 2025.

[Economic Development Officer - County of Simcoe](#). Closing Date: May 9, 2025.

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### About AMO

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[MEPCO Municipal Employer Pension Centre of Ontario](#)

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**From:** AMO Communications <communicate@amo.on.ca>  
**Sent:** May 1, 2025 10:02 AM  
**To:** email  
**Subject:** AMO Watchfile - May 1, 2025



May 01, 2025

- AMO releases *Engaging Youth in Local Democracy* report.
- AMO's Guidance Resources on Electricity Procurements.
- Emergency Preparedness Week: May 4 - 11, 2025.
- New Health and Safety Water Stream fund.
- Nominations open for Medal of Distinction in Public Administration.
- Join the timely conversation on democracy: AMO's Rural Healthy Democracy Forum.
- Join your colleagues at the AMO 2025 Conference.
- Submit your application for the PJ Marshall Awards.
- Before you know it, it's August! AMO 2025 Conference trade show selling out fast!
- Teeny Tiny Summits 2025 line-up - Registration is open.
- AMO Trade and Tariff Forum - June 6.
- Planning for people in your community: May 8 virtual workshop.
- All Risk Municipal Grant applications due today.
- Virtual Net-Zero Workshop registration now open.
- AMCTO-Mitacs Municipal Innovation Internship Program.
- Ontario Bike Summit.
- Net-Zero Communities Accelerator Program coming to Ontario.
- Careers.

### **AMO Matters**

Improving the health of local democracies requires a renewed focus on engaging the young people in our communities. Through AMO's Healthy Democracy Project and in partnership with Apathy is Boring, we've developed a new [Engaging Youth in Local Democracy](#) resource that will help you learn how to better engage youth in your communities with actionable strategies and tactics for elected officials, municipalities, and public sector organizations.

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### LAS

Applications for the [All Risk Municipal Grant](#) are due today by 4 pm EST. Three municipalities will receive \$10,000 towards their risk management initiative. Enter your risk project today!

Have you registered for LAS' virtual net zero workshop yet? Join us online on June 18 to learn how you can cut energy costs, boost savings and incorporate low carbon initiatives in your municipal buildings. [Register today](#).

### Municipal Wire\*

The AMCTO-Mitacs [Municipal Innovation Internship Program](#) is an application-based program that matches Ontario municipal governments with post-secondary students studying in Ontario. Ontario municipalities can now [submit their project proposal\(s\)](#) for consideration by May 9. The internship program will take place from January-August 2026.

The [Ontario Bike Summit](#), Canada's largest cycling and active transportation conference, will be in Windsor from May 27-29. Be inspired by success stories including enhancing infrastructure and design, citizen safety and economic development.

Small and mid-sized Ontario municipalities are invited to [submit an expression of interest](#) to participate in Quest Canada's Net-Zero Communities Accelerator program by June 13.

### Careers

[Zoning Officer - Town of Halton Hills](#). Closing Date: May 21, 2025

[Manager of Operations - County of Renfrew.](#) Closing Date: May 14, 2025

[Chief Executive Officer - Grand Erie Public Health.](#) Closing Date: May 28, 2025.

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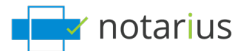
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**Sent:** May 8, 2025 10:01 AM  
**To:** email  
**Subject:** AMO Watchfile - May 8, 2025



May 08, 2025

**In This Issue:**

- AMO releases *Engaging Youth in Local Democracy* report.
- AMO resources to support your classroom engagement.
- New resources added to AMO's Gender Based Violence Toolkit.
- Emergency Preparedness Week: May 4 - 11, 2025.
- New Health and Safety Water Stream fund.
- Nominations open for Medal of Distinction in Public Administration.
- Only 20 spots remaining for AMO Rural Healthy Democracy Forum!
- Join colleagues at the AMO 2025 Conference - Ontario's premier municipal event.
- Showcase your innovation - PJ Marshall Awards submissions are now open.
- Before you know it, it's August! AMO 2025 Conference trade show selling out fast!
- Teeny Tiny Summits 2025 - Don't miss these important community building events.
- AMO's workshop on planning for people in your community: May 8 virtual workshop.
- Article - Investing in Uncertain Times!
- Virtual Net-Zero Workshop registration now open.
- BPS Energy Reporting Portal now open.
- Blog: My Experience as a Co-op Student.
- Every Second Counts! Know when to call 9-1-1.
- Humber Polytechnic Emergency Management Symposium - June 6, Toronto.
- AMCTO-Mitacs Municipal Innovation Internship Program.
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[AMO's Municipal Rep Day program](#) provides AMO's members with a set of resources they can use when visiting classrooms in their communities. Resources and guides for teachers and elected officials can support a productive and engaging visit with students and help ignite interest in local government with future voters and community leaders.

To commemorate Red Dress Day on May 5, new resources from the Ontario Native Women's Association and Native Women's Association of Canada have been added to [AMO's Gender Based Violence Toolkit](#).

### **Provincial Matters**

Ontario's theme for Emergency Preparedness Week, "Plan for Every Season", encourages residents to stay safe, practiced, and prepared. Access digital resources through [Publications Ontario](#) or [order your print materials today](#).

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### **ONE Investment**

2025 is shaping up to be one for history books with our federal election and trade tensions with the US. Such developments inevitably feed into the financial markets, fostering an atmosphere of uncertainty. [Read our recent article \*Investing in an Uncertain Market\*](#) to learn more

### **LAS**

Have you registered for LAS' virtual net zero workshop yet? Join us online on June 18 to learn how you can cut energy costs, boost savings and incorporate low carbon initiatives in your municipal buildings. [Register today](#).

The BPS Reporting season is well underway. Municipalities must report their 2024 energy consumption by July 1 under [O.Reg 25/23](#). Contact [bpssupport@ontario.ca](mailto:bpssupport@ontario.ca) for more information. If you are an [EPT subscriber](#), this information can be easily downloaded from our software and uploaded to the portal. If you also use our [natural gas](#) or [electricity](#) programs, this data has been automatically imported into EPT - no data entry required.



Interning at AMO/LAS is a great way for students to gain public sector knowledge while earning some school money. [Read the latest blog](#) about our winter intern's experience

### **Municipal Wire\***

Every Second Counts is a province-wide education campaign launched this week to combat 9-1-1 call misuse. Please explore the [campaign and share broadly](#) with residents in your communities.

Join [Humber Polytechnic Broadcast-Broadband Convergence B<sup>2</sup>C Lab](#) in a one-day free informational symposium on June 6 to present emerging emergency communications technologies using the ATSC 3.0 broadcast communications system. There are new solutions using broadcast that can bolster risk mitigation strategies for municipalities while offering enhanced capabilities. [Register today!](#)

The AMCTO-Mitacs [Municipal Innovation Internship Program](#) is an application-based program that matches Ontario municipal governments with post-secondary students studying in Ontario. Ontario municipalities can now [submit their project proposal\(s\)](#) for consideration by May 9. The internship program will take place from January-August 2026.

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### **Careers**

[Senior Planner/Aménageur principal; aménageuse principale - Ministry of Municipal Affairs and Housing/Ministère des Affaires municipales et du Logement](#). Closing Date: May 23, 2025, 11:59 pm EDT.

[Team Lead/Chef d'équipe - Ministry of Municipal Affairs and Housing/Ministère des Affaires municipales et du Logement](#). Closing Date: May 23, 2025, 11:59 pm EDT.

[Manager Court Operations/Chef de l'administration des tribunaux - Ministry of the Attorney General/Ministère du Procureur général](#) Closing Date: May 22, 2025 11:59 pm EDT.

[Director of Human Resources - Kingston Police Service Board](#). Closing Date: June 5, 2025.

[Licensed Mechanic A - Town of Oakville](#). Closing Date: May 14, 2025.

[Economic Development Officer - City of Quinte West](#). Closing Date: May 19, 2025, 11:59 pm EDT.

[Supervisor of Taxation, Revenue & Billing - City of Kawartha Lakes](#). Closing Date: May 23, 2025.

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### **About AMO**

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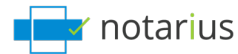
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**From:** AMO Policy <policy@amo.on.ca>  
**Sent:** April 10, 2025 12:04 PM  
**To:** email  
**Subject:** AMO Policy Update - Expanding Strong Mayor Powers, Improving Ambulance Procurement



## **AMO Policy Update – Expanding Strong Mayor Powers, Improving Ambulance Procurement**

### **Province Expanding Strong Mayor Powers**

Yesterday, the province [announced the expansion of strong mayor powers](#) to another 169 municipalities as of May 1, 2025. The extension of the additional authority is intended to assist with delivering on provincial priorities, including building more homes, transit and infrastructure across Ontario.

Strong mayor powers were originally introduced in 2022 and then expanded in 2023. At the time, the AMO Board did not take a position on strong mayor powers but expressed openness to the idea. It did express concerns with some aspects of the legislation – particularly those affecting public administration – and recommended public consultation before continued expansion of the new powers to additional municipal councils. AMO also expressed concern with the provision eliminating the need for majority council support for certain decisions related to provincial priorities.

As the most trusted order of government, AMO knows municipalities can be counted on to exercise new powers accountably and in the best interests of the public and the communities they serve.

### **Improving Ambulance Procurement in Ontario**

AMO has been a vocal advocate that the cost and timelines to get ambulances on the road are putting Ontarians at a disadvantage. The province is taking action to address these concerns and has certified a Canadian manufacturer to produce ambulances for the Ontario market. Ontario's municipalities are proud to deliver paramedic services across the province. More competition in the market will help ensure communities can deliver high-quality emergency care on time and cost effectively for years to come.

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*This Policy Update is also on the [AMO Website](#).*

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**From:** AMO Policy <policy@amo.on.ca>  
**Sent:** April 4, 2025 2:29 PM  
**To:** email  
**Subject:** AMO Policy Update - New Advocacy on Development Charges, Buy-Canadian & Buy-Ontario Initiatives, and Codes of Conduct



# **AMO Policy Update – New Advocacy on Development Charges, Buy-Canadian & Buy-Ontario Initiatives, and Codes of Conduct**

## **Municipal & Development Sector Collaboration on Development Charges Reform**

Ontario's housing crisis persists, with housing starts continuing to lag. All partners in Ontario's housing system – including municipalities and developers – must do their part and find new ways to increase housing supply.

AMO's evolving approach to this important issue is informed by:

- Ontario's persistent housing supply shortage, exacerbating affordability challenges. Tariffs and trade measures could continue to impact housing starts, creating additional urgency.
- Municipal development charges (DCs) and planning approvals continue to be unfairly blamed for the crisis. Both federal and provincial governments have committed to reducing DCs.
- A shifting approach to development sector advocacy. In January, the Ontario Home Builders Association (OHBA)/BILD released [a study](#) that recognized DCs as essential for growth, and advocated for targeted DC modernization as opposed to blanket reductions.

To build momentum for constructive and informed progress, AMO and OHBA have partnered to call for DC reform that is mutually agreeable. AMO and OHBA [wrote to the Minister of Municipal Affairs and Housing](#) to identify preliminary areas for reform to be considered collaboratively by homebuilding, provincial, and municipal partners. A cross-sector expert working group could recommend targeted and measured DC reform aimed at reducing housing production barriers and increasing clarity and predictability around DCs.

AMO consulted municipal finance experts to identify potential areas for reform. While the letter initiates the desired discussion, much work remains to be done. AMO has invited the Municipal Finance Officers Association (MFOA) and their DC expert table to support discussion. Their participation will be key in assessing impacts on municipal property taxes and user fees, informing recommendations that promote affordability by considering the total cost of homeownership.

## Results of AMO Survey on Municipal Procurement from US

To help inform policy discussions around banning US suppliers from participating in government procurement, AMO has conducted a survey of municipalities regarding non-construction procurement and is releasing [a summary of the survey results](#).

Municipalities reported that over 98% of their procurement is from companies with Canadian addresses, but many of those businesses are integrated with the US market. US procurement was primarily for goods and services without Canadian alternatives, and needed to deliver essential services including:

- IT and communications products
- Emergency services equipment and medical supplies
- Heavy machinery and vehicles
- Health and safety including chemicals and equipment for water treatment.

AMO will continue to provide guidance to the province on how municipalities can support provincial buy-Canadian and buy-Ontario initiatives without impacting essential service delivery.

## AMO Advocacy on Code of Conduct Legislation

[AMO wrote to Minister Flack](#) urging the government to reintroduce code of conduct legislation with two recommended amendments:

- **Removal of office vote requirement should be adjusted from unanimous to a supermajority (2/3 vote).** A vote to remove an elected municipal official from office is different than a regular council vote and should have a higher threshold, but given the other checks and balances built into the process a unanimous vote is too high a threshold.
- **The legislation should include a progressive range of discipline options for integrity commissioners.** The province should use the penalty framework established under the *Education Act* in 2023, including censure of a member, barring attendance at meetings, barring a member from sitting on committees, and barring a member from being chair or vice chair of committees

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April 2, 2025

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

Dear Premier Ford,

On behalf of the Federation of Northern Ontario Municipalities (FONOM) and our 110 municipal members, I would like to congratulate you on unveiling your current cabinet.

We are pleased to see strong representation from Northern Ontario with the appointments of Ministers Fedeli, Rickford, Pirie, Holland, and Smith. We are confident that these Ministers will assist FONOM in fostering growth in the north. We are ready to collaborate with the entire cabinet to strengthen all sectors of our northern economy.

While we appreciate this progress, I must also express our concerns regarding the Ministry of Transportation's approach. I frequently engage with northern municipal representatives to gather feedback on their interactions with the Ministry. The overwhelming response from our members indicates that their concerns are often overlooked or addressed slowly.

This situation stems mainly from Ontario's vast geographical size and the extensive area the north represents. Factors such as weather conditions, traffic patterns, inattentive drivers, regional differences in highway maintenance, and the lack of accountability in commercial motor vehicle driver training contribute to the public's ongoing fears when using our highways.

It is essential to recognize that transportation responsibilities in southern and northern Ontario involve vastly different approaches and planning.

Therefore, with the utmost respect for the current structure of the Ministry of Transportation, we propose an alternative solution: the creation of a **Deputy Minister** or **Associate Minister of Transportation** specifically responsible for **Northern Ontario**. This change could enhance the effectiveness of the current duties.

We are eager to work with you and your government to explore ways to reduce the high rates of fatalities and accidents on our highways.

We would appreciate the opportunity to discuss this approach further. We are willing to accommodate your schedule and travel arrangements for these discussions.

Thank you for allowing FONOM to share our thoughts, concerns, and ideas.

Yours,





April 9, 2025

Dear Head of Council:

To further support municipalities in delivering much-needed housing and other provincial priorities, I am pleased to inform you that our government intends to expand strong mayor powers to your municipality.

Following previous expansions, we have seen strong mayors put these transformative powers into action to support growth, from proposing budgets to setting up organizational structures to proposing by-laws to help advance provincial priorities such as building more homes and constructing and maintaining infrastructure to support housing.

Our government's expectation is that you will make use of these powers in a similar way, supporting provincial priorities that will help our province and our communities grow. These priorities include supporting the construction of new homes, economic development and building infrastructure that supports community growth, including housing-enabling infrastructure like water and wastewater infrastructure, as well as roads, highways, transit and more.

Heads of council in strong mayor municipalities can:

- Choose to appoint the municipality's chief administrative officer.
- Hire certain municipal department heads, and establish and re-organize departments.
- Create committees of council, assign their functions and appoint the Chairs and Vice-Chairs of committees of council.
- Propose the municipal budget, which would be subject to council amendments and a separate mayoral veto and council override process.
- Veto certain by-laws if they are of the opinion that all or part of the by-law could potentially interfere with a provincial priority, such as housing, transit and infrastructure.
- Bring forward matters for council consideration if they are of the opinion that considering the matter could potentially advance a provincial priority.
- Propose certain municipal by-laws if they are of the opinion that the proposed by-law could potentially advance a provincial priority. Council can pass these by-laws if more than one-third of council members vote in favour.

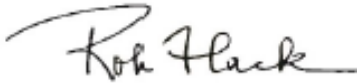
.../2



If you have any questions, please reach out to my Director of Stakeholder and Caucus Relations, Tanner Zelenko, at 437-996-2487 or [tanner.zelenko@ontario.ca](mailto:tanner.zelenko@ontario.ca).

Please accept my best wishes.

Sincerely,

A handwritten signature in black ink that reads "Rob Flack". The signature is fluid and cursive, with the first name "Rob" and last name "Flack" clearly legible.

Hon. Rob Flack  
Minister of Municipal Affairs and Housing

c: Robert Dodd, Chief of Staff  
Martha Greenberg, Deputy Minister  
Caspar Hall, Assistant Deputy Minister, Local Government Division  
Sean Fraser, Assistant Deputy Minister, Municipal and Housing Operations  
Division  
Municipal Clerk and Chief Administrative Officer



# *The Corporation of the Town of Bruce Mines*

PO Box 220  
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MAYOR: LORY PATTERRI  
MUNICIPAL ADMINISTRATOR: JUDY DAVIS

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Fax: (705)785-3170  
Email: [info@brucemines.ca](mailto:info@brucemines.ca)  
[www.brucemines.ca](http://www.brucemines.ca)

April 15, 2025

Municipality of Huron Shores  
7 Bridge Street  
PO Box 460  
Iron Bridge ON P0R 1H0

**Attention:   Natashia Roberts, CAO/Clerk**

Dear Ms. Roberts:

**RE:   Provincial Review of the Provincial Land Tax (PLT) for Unincorporated Areas**

Please be advised that the following resolution was passed at our regular council meeting of April 7, 2025:

**RESOLUTION NUMBER: 2025-89**

**MOVED BY: SHANE ROCK**

**SECONDED BY: JAMIE STOPES**

**BE IT RESOLVED THAT THE COUNCIL OF THE CORPORATION OF THE TOWN OF BRUCE MINES SUPPORTS THE MUNICIPALITY OF HURON SHORES' RESOLUTION URGING THE PROVINCE OF ONTARIO TO CONDUCT A COMPREHENSIVE REVIEW OF THE PROVINCIAL LAND TAX SYSTEM FOR UNINCORPORATED AREAS AND ADDRESS ANY DISPARITIES TO ENSURE UNINCORPORATED AREAS CONTRIBUTE FAIRLY TO SERVICE COSTS; AND THAT A COPY OF THIS RESOLUTION BE SENT TO THE MINISTRY OF FINANCE, THE MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING, LOCAL MEMBERS OF PROVINCIAL PARLIAMENT (MPPs), FONOM AND THE NORTHWESTERN ONTARIO MUNICIPAL ASSOCIATION (NOMA).  
CARRIED.**

Sincerely,

CORP. OF THE TOWN OF BRUCE MINES

Jamie Hunter, AMCT  
EXECUTIVE ASSISTANT

cc:   Ministry of Finance, Ministry of Municipal Affairs & Housing, Bill Rosenberg, MPP  
Algoma-Manitoulin, FONOM, NOMA

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Financial statements of  
**Municipal Property Assessment  
Corporation**

December 31, 2024

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## Independent Auditor's Report

To the Board of Directors of  
Municipal Property Assessment Corporation

### Opinion

We have audited the financial statements of Municipal Property Assessment Corporation (the "Corporation"), which comprise the statement of financial position as at December 31, 2024, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at December 31, 2024, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon. The Annual Report is expected to be available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter with those charged with governance.

## Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Deloitte LLP*

Chartered Professional Accountants  
Licensed Public Accountants  
March 27, 2025

**Municipal Property Assessment Corporation****Statement of financial position**

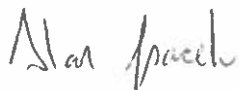
As at December 31, 2024

(In thousands of dollars)

	Notes	2024 \$	2023 \$
<b>Assets</b>			
Current assets			
Cash		14,198	14,884
Accounts receivable		6,117	4,536
Prepaid expenses		3,141	2,906
		<u>23,456</u>	<u>22,326</u>
Investments	3	162,247	156,137
Capital assets	4	9,600	7,719
Long-term prepaid expenses		196	52
Intangible assets	5	6	11
		<u>195,505</u>	<u>186,245</u>
<b>Liabilities</b>			
Current liabilities			
Accounts payable and accrued liabilities	14	33,860	29,831
Deferred revenue	6	1,687	1,483
Current portion of capital leases	10	352	322
		<u>35,899</u>	<u>31,636</u>
Employee future benefits	7	43,227	40,451
Deferred lease inducements		785	1,120
Long-term portion of capital leases	10	761	706
		<u>80,672</u>	<u>73,913</u>
Commitments and contingencies	9 and 11		
<b>Net assets</b>			
Unrestricted		7,604	7,402
Internally restricted	8	98,736	98,228
Invested in capital and intangible assets		8,493	6,702
		<u>114,833</u>	<u>112,332</u>
		<u>195,505</u>	<u>186,245</u>

The accompanying notes are an integral part of the financial statements.

Approved by the Board of Directors



\_\_\_\_\_, Director



\_\_\_\_\_, Director



**Municipal Property Assessment Corporation****Statement of operations**

Year ended December 31, 2024

(In thousands of dollars)

	2024	2023
	\$	\$
<b>Revenue</b>		
Municipal	219,432	214,919
Other	28,398	26,117
Interest and dividend income	4,899	5,097
	<u>252,729</u>	<u>246,133</u>
<b>Expenses</b>		
Salaries and benefits	214,243	199,198
Professional services	10,582	10,978
Information technology	12,661	11,783
Facilities	8,657	8,567
General and administrative	10,677	8,203
Royalties	3,258	2,697
Amortization of capital and intangible assets	2,755	3,002
Gain on disposal of capital assets	(551)	(119)
	<u>262,282</u>	<u>244,309</u>
(Deficiency) excess of revenue over expenses before change in fair value of investments	(9,553)	1,824
Change in fair value of investments	<u>12,835</u>	<u>7,998</u>
<b>Excess of revenue     over expenses for the year</b>	<u>3,282</u>	<u>9,822</u>

The accompanying notes are an integral part of the financial statements.

**Municipal Property Assessment Corporation**

**Statement of changes in net assets**

Year ended December 31, 2024

(In thousands of dollars)

	Notes	Unrestricted	Internally restricted	Invested in capital and intangible assets	2024 Total	2023 Total
		\$	\$	\$	\$	\$
			(Note 8)			
<b>Net assets, beginning of year</b>		7,402	98,228	6,702	112,332	105,614
Excess (deficiency) of revenue over expenses for the year		5,488	—	(2,206)	3,282	9,822
Remeasurements and other items on employee future benefits	7	(781)	—	—	(781)	(3,104)
Acquisition of capital and intangible assets		(4,818)	—	4,818	—	—
Proceeds from disposal of capital and intangible assets		736	—	(736)	—	—
Incurred lease obligations for vehicles accounted for as capital leases (Repayment) retirement of lease obligations for vehicles accounted for as capital leases		430	—	(430)	—	—
Interfund transfers to internally restricted reserves		(345)	—	345	—	—
		(508)	508	—	—	—
<b>Net assets, end of year</b>		<b>7,604</b>	<b>98,736</b>	<b>8,493</b>	<b>114,833</b>	<b>112,332</b>

The accompanying notes are an integral part of the financial statements.

**Municipal Property Assessment Corporation****Statement of cash flows**

Year ended December 31, 2024

(In thousands of dollars)

	Notes	2024 \$	2023 \$
<b>Operating activities</b>			
Excess of revenue over expenses for the year		<b>3,282</b>	9,822
Employee future benefits payments	7	<b>(974)</b>	(810)
Add (deduct): Items not affecting cash			
Change in fair value of investments		<b>(12,835)</b>	(7,998)
Reinvested investment income		<b>(3,629)</b>	(3,860)
Employee future benefits expense	7	<b>2,969</b>	2,817
Amortization of capital assets		<b>2,750</b>	2,998
Amortization of intangible assets		<b>5</b>	4
Gain on disposal of capital assets		<b>(551)</b>	(119)
Amortization of deferred lease inducements		<b>(335)</b>	(381)
		<b>(9,318)</b>	2,473
Changes in non-cash working capital			
Accounts receivable		<b>(1,581)</b>	(423)
Prepaid expenses		<b>(379)</b>	(170)
Accounts payable and accrued liabilities		<b>4,029</b>	(340)
Deferred revenue		<b>204</b>	(1,186)
		<b>(7,045)</b>	354
<b>Investing activities</b>			
Purchase of investments		<b>—</b>	(153,395)
Proceeds from sale of investments, net of fees		<b>10,354</b>	158,565
Purchase of capital assets		<b>(4,388)</b>	(2,278)
Proceeds on disposal of capital assets		<b>738</b>	130
Purchase of intangible assets		<b>—</b>	(9)
		<b>6,704</b>	3,013
<b>Financing activity</b>			
Repayment of lease obligations		<b>(345)</b>	(643)
(Decrease) increase in cash during the year		<b>(686)</b>	2,724
Cash, beginning of year		<b>14,884</b>	12,160
<b>Cash, end of year</b>		<b>14,198</b>	14,884
<b>Supplementary cash flow information</b>			
Non-cash transactions			
Acquisition of leased vehicles		<b>(430)</b>	—
Incurrence of lease obligations		<b>430</b>	—

The accompanying notes are an integral part of the financial statements.

## **Municipal Property Assessment Corporation**

### **Notes to the financial statements**

December 31, 2024

(In thousands of dollars)

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#### **1. Description of business**

Municipal Property Assessment Corporation (the Corporation), formerly the Ontario Property Assessment Corporation, was incorporated effective January 1, 1998 and is a special act corporation under the Municipal Property Assessment Corporation Act, 1997 (Ontario). The Corporation is responsible for providing property assessment services for municipalities in the Province of Ontario, as well as providing other statutory duties and other activities consistent with such duties as approved by its board of directors. All municipalities in Ontario are members of the Corporation.

#### **2. Summary of significant accounting policies**

The financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

The significant accounting policies are summarized as follows:

##### *Fund accounting*

The financial statements include the following funds:

- The unrestricted fund comprises mainly amounts available for immediate use for the general purpose of the Corporation.
- The reserve for board-appropriated working fund is set aside by the board of directors in accordance with the Corporation's reserve strategy for contingencies and funding for identified one-time expenditures.
- The reserve for employee future benefits is the portion of net assets consisting of internally restricted investments set aside to settle employee future benefits.
- The reserve for enumeration was established to fund the costs associated with the preparation of preliminary voters' lists for municipal and school board elections. This function was transferred to the Elections Ontario in January 2024. MPAC will maintain the municipal and school board election support going forward, and the balance of this reserve will be used to pay for those activities.
- The reserve for assessment update was established to fund the costs associated with the assessment update. The Corporation contributes annually to the reserve but may vary the annual contribution with approval from the board of directors. The unspent reserve balance will be maintained to finance the next Assessment Update.
- Invested in capital and intangible assets represents assets that have been invested in long-lived capital and intangible assets which are not readily converted to cash, net of any liabilities related to the acquisition of those assets.

##### *Financial instruments*

The Corporation records cash, accounts receivable, accounts payable and accrued liabilities initially at fair value and subsequently at amortized cost. Financial assets are tested for impairment at the end of each reporting period when there are indications the assets may be impaired.

Investments are recorded at fair value. Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

## **Municipal Property Assessment Corporation**

### **Notes to the financial statements**

December 31, 2024

(In thousands of dollars)

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## **2. Summary of significant accounting policies (continued)**

### *Capital assets*

Capital assets are recorded at cost and are amortized using the straight-line method as follows:

Office equipment	5 years
Furniture and fixtures	5 to 10 years
Computer equipment	3 to 4 years
Small boats and vessels	3 to 8 years
Vehicles under capital lease	5 years

Leasehold improvements are also amortized on a straight-line basis over the term of the lease or ten years, whichever is less.

Assets under construction are recorded in the applicable asset class in the year they are put into service and are not amortized until they are put into service.

### *Impairment of long-lived assets*

The Corporation reviews the carrying amount, amortization and useful lives of its long-lived assets on an annual basis. If the long-lived asset no longer has any long-term service potential to the Corporation, the excess of the net carrying amount over any residual value is recognized as an expense in the statement of operations.

### *Intangible assets*

Intangible assets consist of computer software, which is recorded at cost and is amortized over three years.

The costs of developing in-house software are expensed as incurred.

### *Revenue recognition*

Municipal revenue relates to assessment services and is recognized in the year in which the services are provided, and collection is reasonably assured.

Other revenues are comprised of services sold and products delivered from business development. These revenues are recognized when the services have been provided and/or the product is delivered, and collection is reasonably assured.

Interest income is recognized when earned.

The Corporation follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

### *Employee future benefits*

The Corporation has defined benefit plans that provide for post-retirement medical and dental coverage and special termination benefits for defined eligible employees. Certain investments have been internally restricted but not segregated to pay for post-retirement benefits.

## Municipal Property Assessment Corporation

### Notes to the financial statements

December 31, 2024

(In thousands of dollars)

## 2. Summary of significant accounting policies (continued)

### *Employee future benefits (continued)*

The Corporation has the following policies:

- The Corporation accrues its obligations under defined benefit plans and the related costs when the benefits are earned through current service using the accounting valuation method.
- The cost of post-employment benefits earned by employees is actuarially determined using the projected benefit method pro-rated on service and management's best estimates of retirement ages of employees, expected health-care costs and dental costs. The accrued benefit obligation related to employee future benefits is discounted using market rates on high-quality debt instruments.
- Remeasurements and other items are composed of actuarial gains (losses) on the accrued benefit obligation and arise from differences between the actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation, past service costs and gains and losses arising from settlements and curtailments. Actuarial gains and losses arise when the accrued benefit obligations change during the year. The actuarial gains and losses and other remeasurements including plan amendments are recorded in the statement of changes in net assets when incurred.

In addition, all employees of the Corporation are part of a defined benefit multi-employer benefit plan providing both pension and other retirement benefits. Contributions made to this plan are expensed as paid as the plan is accounted for as a defined contribution plan.

### *Deferred lease inducements*

Lease liabilities include deferred lease inducements, which represent the free rent and improvement allowances received from landlords and are amortized over the term of the lease, and step-rent liability, which represents the difference between the average annual rent over the term of the lease agreement and actual rent paid in the year.

### *Use of estimates*

In preparing the Corporation's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. Accounts requiring significant estimates include accounts payable and accrued liabilities, useful lives of capital assets and employee future benefits.

## 3. Investments

Investments are held within third party managed accounts, which invest independently. The breakdown of total investments by category is outlined below:

	2024	2023
	\$	\$
Cash to be reinvested	270	149
Fixed income	88,069	92,665
Equity	55,786	45,639
Real assets	18,122	17,684
	<b>162,247</b>	<b>156,137</b>

**Municipal Property Assessment Corporation****Notes to the financial statements**

December 31, 2024

(In thousands of dollars)

**3. Investments (continued)**

The Corporation internally restricts certain securities to fund employee future benefits.  
The breakdown of total investments by intended use is outlined below:

	2024 \$	2023 \$
Working capital	86,756	87,267
Employee future benefits	75,491	68,870
	<u>162,247</u>	<u>156,137</u>

**4. Capital assets**

	Cost \$	Accumulated amortization \$	2024 Net book value \$	2023 Net book value \$
Office equipment	378	378	—	—
Furniture and fixtures	7,545	6,361	1,184	1,116
Computer equipment	16,941	14,717	2,224	2,038
Small boats and vessels	391	367	24	25
Leasehold improvements	20,705	16,495	4,210	3,555
Vehicles under capital lease	3,293	2,213	1,080	976
Assets under construction	878	—	878	9
	<u>50,131</u>	<u>40,531</u>	<u>9,600</u>	<u>7,719</u>

**5. Intangible assets**

	Cost \$	Accumulated amortization \$	2024 Net book value \$	2023 Net book value \$
Computer software	3,031	3,025	6	11

**6. Deferred revenue**

	2024 \$	2023 \$
Business development unearned revenue and customer down payments	1,479	1,290
Other deferred amounts	208	193
	<u>1,687</u>	<u>1,483</u>

## Municipal Property Assessment Corporation

### Notes to the financial statements

December 31, 2024

(In thousands of dollars)

#### 7. Employee future benefits

The Corporation has accrued an obligation for its post-employment benefits as follows:

*Employees who transferred to the Corporation from the Government of Ontario on December 31, 1998*

- Employees who transferred to the Corporation with less than ten years of service with the province will receive post-retirement group benefit coverage through the Corporation for themselves and for their dependents' lifetimes. The cost of these benefits is shared equally between the Corporation and the employee for those employees who retire after January 1, 2018.

The Government of Ontario continues to provide post-retirement benefits for employees who transferred to the Corporation with ten or more years of service with the province.

*Employees hired by the Corporation after December 31, 1998*

- These employees will receive post-retirement group benefit coverage for themselves and for their dependents through the Corporation until age 65.

*All employees*

- The Corporation is a Schedule II employer under the Workplace Safety and Insurance Act (Ontario), 1997 and follows a policy of self-insurance for all its employees. The obligation as at December 31, 2024 is \$1,158 (\$617 in 2023) and is included in the total obligations below.

Information about the Corporation's accrued benefit obligations and accrued benefit liabilities is as follows:

	2024	2023
	\$	\$
Accrued benefit obligations, beginning of year	40,451	35,340
Current service costs	1,106	1,049
Interest on accrued obligations	1,863	1,768
Actuarial loss (gain)	781	3,104
Contributions	(974)	(810)
Accrued benefit obligations, end of year	43,227	40,451

The employee future benefits expense recorded in the statement of operations during the year is as follows:

	2024	2023
	\$	\$
Current service costs	1,106	1,049
Interest on accrued obligations	1,863	1,768
	2,969	2,817

Remeasurements and other items, consisting of curtailments, settlements, past service costs and actuarial loss of \$781 (loss of \$3,104 in 2023), have been recognized directly in net assets.



## Municipal Property Assessment Corporation

### Notes to the financial statements

December 31, 2024

(In thousands of dollars)

#### 7. Employee future benefits (continued)

*All employees (continued)*

The significant actuarial assumptions adopted in measuring the Corporation's accrued benefit obligations are as follows:

	2024 \$	2023 \$
Discount rate	4.75%	4.65%
Health care inflation	5.2% grading down to 4% by 2040	5.2% grading down to 4% by 2040
Vision and dental care inflation	5.1% grading down to 4% by 2040	5.1% grading down to 4% by 2040

The date of the most recent actuarial valuation of the accrued benefit obligations was December 31, 2022.

The Corporation paid \$32,519 (\$30,133 in 2023) of employer and employee contributions to the defined benefit multi-employer benefit plan.

#### 8. Internally restricted net assets

	2024 \$	2023 \$
Reserve for board-appropriated working fund	52,157	55,199
Reserve for employee future benefits	32,264	28,419
Reserve for enumeration	846	1,141
Reserve for assessment update	13,469	13,469
	<b>98,736</b>	<b>98,228</b>

Interfund transfers are approved by the board of directors. During the year, the board of directors approved the transfers between the unrestricted fund and the internally restricted net assets as follows: \$3,044 from (\$4,604 to in 2023) the board-appropriated working fund reserve to pay for future one-time expenditures; \$0 to (\$2,000 to in 2023) the assessment update reserve to set aside funds for the property assessment process, and \$295 from (\$202 from in 2023) the enumeration reserve.

The purpose and use of the employee future benefit reserve was approved by the board of directors at initial setup, and an annual approval for transfers is not required. A transfer of \$3,845 to (\$171 to in 2023) the employee future benefit reserve was made during the year.

Refer to note 2 for a description of the reserves.

## Municipal Property Assessment Corporation

### Notes to the financial statements

December 31, 2024

(In thousands of dollars)

#### 9. Commitments

The Corporation has commitments under various operating leases for properties. Minimum lease payments due in each of the next five years and thereafter are as follows:

	\$
2025	3,352
2026	2,189
2027	916
2028	529
2029	302
Thereafter	15
	<u>7,303</u>

The Corporation is also committed to paying operating costs and property taxes on its various property leases.

#### 10. Capital leases

The Corporation entered into several vehicle leases with an interest rate of between 3.82% and 6.98%, with lease terms up to 60 months. On termination of the lease, the Corporation has guaranteed a certain residual value of the vehicle to the lessor, depending on the ultimate lease term.

As at December 31, 2024 the current portion of the capital leases is \$352 (\$322 in 2023) and the long-term portion is \$761 (\$706 in 2023).

Future minimum annual lease payments required under capital lease arrangements are as follows:

	\$
2025	402
2026	395
2027	233
2028	101
2029	94
Total lease payments	<u>1,225</u>
Less: amount representing interest	<u>(112)</u>
	1,113
Less: current portion	<u>352</u>
	<u>761</u>

#### 11. Contingent liabilities and guarantees

The Corporation has been named as a defendant in certain legal actions in which damages have either been sought or, through subsequent pleadings, could be sought. Where the outcome of these actions is determinable and considered significant as at December 31, 2024, a provision was made in these financial statements for any liability that may result. Any losses arising from these actions will be recorded in the year the related litigation is settled.

## **Municipal Property Assessment Corporation**

### **Notes to the financial statements**

December 31, 2024

(In thousands of dollars)

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#### **11. Contingent liabilities and guarantees (continued)**

In the normal course of business, the Corporation enters into agreements that meet the definition of a guarantee, as outlined in the Chartered Professional Accountants of Canada Handbook. The Corporation's primary guarantee subject to disclosure requirements is as follows:

- The Corporation enters into agreements that include indemnities in favor of third parties, such as purchase agreements, confidentiality agreements, leasing contracts, information technology agreements and service agreements. These indemnification agreements may require the Corporation to compensate counterparties for losses incurred by the counterparties as a result of breaches of contractual obligations, including representations and regulations, or as a result of litigation claims or statutory sanctions that may be suffered by the counterparty as a consequence of the transaction. The terms of these indemnities are not explicitly defined, and the maximum amount of any potential reimbursement cannot be reasonably estimated.

The nature of the above indemnifications prevents the Corporation from making a reasonable estimate of the maximum exposure due to the difficulties in assessing the amount of liability, which stems from the unpredictability of future events and the unlimited coverage offered to counterparties. Historically, the Corporation has not made any significant payments under such or similar indemnification agreements and, therefore, no amount has been accrued in the statement of financial position with respect to these agreements.

#### **12. Risk management**

##### *Market risk*

The Corporation's investments are susceptible to market risk, which is defined as the risk the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Corporation's market risk is affected by changes in the level or volatility of market rates or prices, such as interest rates, foreign currency exchange rates and equity prices. The Corporation is subject to cash flow interest rate risk due to fluctuations in the prevailing levels of market interest rate sensitive investments. The risk is mitigated through the Corporation's investment policy, which requires investments to be held in high grade, low risk investments.

##### *Credit risk*

Credit risk arises from the potential a counterparty will fail to perform its obligations. The Corporation is exposed to credit risk from banks and debtors. The risk is mitigated in that the Corporation conducts business with reputable financial institutions and its debtors are mainly entities within a level of the provincial government.

##### *Liquidity risk*

Liquidity risk is the risk the Corporation will not be able to meet its financial obligations as they come due. The Corporation manages liquidity through regular monitoring of forecasted and actual cash flows.

#### **13. Credit facility**

The Corporation has an unsecured credit facility of \$10,000 to be used for its operations, which is renewable annually.

## **Municipal Property Assessment Corporation**

### **Notes to the financial statements**

December 31, 2024

(In thousands of dollars)

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#### **14. Government remittances**

Government remittances consist of workplace safety insurance costs, sales taxes and payroll withholding taxes required to be paid to government authorities when the amounts come due. In respect of government remittances, \$2,325 (\$2,001 in 2023) is included in accounts payable and accrued liabilities.



# Creating our blueprint for innovation

2024 Annual Report



MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION





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# Message from our Board Chair



**Alan Spacek**  
Chair, MPAC Board of Directors

**MPAC is driving transformation in Ontario's property assessment landscape. In 2024, MPAC captured a record-breaking \$42.7 billion in new assessments added to municipal rolls across Ontario. This contributed to an inventory of nearly 5.7 million properties, with a total assessed value estimated at \$3.2 trillion.**

These insights are crucial for calculating property and education taxes, as well as informing budgetary and community planning decisions. Our commitment to maintaining a complete and accurate property inventory ensures that our assessments are based on the most current and reliable data, empowering those we serve to make informed decisions.

Along with municipalities and other stakeholders, we actively contributed our insights and expertise to the Ontario government's review of the assessment and taxation system. Our priorities, such as affordable rental housing, student housing, and enhanced information sharing, are paving the way for a more equitable and efficient system. We take pride in being part of this progress.

To maintain this momentum, MPAC's Board of Directors approved strategic investments that ensure we can address

fiscal challenges while funding innovations that modernize our services. With new data tools, streamlined digital platforms, and a renewed commitment to innovation, we are strengthening decision-making at every level of the province.

As we look ahead, the implementation of MPAC's 2025-2028 Strategic Plan will redefine how municipalities can use property data to drive community growth. Our investments in modernization and collaboration will support our partners as they face trials with clarity and confidence.

Thank you for your continued partnership as we work together to shape the future of property assessment in Ontario.

A handwritten signature in blue ink, appearing to read 'Alan', located at the bottom right of the message.



# Message from our President and CAO



**Nicole McNeill**

**President and Chief Administrative Officer, MPAC**

**As we close the chapter on our 2021-2024 Strategic Plan, I reflect, with immense pride and gratitude, on all that MPAC has accomplished. Each milestone achieved and every challenge overcome has strengthened our foundation, preparing us for the journey ahead.**

Our commitment to fostering an inclusive workplace and driving continuous improvement has significantly enhanced our ability to support Ontarians and deliver measurable value. Over the last year, we successfully captured record-breaking new assessment growth, launched new data reports and tools, exceeded service level agreement targets, and collaborated with partners to strengthen communities—all highlighted in this report.

Building on this momentum, we consulted on and developed our [2025-2028 Strategic Plan](#)—our blueprint for success. This plan establishes ambitious goals to position MPAC as the global leader transforming property assessment, data, and services. These goals are more than aspirations; they represent actionable strategies grounded in expertise and innovation designed to create meaningful, lasting impact.

The next chapter of our journey is defined by adaptability, innovation, and purpose. Guided by our core values—accountability, transparency, customer-focused, innovation, and inclusivity—we remain adaptable and forward-thinking, ready to embrace challenges and opportunities as they come.

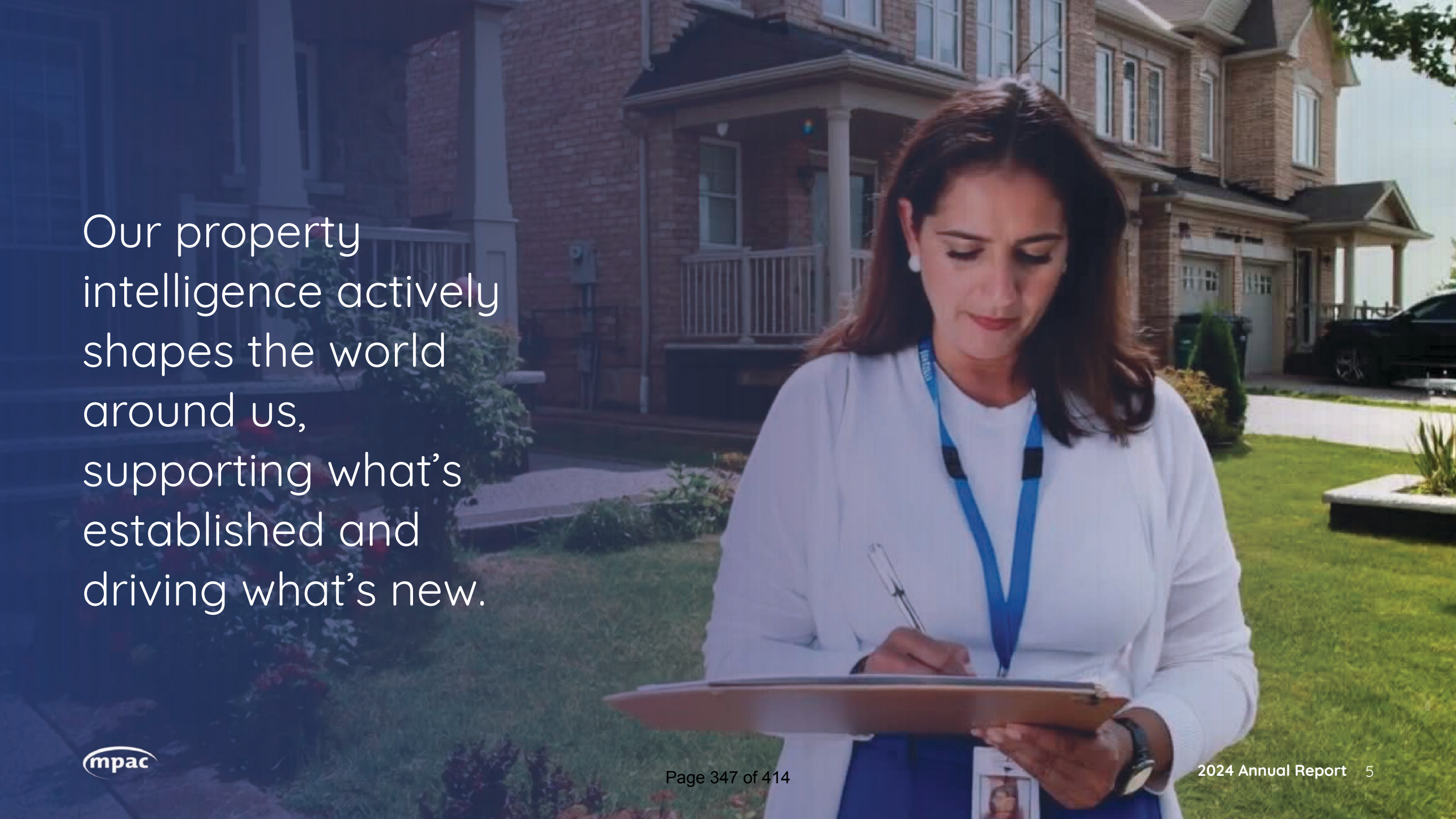
By integrating equity, diversity, inclusion, and anti-racism methodologies into all aspects of our work, we ensure our efforts reflect the vibrant diversity of the communities we serve. These commitments are not just priorities, they are integral to the lasting change we aim to deliver.

As we embark on this new phase, we carry forward the lessons of the past and are guided by a clear vision for progress. Armed with our blueprint for the future, we are committed to driving meaningful growth in Ontario while cementing our role as a trusted advisor and collaborative partner.

By setting the standard for property valuation, we establish a benchmark of trust and excellence, driving transformative progress and delivering lasting value. Anchored by this mission, we are motivated to shape a future defined by innovation and meaningful success.

A handwritten signature in blue ink that reads "Nicole". The signature is fluid and cursive, with a long, sweeping tail.



A woman with long brown hair, wearing a white lab coat over a blue top and a blue lanyard, is standing in a grassy yard in front of a two-story brick house. She is holding a clipboard and writing with a pen. The house has a white porch railing and a black car is parked in the driveway. The scene is brightly lit, suggesting daytime.

Our property  
intelligence actively  
shapes the world  
around us,  
supporting what's  
established and  
driving what's new.



# Who is MPAC?

## We're Ontario's property pulse.

Ontario's property landscape is dynamic and growing. MPAC plays a vital role in capturing these changes and providing accurate property valuations, insights, and services to property owners, businesses, and municipalities.

With a comprehensive inventory of nearly 5.7 million properties, MPAC ensures property assessments are fair, transparent, and current. Municipalities rely on these data insights to calculate property and education taxes, inform budgetary planning, and guide community development decisions. MPAC's services empower Ontarians with valuable information, enabling informed choices, addressing key questions, and fostering vibrant, thriving communities. For more insights into our strategic and operational performance, review the [2024 Performance Report](#).

In an era of rapid technological advancement, MPAC remains committed to innovation. Our efforts are focused on improving services and investing in modern technology to drive greater efficiencies in property assessment and support the growth of Ontario.



Mississauga, Ontario



## Our Vision

To be the global leader transforming property assessment, data, and services.

## Our Mission

A valued public service delivering benefits to Ontarians through data-driven products and services.

## Our Values

We are accountable, transparent, customer-focused, innovative, and inclusive.

## Our Commitment

To embed Equity, Diversity, Inclusion and Anti-Racism in our culture and work so it is reflected in everything we do.

# Supporting the growth of Ontario



**\$42.7 billion** new assessment added to municipal rolls



**423,383** sales transactions processed



**5.7 million** total properties in Ontario inventory



**18,959** severances and consolidations processed



**\$3.17 trillion** total property value in Ontario



**191,310** building permits processed



**627,000** Property Assessment Notices mailed



**12,453** Requests for Reconsideration closed



**284,033** property inspections



**6,449** appeals closed

All stats as of October 25, 2024

## Our accomplishments

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# Delivering continuous operational excellence

**Innovation has been our north star, a constant driving force motivating us to transform challenges into opportunities.**

Our commitment to progress and innovation requires us to stay agile and ready for whatever comes next. To achieve this, we have continued to explore and embrace new technologies and processes to enhance our data quality, providing the essential tools for accurate market valuations and valuable insights. Our efforts throughout the past four years have positioned us as a leading authority in property assessment.

### Modernizing our operations and delivering value

At MPAC, we are transforming the property assessment process to be more efficient, transparent, and client-centred. We have updated our data collection methods and improved our customer-facing digital platforms, including Municipal Connect™ and AboutMyProperty™, to enhance the overall user experience.

Our property assessors utilize GPS technology and aerial imagery to collect data on properties, and apply advanced machine-learning models to generate precise property valuations. Property assessors have been equipped with advanced field technology, including laser measures and tablets, to make the inspection process more efficient.

In 2024, nearly **340** municipalities submitted building plans electronically, resulting in MPAC receiving over **31%** of all building plans electronically, thanks to improvements to Municipal Connect. We are seeing continual improvements in our timelines for capturing new assessments as municipalities adapt to e-permitting and submitting permits and building plans through MPAC's in-house built Application Programming Interface (API).

Upgrades to [AboutMyProperty](#) have provided property owners with convenient self-service options, such as the ability to update their property information, including mailing addresses and school support designations. These digital platforms have improved the speed and ease with which municipal partners and property owners can submit information, helping keep our databases current and accurate.

As a result of these efforts, we captured a record-breaking **\$42.7 billion** in new assessments, exceeding last year's record, with more than **90%** captured within one year of occupancy.









# 2024 Property Count

**Total Properties**  
2024 - 5.7M

 5M Residential	 221K Farm	 167K Commercial
 81K Industrial	 49K Special Exempt	 18K Multi-residential

**Total Assessment Value**  
2024 - \$3.17T

 \$2.3T Residential	 \$145.8B Farm	 \$327.5B Commercial
 \$123.9B Industrial	 \$157.7B Special Exempt	 \$133.6B Multi-residential



## Levelling up our technology and information security

Ontario's property landscape may evolve quickly, but advancements in the technology powering our industry move even faster—and we are ready to lead the change.

MPAC has some of the brightest minds in technology working in-house. Over the last year, they have been busy updating our legacy systems and assessment technology to ensure that whenever an assessment update is called, we will be ready to deliver accurate, secure, and timely property assessments using real-time data.

We have been exploring ways to effectively harness the power of Artificial Intelligence (AI) and integrate it into our organization's operations, including employee feedback, as we aim to solve future challenges together. As this technology rapidly advanced, we recognized the importance of mitigating threats and vulnerabilities. We deemed it essential to create and implement an AI policy to ensure the responsible and safe use of this technology.

When you are responsible for three terabytes of data, security is paramount and always top of mind. For the fifth year in a row, MPAC's Information Technology team successfully maintained ISO/IEC 27001 and ISO/IEC 27017 certifications. Additionally, we earned our ISO/IEC 27018 certification for the second time.

ISO certifications are internationally recognized standards that verify an organization's commitment to quality, security, and best practices in its operations and services. We are only one of approximately 100 organizations in Canada to hold all three ISO certifications, which is an honour and a responsibility that we do not take lightly. We are relentless in protecting sensitive data, cloud services, and personal information, and we want to assist interested parties in protecting their data, too.

In 2024, we held our first cyber security information session for municipal partners, sharing tips and tricks for keeping their data safe. We are looking forward to new opportunities to share our expertise and assist others.

The IT Support team retained its HDI Certified Support Centre status, reaffirming our commitment to delivering world-class support and exceptional customer service to all employees. We first obtained this certification in 2020 and have continued to uphold the highest standards, successfully recertifying in 2022 and again in 2024. This certification, awarded every two years, is a testament to MPAC's dedication to continuous improvement and operational excellence.



MPAC's IT Support Team

In 2024, MPAC also became the first assessment body in North America and the largest Canadian organization to obtain certification from the Real Estate Standards Organization (RESO) for adhering to the RESO Common Format (RCF). This achievement highlights MPAC's leadership in data standardization and our work in advancing the real estate industry's technological landscape. RCF Certification brings the real estate industry in Canada one step closer to having a unified data framework, allowing for consistency and improved data quality.



“I thoroughly enjoyed presenting to our municipal partners about how we ensure the security of MPAC data. Sharing our best practices to help our partners protect their data is another way we can provide our expertise. It’s inspiring to see our collaborative efforts in action, and I look forward to our next opportunity to connect!”

**Mirza**  
Director, Cyber Security, MPAC



## Making an impact in IT

### Faster response and resolution:

Our team responds to incidents in just 16 minutes and resolves them in less than 2 hours, far outperforming the industry averages.

### Top-tier customer experience:

With an impressive 4.96/5 customer satisfaction rating, we are setting the gold standard for excellence.

### Service consistency:

We meet our Service Level Agreements (SLAs) 99% of the time, reflecting our unwavering commitment to reliability.

### Efficiency on first contact:

Resolving 82% of tickets on the first contact means fewer follow-ups and a smoother experience.





## Advancing data governance and embedding principles into our processes and culture

At MPAC, we are always finding new ways to deliver greater value to Ontarians through the power of data. Each year, our work generates over a billion data points, providing municipalities and Ontarians with insights to navigate a changing world.

In 2024, we initiated MPAC's Data Strategy with input from municipalities, taxpayers, and the Association of Municipalities of Ontario (AMO). This strategy focuses on sharing data for the public good, from guiding community programs to using our Automated Valuation Model for real-time property values. Additionally, nearly all municipalities—**99%**—have now signed our Data Sharing and Services Agreement, which streamlines access to MPAC's data tools and products.

We also introduced two new data products in Municipal Connect: an on-demand Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) compliant notification list and the MPAC Data Report. These products provide up-to-date information that enables municipalities to be proactive and make informed decisions.

Learn more about how MPAC data is shaping Ontario's future on our [Data Strategy](#) page.



## Delivering value-added insights

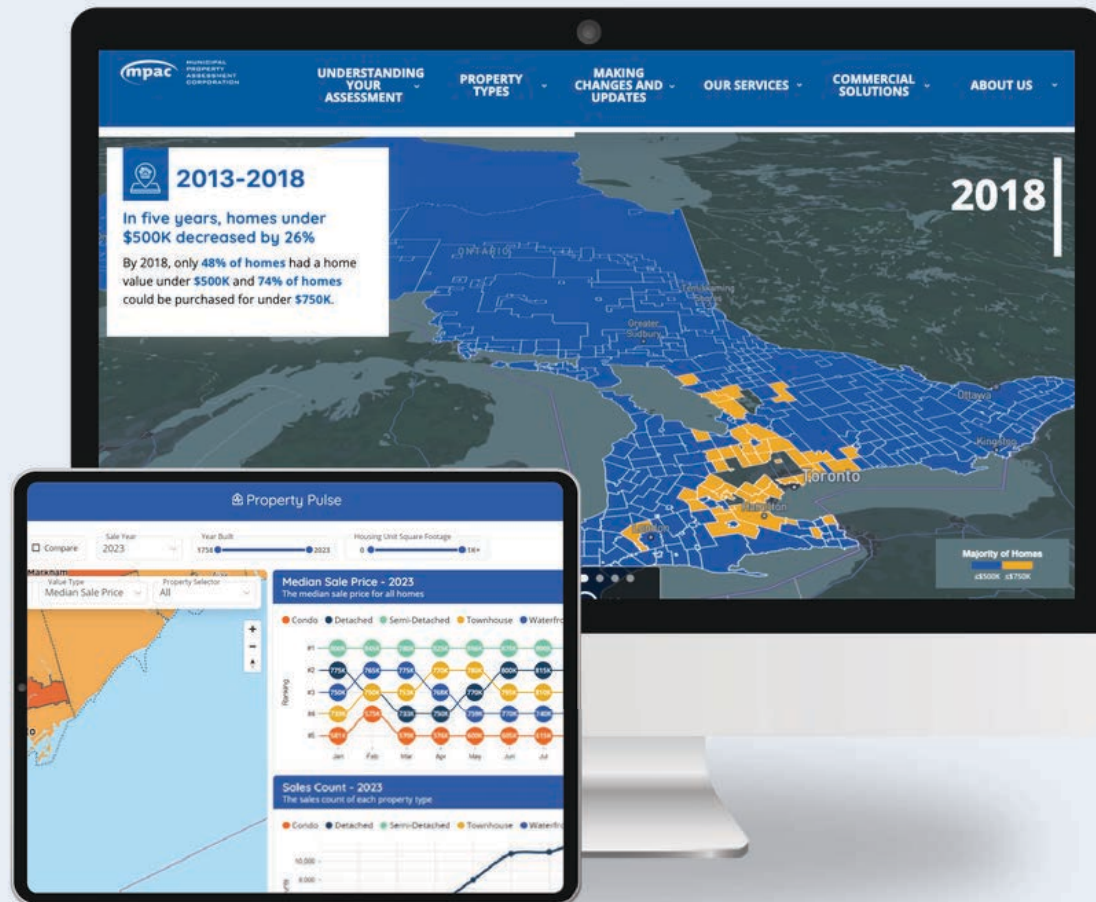
We deliver valuable data-driven insights through a wide range of tools and reports designed to meet the needs of our clients. Together, these tools ensure Ontarians have the information they need to plan effectively and make decisions with confidence.

Our most recent [property insights release](#) shows how the types of homes and sizes have changed across the province over time. In the 1950s, most new homes in Ontario were single-detached houses, making up about **95%** of the market. However, starting in the 1960s, more mid- and high-rise condos were built, with even greater growth in the 1990s. By 2020, condos became more common than single-detached houses, making up about **41%** of new homes, while single-detached houses made up around 38%. In addition, the release addressed the shift towards larger single-detached houses and smaller condominiums becoming increasingly common.

Developed in-house by our IT team, the [Property Pulse Dashboard](#) is a new value-added product introduced as part of the [AboutMyProperty platform](#). This tool provides real-time residential sales data categorized by municipality and property type, including single-detached homes, semi-detached homes, townhouses, condominiums, and waterfront properties.

We also launched our [Housing Inventory Map](#), which helped communities understand the residential property landscape and how it has continued to evolve over the last decade. Finally, at the end of the year, we introduced the [Residential Report](#), along with an interactive, dynamic map that shares market sales information, trends, and analysis on residential properties across Ontario. These reports will be released quarterly.

To explore these resources and more, visit the Research and Insights page on [mpac.ca](https://mpac.ca).



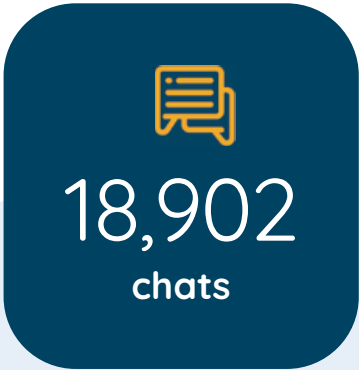
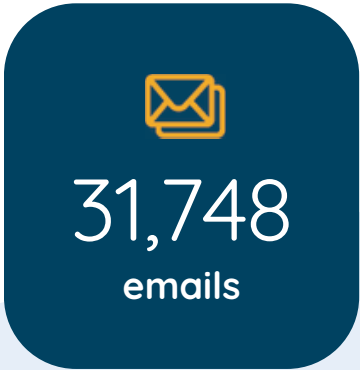
# Elevating the property owner and stakeholder experience

Doubling down on our commitment to transparency and accountability, we strategically focused on strengthening our relationship with Ontarians by providing value-added data and actionable insights while helping Ontarians understand what MPAC offers beyond property assessment. In doing so, we provided clarity and confidence to Ontarians and strengthened our brand as a respected and trusted industry leader.

At MPAC, we strive to be a trusted source of property information, supporting property owners in making better-informed decisions about purchasing, selling, or planning for the future.

**Making sure Ontarians see the value we bring to their property decisions**

Every property owner’s journey is unique and we are here to support them every step of the way—whether they are buying their first home, selling, or planning for the future.



\*All stats are as of December 2024



In 2024, our Customer Contact Centre handled over **150,000** interactions with Ontarians, achieving a **94%** overall satisfaction rate with MPAC's customer service.

With questions about how to access AboutMyProperty™ and where to find registration information being some of the most common client interactions in our Customer Contact Centre, we created quick and helpful '[Unlocking AboutMyProperty](#)' videos documenting the process. To support new homeowners, we also added new answers to our [First-time Homeowners' Hub](#), which facilitates the conversation about property assessment and taxation through helpful FAQs.

We also partnered with local municipalities to help taxpayers navigate the property assessment and tax system, and we ran our '[Home Values Matter](#)' brand awareness campaign, which increased unaided brand awareness by **8%** by driving property owners to AboutMyProperty to learn more about their homes.

As we look to 2025, we are refreshing our visual identity to ensure our brand is more accessible, recognizable, and reflective of the communities we live and work in.

We are also reimagining AboutMyProperty to ensure accessing property information is more intuitive and transparent than ever. In 2024, we added enhancements like the Property Pulse Dashboard and the ability to update mailing addresses—and that's only the beginning!



# Strengthening municipal relationships by expanding value-added products and services

MPAC works collaboratively with municipalities, turning data into decisions that build stronger, more sustainable communities. In 2024, we focused on practical ways to help municipalities and property owners navigate challenges and find solutions that work for them.

## Here’s what we did:

- **Built connections:** We met with municipal representatives at conferences to discuss issues, share insights, and collaborate.
- **Expanded resources:** To make it easier for municipalities to connect with their communities, we provided online toolkits containing resources like printable buck slips, social media messaging, and links to online information hubs that could help key audiences in navigating the property assessment and taxation system, such as first-time homeowners.
- **Kept municipal affiliates informed:** Through our InTouch newsletter, we shared new product alerts, important statutory changes, and invitations to municipal webinars on relevant topics like using MPAC data and process updates.
- **Offered hands-on instruction:** We hosted workshops and Municipal Connect Coffee Learning Sessions to connect with municipal staff across different departments like Planning and Finance, sharing tips on how to make the most of our tools.



[View the 2024 Municipal Partnerships Report](#)



By working closely with municipalities, we are making sure they have what they need to serve their communities effectively. To learn more about our efforts in 2024, check out our [2024 Municipal Partnerships Report](#).

### Continue to strengthen MPAC's relationship with the province by providing value-added data, analytics, and actionable insights

MPAC's Government Relations team met with **90** constituency offices across Ontario in 2024, building relationships and learning about each community's unique needs. These conversations helped us gain a deeper understanding of how we can contribute to improving the property assessment and taxation system.

Our ongoing collaboration with the Province of Ontario is informing new initiatives and the outcomes of the property assessment and taxation system review. We will continue to work alongside the government as we explore solutions that streamline information sharing and make assessment information more accessible.

It's exciting to see how these consultations translate into real change, and we look forward to the future.



## Our accomplishments

# Unlocking opportunities to drive value and additional revenue

**For over two decades, MPAC has assessed and delivered accurate property assessments for over five million properties in Ontario.**

This long-term success is achieved by developing leading technologies and leveraging our valuation experts who understand the systems required for modern property assessment. We continue to build products and services for purchase based on our expert knowledge.

### Assessment technology solutions at home and abroad

The Computer Assisted Mass Appraisal (CAMA) software MPAC uses for our own assessments was initially developed here in Ontario by us, “for our assessors by our assessors.” Since then, we have evolved our CAMA software, Insight, into a commercial version available to other assessment jurisdictions.



City Hall, Winnipeg, Manitoba

Our first international client, Tailte Éireann, the Valuation Office of Ireland, launched our product in 2023. Tailte Éireann is leveraging the tools configured by MPAC to deliver on its valuation mandate and will continue to use the product into the foreseeable future.

In 2024, we secured a second client, outside of Ontario, and began developing and implementing the software used to value property for the City of Winnipeg’s Assessment & Taxation Department. The project aims to improve the efficiency and accuracy of property valuations within the city and replace an outdated CAMA system.

Both Tailte Éireann and the City of Winnipeg are also benefiting from the professional services MPAC offers our clients with respect to valuation model development and training. As interest grows and assessment jurisdictions continue to look to MPAC for our expertise and technological innovations, we expect to expand our commercial software business.

## Realizing our potential with Ontario's REALTORS®

Ontario's REALTORS® look to MPAC for valuable property information. From square footage to building permit history and Automated Valuation Models (AVMs), Ontario's REALTORS® depend on MPAC data to create MLS listings, conduct comparative market analysis, research properties, and customize the services and advice they provide to buyers and sellers for all property types.

MPAC has direct relationships with all Ontario Real Estate Boards, representing over 100,000 REALTORS® across the province, and we offer regular webinars and in-person training sessions to help REALTORS® understand the data resources at their disposal and how to use them.

In 2024, approximately **60,000** Real Estate Agents received our REALTOR® focused newsletters, and over **12,000** Real Estate Agents joined MPAC for **230+** training sessions.

## A winning sector across the country

From mortgage brokers to small credit unions to large banks, the Financial Sector benefits from MPAC's data.

Utilizing advanced statistical techniques and sound appraisal methodologies, these organizations access MPAC's AVM along with utilizing our current inventory of residential property information. This data offers credible reflections of current residential market values. The values are updated weekly to ensure users have access to the most recent data, enabling financial institutions to assess property values in real time, accurately and at a fraction of the cost of a traditional appraisal.

By partnering with peer organizations and data aggregators across Canada, MPAC has become North America's leading provider of accurate, detailed property data—helping organizations make informed decisions through robust market analysis.







## New opportunities for leveraging MPAC Data

In 2024, we unveiled our new Home Energy Rating and Retrofit Report, which provides the estimated annual energy consumption, carbon emissions, and energy usage breakdown for single-family attached and detached homes. This information can help property owners save on energy costs and reduce emissions.

We also supported municipalities with data insights that helped inform energy-efficient plans and climate action strategies. Our data can paint a detailed illustration of current energy usage and identify areas of improvement, leading to stronger local energy conservation efforts.

Since 2002, our data sales have generated over **\$150 million** in surplus for the municipalities of Ontario.

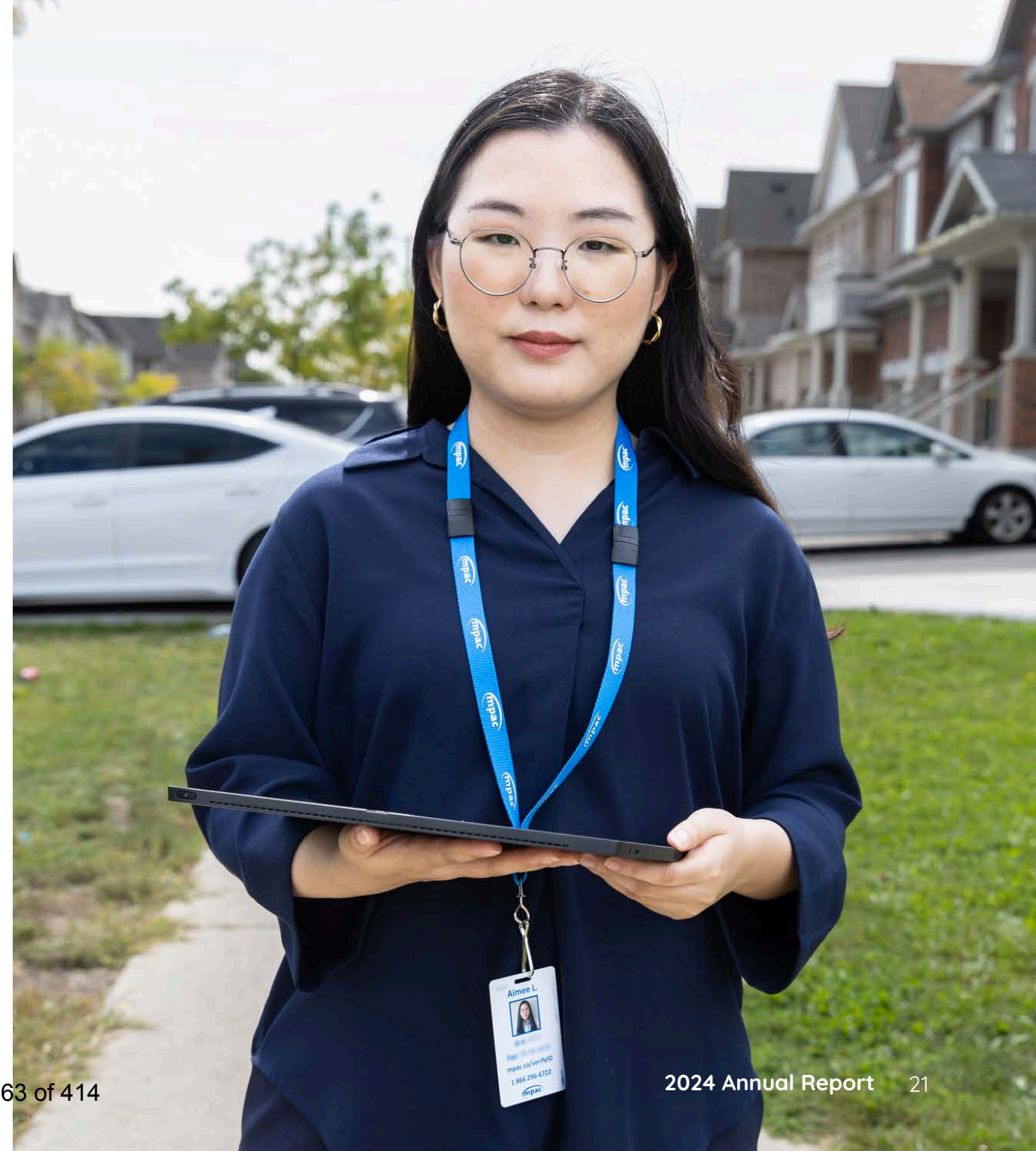
To make our commercial offerings easier to explore, in 2024, we dedicated a new [Commercial Solutions section](#) on our website.



# Putting our people and culture first

In developing our 2021-2024 Strategic Plan, we made a commitment to fostering a more inclusive workplace by prioritizing our people and culture. A crucial aspect of this effort was the introduction of an Equity, Diversity, Inclusion, and Anti-Racism Strategy, along with innovative strategies for workforce planning, workspace planning, and succession planning.

Over the past four years, we made remarkable strides in fostering an inclusive and respectful workplace culture where everyone feels supported and set up for success. Our efforts have been centred on supporting our employees, attracting top talent, and cultivating a healthy, positive work environment. Working with external experts and gathering employee feedback, we continuously evaluated and improved our practices and policies.



# Our people

At MPAC, our workforce reflects the vibrant diversity of Ontario's property landscape, each with unique characteristics and attributes that define it.

Our people bring a wide range of experiences and perspectives, which enables us to connect with communities and better serve their needs.

1,795

employees across Ontario



799

participants in our Flexible Work Program



407

employees with a recognized accreditation (AACI, CAE, MIMA, M/FRICS)



280

valuation employees with partial accreditation (CRA, RES, AIMA)



250

members of MPAC's Equity, Diversity, Inclusion and Anti-Racism committee



118

new employees (since April 2024)



# 2024: A year of building and engaging for Equity, Diversity, Inclusion, and Anti-Racism

**MPAC is dedicated to creating an inclusive workplace. By prioritizing Equity, Diversity, Inclusion, and Anti-Racism (EDIA) initiatives, we enhance the employee experience and empower every team member to bring their authentic selves to work.**

In 2024, MPAC focused on laying a strong foundation that will support the long-term delivery of EDIA initiatives. We completed an employment systems review that helped us build a diverse workforce by attracting and developing staff while removing barriers to equity. Our demographic data collection survey has been instrumental in shaping our policies and strategy.

We actively engaged employees through EDIA committee meetings and Courageous Conversations, co-hosted with our Wellness team, to foster understanding and meaningful dialogue and contribute to a more inclusive work environment.

We celebrated significant cultural milestones, such as Pride Month, Black History Month, National Day for Truth and Reconciliation, International Women's Day, and Pink Shirt Day, highlighting our ongoing commitment to inclusion and cultural awareness.

As part of our Truth and Reconciliation journey, we partnered with Creative Fire, an Indigenous-owned agency, and consulted our internal Truth and

Reconciliation committee to ensure an authentic and respectful approach. We also had the privilege of learning from Bob Joseph, who educated us on **21 Things® You May Not Know About the Indian Act**, helping to deepen our understanding of Indigenous history.

Learning and development remained a priority as we shared employee stories and hosted virtual chats with inspiring guests like the Honourable Jean Augustine. We also provided resources to encourage continuous EDIA awareness, supporting growth and understanding.

Operating within a province rich in diversity, where our customers embody a wide range of cultural, linguistic, and lived experiences, embracing EDIA means understanding and respecting the communities we serve. Applying this lens across all aspects of our work enables us to deliver service with mindfulness and respect.

This was an essential year that further emphasized the importance of creating a more inclusive and diverse workplace. We are excited to launch more initiatives in 2025, building on the momentum we have gained.

“As I reflect on the year, I am proud of our significant strides in fostering a more inclusive, connected, and engaged workplace at MPAC.

The creation of the Social Impact and Inclusion Department was a pivotal moment for us, allowing us to bring together employee-led committees and create meaningful opportunities for connection and participation.

This year, employees had the chance to engage in important and sometimes challenging conversations, building trust and relationships across the organization, removing barriers, and supporting more informed decision-making and innovation. Whether through coffee chats, Courageous Conversations on sensitive topics, or the incredible work of our Social Impact and Gratitude Committees, the participation was overwhelming. Together, we raised funds, volunteered countless hours, and donated thousands of items to various causes.

Additionally, we’ve made strides in collecting and analyzing demographic data as part of our EDIA strategy, ensuring we can build more inclusive programs and initiatives moving forward.”



**Rupa Aggarwal**  
Executive Director, Social Impact & Inclusion



# Social Impact

At MPAC, we have a longstanding commitment to caring and are committed to making a positive impact in Ontario communities by supporting local causes, including environmental initiatives, to foster meaningful social change.



We bring this to life through our Social Impact Committees located across our **26** offices. These committees are made up of passionate, kind, philanthropic, and action-oriented employees who are eager to make a difference. United in the pursuit of driving positive change, they plan activities throughout the year and collaborate on charitable and environmental initiatives, supporting both local and corporate-wide efforts.

The Social Impact Committee plays a key role in supporting MPAC’s commitment to reducing carbon emissions. Through their efforts and in collaboration with the Workplace Lease and Fleet Strategy, MPAC has achieved a greenhouse gas emission level of **632.35** kg CO<sub>2</sub>e per full-time employee\*. (\*AET Group conducted the testing and used the globally recognized Greenhouse Gas Protocol developed by the World Resources Institute and the World Business Council for Sustainable Development.)

Our commitment to social responsibility enhances our relationships with the communities we serve, municipal partners, and property owners. This approach helps build trust and strengthens our role as responsible corporate leaders. Employee engagement not only creates a positive social impact but also fosters teamwork and the development of leadership skills.



# Investing in career development and succession planning

**In 2024, we launched our updated Valuation and Assessment Operations Succession Planning program.**

This program was designed to prepare property assessors for leadership roles, with over **20** employees joining in its first year. These future leaders are gaining the skills they need to step into management roles.

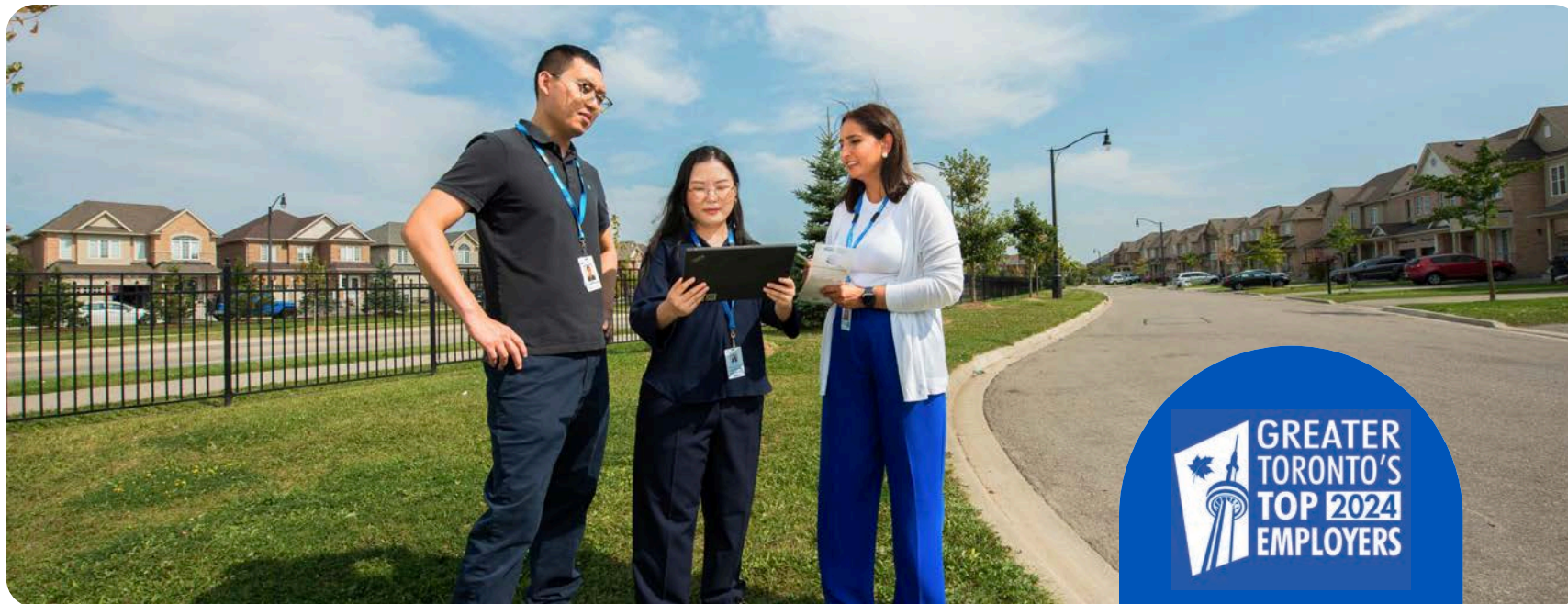
MPAC employees collectively completed **342** courses focused on personal and professional growth, including participation in industry accreditation programs. We are proud to report that **100%** of our required valuation staff now hold recognized industry designations. Several of our team members were even recognized with prestigious industry awards, including the WJ Lettner Award and the Larry K. Hummel Award—proof of the dedication and talent within our organization.





"I think it means a lot when a company wants you to grow individually and professionally. It shows they value people and are committed to helping you grow within the organization."

**Adriana**  
Property Valuation Analyst



Touching on our award-winning culture, MPAC was named one of [Greater Toronto's Top Employers](#) for the fifth year in a row, thanks to our commitment to creating a workplace that's inclusive, engaging, and focused on growth.



## Employee awards

### Carl B. Davis Award

- Steve, Property Valuation Analyst

### WJ Lettner Memorial Award

- Andrew, Property Valuation Specialist
- Shelby, Property Valuation Analyst

### Larry K. Hummel Award

- Oliver, Senior Appraisal and Market Specialist
- Salma, Property Valuation Analyst

### Fast Track Designation Program (MIMA recipient)

- Shawn, Property Valuation Analyst
- Vidura, Property Valuation Analyst

### IMA Assessors Award

- Sara, Property Inspector
- Aimee, Property Inspector





By 2029, we plan to reduce the footprint of all our workplaces across Ontario by an average of 50%.





# Implementing workplace and fleet strategies

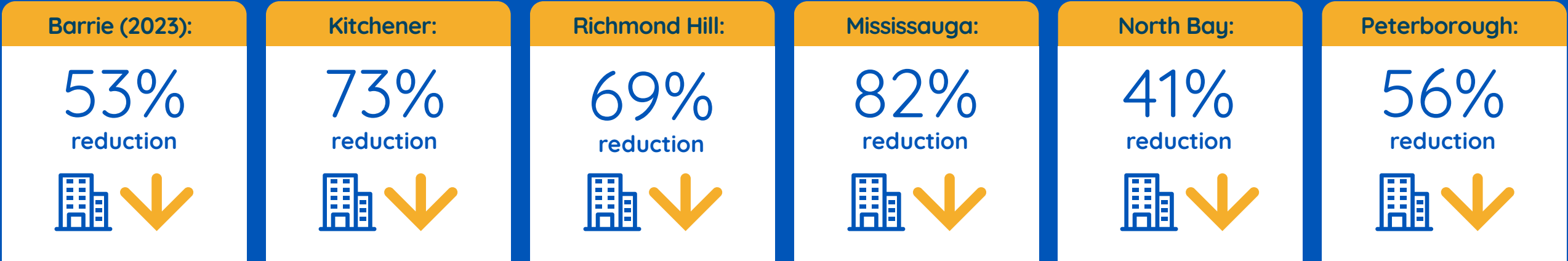
**MPAC is changing the way we think about workspaces—making them more flexible, sustainable, and inclusive to support a variety of work styles and new technology while being cost-efficient.**

In 2023, we introduced a new Workplace Lease and Fleet Strategy focused on adaptability, fiscal responsibility, and building a strong brand presence.

One key component of this strategy is our Workplace Reduction and Relocation Project. By 2029, we plan to reduce the footprint of all our workplaces across Ontario by an average of **50%**. At the end of 2024, a total of six workplaces were reduced either at their current location or relocated to a smaller workplace—reducing their footprint by an average of **69%**.

The other main component of this strategy is to make our fleet more sustainable by reducing our vehicle count from **120** to **110** by the end of 2025 and increasing the number of hybrid/battery electric vehicles while targeting an average **50%** utilization rate for our fleet. By the end of 2024, we reduced our fleet to **115** vehicles while increasing the number of hybrid/battery electric models to **100**, or **87%** of our total fleet complement.

# Workplace reductions



"These new office spaces provide the perfect opportunity to foster collaboration through open layouts, multiple meeting rooms, and seamless connectivity, all using the latest technology. We're setting the stage to improve communication, strengthen bonds, and align our teams around common goals."

**Anthony**  
Director, Valuation and Assessment Operations



# Leadership

## 2024 Executive Management Group



**Nicole McNeill**  
MPAC President and  
Chief Administrative  
Officer



**Rupa Aggarwal**  
Executive Director,  
Social Impact and  
Inclusion



**Jamie Bishop**  
Vice-President, Public  
Affairs and Customer  
Experience



**Edward Broderick**  
Vice-President,  
Human Resources



**Chris Devadason**  
Vice-President,  
Commercial Software



**Dan DeVellis**  
Vice-President, Valuation  
and Assessment  
Operations



**Chris Fusco**  
Vice-President,  
Professional Services



**Sujit Jagdev**  
Vice-President and  
Chief Information and  
Technology Officer



**Matthew Kanter**  
Vice-President, General  
Counsel



**Carmelo Lipsi**  
Vice-President,  
Valuation and  
Assessment Operations  
and Chief Operating  
Officer



**Ivan Marinkovic**  
Vice-President,  
Information  
Technology



**Greg Martino**  
Vice-President,  
Valuation and  
Assessment Standards  
and Chief Valuation and  
Standards Officer



**Mary Meffe**  
Vice-President,  
Corporate Services  
and Chief Financial  
Officer



**Lee Taylor**  
Vice-President,  
Business Development



**Ruel Williamson**  
Executive Vice-President,  
Commercial and Client  
Solutions



2024 Board of Directors



**Alan Spacek**  
(Chair) (Retired) Mayor,  
Town of Kapuskasing



**Janice Baker**  
Chief Administrative  
Officer, Region of Peel



**Paul Bernards**  
Finance Professional



**Niels Christensen**  
Managing Director and  
Broker, Christensen  
Real Estate Group



**Nazmin Gupta**  
Managing Director of  
Capital Raising and Investor  
Relations, BentallGreenOak



**Ray Kindiak**  
Lawyer and Corporate  
Finance Professional



**Wendy Landry**  
Mayor, Municipality of  
Shuniah and President,  
Northwestern Ontario  
Municipal Association (NOMA)



**Chris Murray**  
Special Advisor to the  
federal Deputy Minister  
of Housing Infrastructure  
and Communities



**Jon Olinski**  
(Vice-Chair) Professor and  
Program Coordinator,  
Public Administration  
program, Seneca College



**John Paradis**  
Deputy City Manager,  
City of London



**Delia Reiche**  
Development Liaison,  
County of Brant and  
(Former) Deputy  
Mayor, Thames Centre



**Roberto Rossini**  
(Retired) Deputy City  
Manager and Chief  
Financial Officer,  
City of Toronto



**Ken Seiling**  
(Retired) Regional Chair,  
Region of Waterloo and  
(Former) Mayor,  
Woolwich Township



**Patricia Vanini**  
(Retired) Executive  
Director, Association of  
Municipalities of Ontario



**Derek Vanstone**  
Barrister &  
Solicitor

# Financial Highlights

Statement of Operations (In Thousands of Dollars)		
Revenue	2024	2023
Municipal	219,432	214,919
Other	28,398	26,117
Interest and Dividend Income	4,899	5,097
<b>Total Revenue</b>	<b>252,729</b>	<b>246,133</b>
Expenses	2024	2023
Salaries and Benefits	214,243	199,198
Professional Services	10,582	10,978
Information Technology	12,661	11,783
Facilities	8,657	8,567
General and Administrative	10,677	8,203
Royalties	3,258	2,697
Amortization of Capital and Intangible Assets	2,755	3,002
Gain on Disposal of Capital Assets	(551)	(119)
<b>Total Expenses</b>	<b>262,282</b>	<b>244,309</b>
(Deficiency) Excess of Revenue Over Expenses for the Year Before Changes in Fair Value of Investments	(9,553)	1,824
Changes in Fair Value of Investments	12,835	7,998
<b>Excess of Revenue Over Expenses for the Year</b>	<b>3,282</b>	<b>9,822</b>

Statement of Changes in Net Assets (In Thousands of Dollars)		
	2024	2023
Net Assets - Beginning of Year	112,332	105,614
Excess of Revenue Over Expenses for the Year	3,282	9,822
Net Actuarial Loss on Employee Future Benefits	(781)	(3,104)
<b>Net Assets - End of Year</b>	<b>114,833</b>	<b>112,332</b>

\*Note: the above is an excerpt from the 2024 Audited Financial Statements prepared in accordance with Canadian accounting standards for not-for-profit organizations, and should be read in tandem with the audited statements.

# Connect with us

MPAC has offices across Ontario to meet the needs of property owners in every community.

## Customer Contact Centre

Toll Free: 1-866-296-6722

TTY: 1-877-889-6722

[mpac.ca/contact](https://mpac.ca/contact)

Monday to Friday –

8 a.m. to 5 p.m.

## Mail

1340 Pickering Parkway,

Suite 101

Pickering, ON L1V 0C4

## Follow us



[Download the 2024 Annual Report as a PDF](#)

[Download the 2024 Performance Report](#)



MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION

Accessible formats and communication supports are available upon request.

Compliance statement: In keeping with the reporting requirements under the Municipal Property Assessment Corporation Act, the Corporation has complied with any policies, procedures, and standards established by the Minister under Section 10, and with the process established regarding the implementation of quality service standards by the Quality Service Commissioner.

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# Performance Report 2024



MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION





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# Introduction



**The Municipal Property Assessment Corporation (MPAC) is an independent, not-for-profit corporation funded by Ontario municipalities, with a duty to accurately assess and classify all properties in Ontario.**

MPAC's role, responsibilities and authority are spelled out in the *Municipal Property Assessment Corporation Act*, the *Assessment Act* and regulations set by the Government of Ontario. We are accountable to the Province, municipalities and the property taxpayers of Ontario through a 13-member Board of Directors.

This report offers the public, our partners, and our stakeholders with insight into MPAC's strategic and operational performance. It serves as one of the ways MPAC demonstrates its commitment to accountability in providing for generating fair, accurate, transparent property assessments in an efficient manner.

For most measurements, MPAC has set performance targets by analyzing past performance, or by adopting existing targets from other reporting mechanisms, such as the [Service Level Agreement](#) (SLA) established between MPAC and Ontario municipalities. Targets derived from the SLA are marked as “SLA” where this is the case. In 2024, the performance baselines for each measure were updated to reflect the average of the

past three years (2021-2023) to align with best practices for corporate performance measurement and reporting. The Performance Report outlines 18 measures organized into three main goals. Each goal includes objectives and associated performance indicators to evaluate MPAC’s effectiveness in achieving the goals. Below is a chart summarizing the results of the operational metrics presented in the report:

Performance Goal	Number of Measures	Number of Measures That Include a Target	Number of Measures That Met or Partially Met Their Targets
Assessment excellence	9	7	6/7
Customer service and stakeholder engagement	6	6	6/6
Operational efficiency	3	3	2/3
Total	18	16	14/16

In 2024, MPAC achieved 14 of the 16 performance measure targets. This report includes details about each measure and how they support MPAC’s operational goals.

# Goal: Assessment Excellence

**Property assessments are the foundation of Ontario’s property tax system, which generates approximately \$25 billion in municipal property taxes and \$7 billion in education taxes each year. We continuously monitor property sales transactions, rental information, and new construction to update our assessment data.**

This work ensures that the assessed values of properties across Ontario meet high standards set out by the [International Association of Assessing Officers](#) (IAAO), and meet our commitment to ensure a fair, equitable and transparent property taxation system for Ontario municipalities and their taxpayers. We are committed to delivering operational excellence and assessment excellence in the work that we do.

MPAC works to provide Ontario’s municipalities with a stable assessment base. This means municipalities can expect a limited impact on their property tax base due to appeals, and property owners can expect an accurate assessment so that their share of property taxes is calculated fairly.

Assessment growth capture, assessment accuracy, equity and stability are important metrics for gauging our delivery of assessment excellence.

## **Objective: Assessment Growth Capture**

MPAC updates our database daily to ensure we maintain up-to-date information for every property in Ontario—totalling more than **5.7 million** properties as of 2024. Our work includes gathering information on new properties, and changes to existing properties, to capture what is known as new assessment. When MPAC processes new assessment, we issue a Property Assessment Change Notice to the property owner. This new assessment is captured on the assessment roll and can result in assessment growth for a municipality and the province as a whole.

The taxes generated from new assessment are a key source of new revenue for municipalities, which they can use to fund local priorities.

Indicator: New Assessment Service

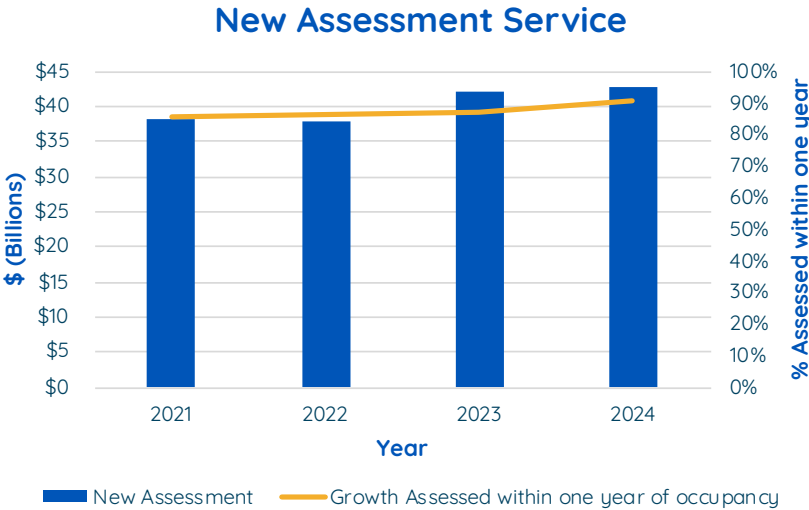
Thanks in large part to collaboration with our municipal partners, in 2024, we were able to add more than **\$42.7 billion** in new assessment to municipal assessment rolls across Ontario. This marks a record-breaking year for MPAC. We are proud to report that we processed **90.27%** of new assessment within one year of occupancy, exceeding our target of **85%**. The residential and condominium property type account for approximately **73%** of the new assessment in 2024. Over **92%** of the new assessment processed for these two property types were captured within one year of occupancy.

Collaborating with municipalities to digitize their building permit process provides MPAC with access to electronic building plans, allowing for more efficient data collection. Furthermore, MPAC’s modernization efforts in data collection processes and the ingestion of electronic building plans have created efficiencies in our ability to process building permit activity.

As municipalities continue to adapt to electronic permitting, we continue to see improvements in our timeliness to capture new assessment. To date, nearly **340** municipalities have submitted digital building plans electronically, and over **31%** of all plans are being received electronically.

Although we met our target, not all municipalities have the same experience with assessment growth. While every effort is made to capture new assessment, there are many factors that may impact MPAC’s ability to achieve this target, such as changes in market conditions, construction delays, delay in the delivery

of building permit notifications from municipalities and limited access to seasonal properties. When this is the case, we have been having regular conversations with impacted municipalities.



Indicator: Parcel Maintenance Timelines

MPAC processes parcel information including severances, consolidations, new registered plans of subdivision, reference plans and condominium plans which contributes to new assessment by way of [Severance and Consolidation Information Forms](#) (SCIFs) and Condominium Plan Information Forms (CPIFs). The efficient processing of these parcel changes supports both the timely delivery of new assessment growth and parcel maintenance details to municipalities to support changes to their tax rolls.

Note that the time period for this indicator does not commence when MPAC receives the information, but the date on which it is

registered with the Province. Overall, all targets have been met. The one subset of properties that MPAC periodically processes outside of these time frames are complex severances. Complex severances may include, but are not limited to, properties

containing multiple classifications of land and/or improvements, severances that require further policy interpretation, and/or are linked to pending work objects that precede the severance.

Measure	Target	Baselines (2021-2023)	2023	2024
<b>Growth assessed within one year of occupancy</b>	>=85% (SLA)	86.34% <b>Total Transactions:</b> \$39,263,621,476 <b>Within One Year:</b> \$33,913,324,396	87.22% <b>Total Transactions:</b> \$42,002,510,227 <b>Within One Year:</b> \$36,633,713,169	90.27% <b>Total Transactions:</b> \$42,765,333,908 <b>Within One Year:</b> \$38,604,402,878
<b>Severance and Consolidation Information Forms (SCIFs) delivered within 150 days of registration and within one year of registration</b>	90% within 150 days 100% within one year (SLA)	<b>150 Days</b> 97.54% <b>One Year</b> 98.73%	<b>150 Days</b> 98.38% 8,993 of 9,141 <b>One Year</b> 99.60% 9,104 of 9,141	<b>150 Days</b> 98.90% 9,088 of 9,189 <b>One Year</b> 99.74% 9,165 of 9,189
<b>Condominium Plan Information Forms (CPIFs) delivered within 150 days of registration and within one year of registration</b>	90% within 150 days 100% within one year (SLA)	<b>150 Days</b> 94.07% <b>One Year</b> 99.72%	<b>150 Days</b> 97.68% 253 of 259 <b>One Year</b> 100% 259 of 259	<b>150 Days</b> 97.46% 269 of 276 <b>One Year</b> 100% 276 of 276





## Objective: Assessment Accuracy and Equity

Accurate and equitable assessments provide municipalities and the Government of Ontario with a reliable foundation for taxation.

The Office of the Quality Service Commissioner, an independent office reporting to MPAC's Board of Directors, measures the quality of MPAC's assessed values against industry standards set by the [IAAO](#). The IAAO is a non-profit, educational and research association that promotes global excellence in property appraisal, assessment administration and property tax policy. These industry standards are measured when MPAC updates property values provincewide.

The Assessment Update originally scheduled for the 2021 taxation year was postponed by the Ontario Government during the COVID 19 pandemic. Property assessments continue to be based on a market value of January 1, 2016. MPAC will report on the quality measures once a new valuation date is in place.

In between assessment updates, MPAC measures the accuracy and equity of our assessments through other metrics, detailed below.

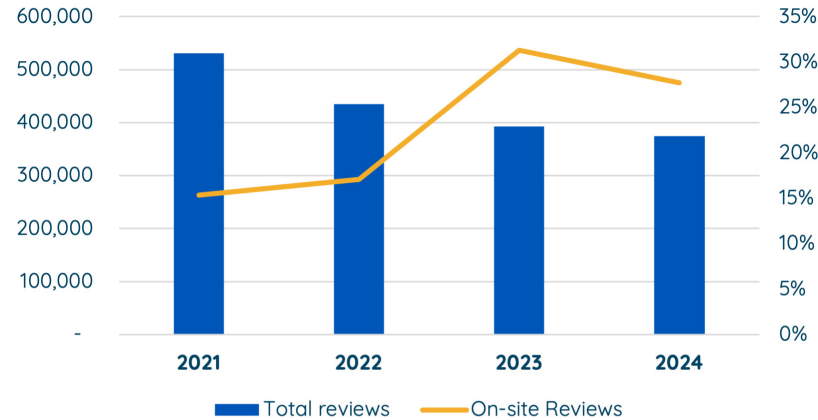
### Indicator: Property Reviews Performed

Properties are constantly changing, and it is our job to keep the data we have on file up-to-date and accurate. When changes to a property occur, we conduct a review to ensure our assessments accurately reflect the current state and condition of the property. MPAC may conduct a property review due to a recent sale, a new building permit, a data integrity review, a request for reconsideration, or an appeal. To capture all the changes to a property that may occur, MPAC prioritizes its reviews where property data may have changed. Typically, our goal is to complete **550,000** property reviews annually and to utilize technology and various data sources to complete approximately **75%** of all property reviews.

In this pursuit, prior to conducting reviews, MPAC completes a triage to identify the optimal method to identify and capture any data related to assessment changes ensuring compliance with industry standards. This may result in either relying on third party sources of information, the collection of information by way of an onsite inspection or possibly a combination of the two approaches.

Property reviews are also part of our work to capture assessment growth. In some cases, property reviews may result in a decrease of a property’s assessed value, such as when a home is demolished or damaged. MPAC distinguishes between residential and non-residential reviews; and reviews conducted on-site, and those completed off-site using building plans, financials, digital imagery, and information gathered directly from the property owner.

Property Reviews



In 2024, MPAC concentrated on the accuracy of more complex properties and properties with higher property value changes. As a result, the number of property reviews conducted is below target, yet the total value of assessment captured has increased. In 2024, MPAC recorded over **\$42.7 billion** in new assessments from 374,649 property reviews, compared to **\$37.3 billion** in 2020 from about **590,000** property reviews.

Also, we continued to place more emphasis on property reviews that are tied to other work objects such as large-valued complex building permits, recent sales and/or appeals. We prioritized on-site inspections, which has increased from **15-17%** in 2021/2022 to **28-31%** in 2023/2024.

The properties reviewed comprised of **103,548** non-residential properties and **271,101** residential properties. MPAC completed **80%** of non-residential property reviews off-site. Of these,





**29%** resulted in a change to the assessed value to the property. In contrast, **20%** of non-residential property reviews included on-site inspections, and **55%** of them resulted in a change to the assessed value to the property. MPAC completed **69%** of residential property reviews off-site. Of these, **49%** resulted in a change to the assessed value to the property. In contrast, **30%** of residential property reviews included on-site inspections, and **68%** of them resulted in a change to the assessed value to the property.

Measure	Target	Baselines (2020-2022)	2023	2024
Number of property reviews performed	Total reviews ≥550,000	Total reviews = 453,097	Total reviews = 393,235	Total reviews = 374,649
	Off-site ~75%, 412,500 reviews	Off-site = 78.85% 360,118 Reviews	<b>Residential:</b> 281,703 <b>Non-Residential:</b> 111,532	<b>Residential:</b> 271,101 <b>Non-Residential:</b> 103,548
			Off-site = 69%; 270,212	Off-site = 72.26%; 270,710
			On-site = 31%; 123,023	On-site = 27.74%; 103,939

## Objective: Assessment Stability

MPAC's property assessments are delivered to municipalities in annual assessment rolls covering every property in their jurisdiction. MPAC works to maintain assessment rolls that are complete, traceable, predictable, and stable. MPAC staff and representatives advocate for accurate and equitable assessments using their professional skills and knowledge. The Assessment Stability performance measures highlight the high degree of accuracy, equity, and fairness of MPAC assessments, and the stability they provide to municipal finances.

### Requests for Reconsideration (RfR) and Appeals

If a property owner disagrees with the assessed value and/or classification of their property, they may submit a Request for Reconsideration (RfR) to MPAC. When MPAC receives an RfR, we review the property's assessment in detail, free of charge, to determine its accuracy as long as it has met requirements set out in section 39.1 of the *Assessment Act*. The RfR process enables MPAC to resolve property owner concerns without the need for an appeal.

If a property includes land classified in the residential, farm or managed forest property tax class, the property owner must attempt to resolve the matter through the RfR process. If the property owner disagrees with the results of their RfR, they may appeal MPAC's assessment to the Assessment Review Board (ARB). Property owners of other properties may submit an RfR to MPAC or file an appeal directly to the ARB.

The ARB is an independent tribunal of the Ontario Ministry of the Attorney General. The ARB's decisions are final and binding; they can only be appealed to the Divisional Court on questions of law. The ARB plays an important role in the fairness and transparency of the Ontario property taxation system.

If an RfR or appeal results in a reduction in a property's assessed value, then the municipality where the property is located must adjust the taxes they have levied. While RfRs address a single taxation year, the length of time to complete an appeal can vary, so the municipality may have to adjust taxes retroactively for multiple years. This presents a financial risk for municipalities and their taxpayers. MPAC measures how many property owners accept their assessment without an RfR or appeal, and how many property values change following the RfR process. These are key indicators of assessment excellence and stability.

## Indicator: Request for Reconsideration Related Assessment Change

The RfR and appeal processes provide an opportunity for MPAC and property owners to collaboratively exchange information. New and corrected information about the property may result in a revision to the assessment of a property. MPAC welcomes the opportunity to work with property owners to revise our property data to reflect new information. MPAC does not set a target for RfR and Appeal related assessment change performance measures since it may influence the quality of review by MPAC staff.

During 2024, we completed a total of **12,213** RfRs. Of these, **4,491** RfRs led to a change to the current value assessment of the property. This represents a change to only **0.08%** of all properties in Ontario. It is worth noting that as the assessment cycle moves further from the base year, MPAC tends to receive fewer RfRs.

Measure	Target	Baselines (2020-2022)	2023	2024
Percentage of all properties experiencing a valuation change via the RfR process	No target	0.14%	0.1% 5,338 of 5,612,845	0.08% 4,491 of 5,681,507
Percentage of all property assessments accepted without appeal	>=99%	99.26%	99.23% 5,569,775 of 5,612,845	99.23% 5,637,912 of 5,681,507





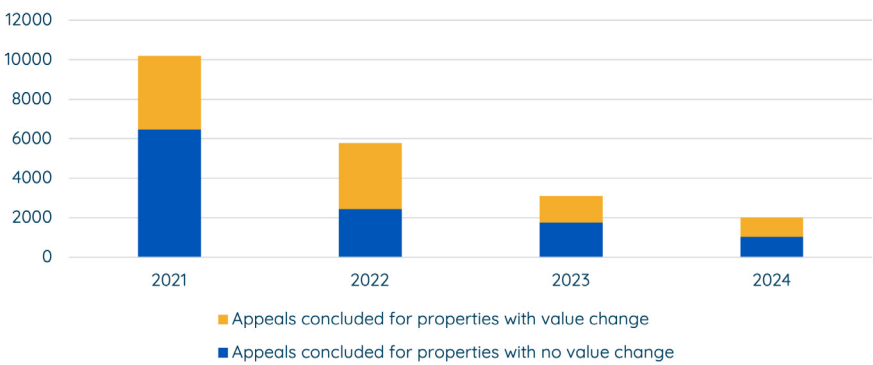
Indicator: Appeals Related Assessment Change

MPAC contributed to the resolution of appeals on 2,021 properties in 2024. This includes appeals initiated in the current tax year, and previous years. Of these appeals, **50.96%** resulted in no change in assessed value. This includes appeals where the ARB confirmed the assessed value, as well as those that were dismissed or withdrawn.

Withdrawals often happen because MPAC works with property owners to clarify the basis for their assessment. Because of these efforts, the property owner may choose not to proceed further with their appeal. In 2024, there are fewer appeals remaining. Those remaining are complex. Numerous outstanding appeals were put on hold by the ARB pending determinations of Divisional Court matters. In most cases, where

the Divisional Court has rendered decisions, those decisions align with the positions MPAC had taken on appeal. The ARB has recently restarted the appeals that were placed on hold and parties are working to apply the relevant decisions, as appropriate.

Appeals Related Assessment Change



Measure	Target	Baselines (2020-2022)	2023	2024
Appeals concluded for properties during the year with no value change	No target	53.95%	56.47% 1,748 of 3,095	50.96% 1,030 of 2,021

Indicator: Request for Reconsideration and Appeal Changes

When RfRs and appeals result in changes to a property’s value, this is reflected in the assessment roll, thus impacting municipal finances for the taxation year. As seen in the figures below, **406** of the **414**, or **98.07%** of lower-tier and single-tier municipalities had minor appeal and RfR losses representing less than **0.5%** of their assessment base.

Indicator: Municipal Stability

To calculate the second measure, we included RfR and appeal losses that subtracted from the assessment base, and the new assessment we captured that added to the assessment base. Factoring new assessment, **412** of **414** municipalities maintained or increased their assessment base in 2024. Exceeding the targets for these two measures significantly highlight the stability, quality, accuracy, equity, uniformity, and work put into MPAC’s property assessments.

Measure	Target	Baselines (2020-2022)	2023	2024
Percentage of lower tier/single tier municipalities not experiencing appeal & RfR losses greater than 0.5%	>=85%	91.62%	95.41% 395 of 414	98.07% 406 of 414
Percentage of lower tier/ single tier municipalities with assessment base remaining the same or increasing	>=90%	97.90%	97.34% 403 of 414	99.52% 412 of 414



# Goal: Customer Service and Stakeholder Engagement

As part of the 2021-2025 Strategic Plan, MPAC is working to elevate the property owner and stakeholder experience. We are dedicated to strengthening our municipal, industry, and provincial relationships by expanding value-added products and services to meet their diverse and evolving needs. At the same time, MPAC's core work to deliver property assessments remains critical to Ontario's municipalities.

Our work to better engage and serve municipal partners includes an ongoing series of webinars, new systems that provide improved, real-time access to assessment data, and the shift to digital e-permits and ongoing communication with Ontarians about changes in the province's property landscape.

## Objective: Customer Satisfaction

### Indicator: Customer Contact Centre Satisfaction and Responsiveness

In 2024, MPAC's Customer Contact Centre (CCC) received **150,365** calls, e-mails, or chat messages from our customers. As a key performance indicator of timeliness, the CCC responded to **91%** of phone inquiries in **5** minutes or less, and **90%** of e-mail inquiries within **2** business days. As a measure of the customer's overall experience, **9,217** customers completed a post contact survey resulting in **93%** indicating they were either satisfied or very satisfied with MPAC's service.

Measure	Target	Baselines (2021-2023)	2023	2024
Overall customer satisfaction with MPAC's Customer Contact Centre	>=90%	94%	94%	93%
Percentage of calls responded to by staff within 5 minutes	>=90%	90%	90%	91%
Percentage of emails responded to by staff within 2 business days	>=90%	84%	91%	90%

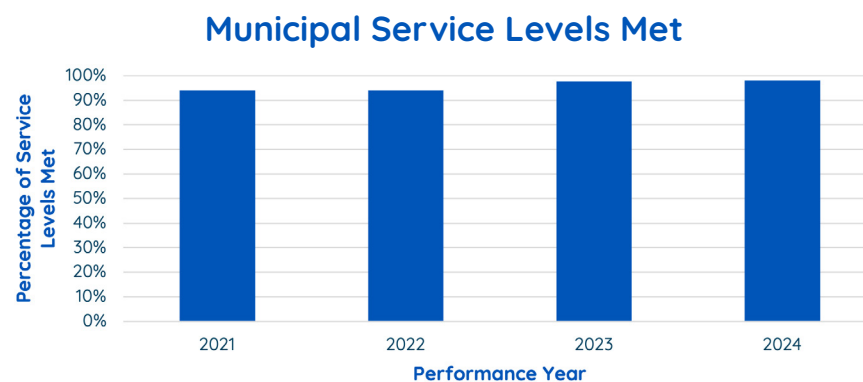
### Indicator: Municipal Services Levels Met

To measure the delivery of services to Ontario's municipalities, and to ensure mutual accountability, MPAC and its municipal partners jointly developed a [Service Level Agreement](#) (SLA). The SLA spells out fair, meaningful, performance standards for the assessment services that municipalities and taxpayers rely on most. In addition, the agreement fosters continuous improvement in service delivery by nurturing collaboration between MPAC and municipalities.

The SLA measures **12** different service levels, including:

- Processing of building permits,
- Delivery of Post-Roll Reports and New Assessment Forecasts,
- Response to and Resolution of Municipal enquiries, and
- Delivery of Year-End Tax File.

During 2024, we were able to meet **97.91%** of all Municipal Service Levels. Our partnerships with municipalities and stakeholders are stronger than ever, and when we are not able to meet a service level, there is a fact-based conversation with the municipality to discuss the cause of the missed service level and how it can be remedied in the future.





Indicator: Municipal Inquiry Responsiveness

Under the SLA, our staff must acknowledge and respond to municipal inquiries within **30** calendar days. This service level demonstrates MPAC’s accountability and overall customer service commitment to our municipal partners which we achieved in 2024 by responding to **99.78%** of all inquiries within **30** days, with an average response rate of **6** days. By responding in a timely fashion, MPAC ensures municipalities have the information they need to answer any property-specific questions their constituents may have.

Measure	Target	Baselines (2021-2023)	2023	2024
Percentage of municipal service levels met	>=90% (SLA)	95.24%	97.72%	97.91%
Percentage of municipal inquiries responded to by staff within 30 calendar days	>=100% (SLA)	99.77%	99.8% 17,544 of 17,579	99.78% 18,529 of 18,568

Objective: Stakeholder Engagement

Our liaison groups bring municipalities, municipal sector associations, industry representatives and our experts together, setting the foundation for greater engagement and partnership. Through ongoing engagement, we are committed to building trust and strengthening relationships as part of our commitment to assessment excellence.

Indicator: Stakeholder Engagement Frequency

As part of our municipal and stakeholder engagement strategy, in 2024 we had a total of **7,770** engagement sessions with our municipal partners, which included meetings, webinars, conferences, and training opportunities. MPAC provides municipal partners with assessment-related information through a variety of channels, including Municipal Connect, the InTouch Newsletters, MPAC webinars, toolkits and mpac.ca.

In 2024, MPAC launched additional learning sessions throughout our **7** zones. The participation within these meetings has helped to continue to support the total number of engagements throughout the province in 2024. MPAC continues to work

with municipalities, Members of Provincial Parliament and local industry stakeholders on the following topics, and has maintained a strong presence at the following conferences:

Topics	Conferences/Events
<ul style="list-style-type: none"> <li>• <b>Who we are/what we do</b></li> <li>• <b>Property tax vs. assessment</b></li> <li>• <b>Municipal Connect and enhancements to the municipal experience</b></li> <li>• <b>Status of next assessment update</b></li> <li>• <b>New Assessment</b></li> <li>• <b>E-permitting</b></li> <li>• <b>Annotated Assessment Act Resource</b></li> <li>• <b>Small Business Property Subclass</b></li> <li>• <b>MPAC 101</b></li> <li>• <b>Modernization of MPAC Products and Services</b></li> <li>• <b>Appeals Update</b></li> <li>• <b>Pits &amp; Quarries Update</b></li> <li>• <b>Overview of About My Property</b></li> <li>• <b>Farm Tax Incentive Program</b></li> <li>• <b>Custom Data Requests</b></li> <li>• <b>Municipal Toolkits</b></li> <li>• <b>RTC/RTQ Expansion</b></li> <li>• <b>Tax Incentive Programs</b></li> <li>• <b>Application for Reduction in Taxation Applications</b></li> </ul>	<ul style="list-style-type: none"> <li>• Rural Ontario Municipal Association (ROMA)</li> <li>• Economic Developers Council of Ontario (EDCO)</li> <li>• Ontario Business Improvement Area Association (OBIAA)</li> <li>• Northwestern Ontario Municipal Association (NOMA)</li> <li>• Ontario Small Urban Municipalities (OSUM)</li> <li>• Ontario Municipal Administrators Association (OMAA)</li> <li>• Federation of Northern Ontario Municipalities (FONOM)</li> <li>• Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)</li> <li>• Association of Municipalities of Ontario (AMO)</li> <li>• Ontario Municipal Tax and Revenue Association (OMTRA)</li> <li>• Association française des municipalités de l'Ontario (AFMO)</li> <li>• Municipal Finance Officers Association (MFOA)</li> <li>• Ontario East Municipal Conference (OEMC)</li> <li>• International Association of Assessing Officers (IAAO) and Institute of Municipal Assessors (IMA)</li> <li>• Ontario Professional Planners Institute (OPPI)</li> <li>• Ontario Building Officials Association (OBOA)</li> <li>• Western Ontario Wardens Caucus</li> <li>• Thunder Bay District Municipal League</li> <li>• East Central Farm Show</li> <li>• District of Parry Sound Municipal Association</li> <li>• Perth County Municipal Day</li> </ul>





Toronto, Ontario

Measure	Target	Baselines (2021-2023)	2023	2024
<b>Number of municipal engagement sessions</b> “engagements” includes quarterly meetings, days with MPAC, conference work, monthly webinars, training sessions and MPAC 101 for new staff, Council Session, etc.	4,440 engagement sessions with all municipalities throughout the year.	6,035 engagements	7,802 engagements completed	7,770 engagements completed



# Goal: Operational Efficiency

As our province has grown and some of our workload has increased, we have worked to offset the cost of our services through innovation and finding new ways of doing business. Historically, we have tried to keep budget increases – and by extension municipal levy increases – at or below inflation. We are committed to delivering our services efficiently by controlling expenses while unlocking opportunities to provide value and generate additional revenue.

MPAC calculates the levy for each municipality based on the proportion of the province's properties, and the proportion of the province's total assessed value in their jurisdiction. MPAC's funding requirements include the cost of operations, capital spending and reserve requirements. However, the cost to municipalities is offset by revenues from commercial activities, such as licensing data, selling services and technologies and investment income. The net amount is the total [municipal levy](#).

## Objective: Financial Efficiency

As a public sector organization, we are also accountable to the Ontario property taxpayer. As such, we are committed to

managing our budget and resources responsibly by strategically investing dollars and focusing our attention where it matters the most.

## Indicator: Budget Variance

At the beginning of 2024, we forecast our annual expenditures and committed to managing our operating budget variance of no more than a **3%**. This metric is an indicator of budgeting and forecasting accuracy, holding MPAC accountable to efficient use of funds in that requested funds are wholly and appropriately utilized. In 2024, MPAC is proud to report that we had an operating budget variance within **0.8%**.

MPAC has been controlling expenses through the strategic management of financial and business operations, which has allowed us to keep the municipal levy at a **0%** increase over the past three years. However, we acknowledge that sustaining a **0%** increase in the long term is not realistic. Due to the current economic situation, we are now facing the need to increase the levy by **2.1%** to address the impact of inflation on our operations, including rising labour costs.

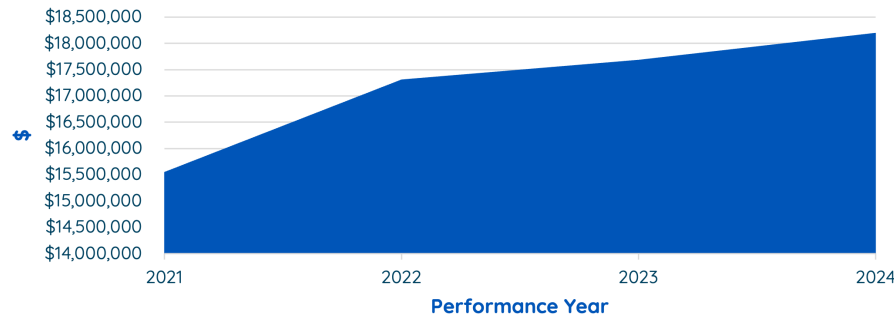
### Indicator: Surplus Generated from Sales Data

MPAC data is used extensively in commercial markets, including real estate, financial services, insurance, and utility. MPAC commercializes its data holdings to keep the cost of assessment services low for Ontario municipalities and to drive innovation and add value to our core business operations and commercial clients. The surplus derived from MPAC's Business Development activities has a direct benefit to the people of Ontario, saving municipalities more than **\$150 million** since 2002. At the beginning of 2024, we set out to achieve at least **\$18.0 million** in surplus generated from data sales. We exceeded this target, with revenue from business development activities generating **\$18.2 million** in 2024.



Trenton, Ontario

## Annual Levy Offset



number of properties in Ontario. This is a common practice in other assessment jurisdictions. It does not consider weighting of different property types. Cost Per Property reflects MPAC's commitment to keeping costs to the taxpayer as low as possible while delivering the services that our stakeholders rely on. In 2024, MPAC's Cost Per Property was **\$43.26**, slightly higher than the 2024 target of **\$41.31** due to increased labour costs.

## Indicator: Cost Per Property

To demonstrate the efficiency of our services, we calculate the Cost Per Property by adding up MPAC's total core assessment operating and capital expenses and dividing by the total

Measure	Target	Baselines (2021-2023)	2023	2024
Year-end operating budget variance	<=3%	1.43%	1.7%	0.8%
Surplus Generated from Data Sales	>=\$18.0M in surplus generated from data sales	\$16,830,000	\$17,690,000	\$18,203,000
Cost Per Property	<=\$41.31	\$41.25	\$41.78	\$43.26

# Appendix A:

## Changes to Measures

The list below of Performance Measures were altered in some way from last year's iteration of MPAC's Performance Report.

Indicator	Measure	Target (New)	Target (Old)	Reason for Change
Surplus Generated from Data Sales	Surplus Generated from Data Sales	>=\$18.0M	>= \$16.6M	Target changes yearly based on departments internal target setting.



# Appendix B: List of Measures and Performance

Measure	Target	Baselines (Avg: 2021-2023)	2023	2024
<b>Assessment Excellence</b>				
<b>Assessment Growth Capture</b>				
Growth assessed within one year of occupancy	>=85% (SLA)	86.34% <b>Total Transactions:</b> \$39,263,621,476  <b>Within One Year:</b> \$33,913,324,396	87.22% <b>Total Transactions:</b> \$42,002,510,227  <b>Within One Year:</b> \$36,633,713,169	90.27% <b>Total Transactions:</b> \$42,765,333,908  <b>Within One Year:</b> \$38,604,402,878
Severance and Consolidation Information Forms (SCIFs) delivered within 150 days of registration and within one year of registration	90% within 150 days 100% within one year (SLA)	SCIFs <b>150 Days</b> 97.54% <b>One Year</b> 98.73%	<b>150 Days</b> 98.38% 8,993 of 9,141 <b>One Year</b> 99.60% 9,104 of 9,141	<b>150 Days</b> 98.90% 9,088 of 9,189 <b>One Year</b> 99.74% 9,165 of 9,189
Condominium Plan Information Forms (CPIFs) delivered within 150 days of registration and within one year of registration	90% within 150 days 100% within one year (SLA)	CPIFs <b>150 Days</b> 94.07% <b>One Year</b> 99.72%	<b>150 Days</b> 97.68% 253 of 259 <b>One Year</b> 100% 259 of 259	<b>150 Days</b> 97.46% 269 of 276 <b>One Year</b> 100% 276 of 276

Measure	Target	Baselines (Avg: 2021-2023)	2023	2024
<b>Assessment Accuracy &amp; Equity</b>				
Number of property reviews performed	Total reviews >= 550,000  Off-site 75%, 412,500 reviews	Total reviews: 453,097  Off-site = 78.85% 360,118 Reviews	Total reviews: 393,235 Residential: 281,703 Non-Residential: 111,532  Off-site: 69%; 270,212 On-site: 31%; 123,023	Total reviews: 374,649 Residential: 271,101 Non-Residential: 103,548  Off-site: 72.26%; 270,710 On-site: 27.74%; 103,939
<b>Assessment Stability</b>				
Percentage of all properties experiencing a valuation change via the RfR process	No Target	0.14%	0.1% 5,338 of 5,612,845	0.08% 4,491 of 5,681,507
Percentage of all property assessments accepted without appeal	>=99%	99.26%	99.23% 5,569,775 of 5,612,845	99.23% 5,637,912 of 5,681,507
Appeals concluded for properties during the year with no value change	No Target	53.95%	56.47% 1,748 of 3,095	50.96% 1,030 of 2,021
Percentage of lower tier/single tier municipalities not experiencing appeal & RfR losses greater than 0.5%	>=85%	91.62%	95.41% 395 of 414	98.07% 406 of 414
Percentage of lower tier/single tier municipalities with assessment base remaining the same or increasing	>=90%	97.90%	97.34% 403 of 414	99.52% 412 of 414
<b>Customer Service &amp; Stakeholder Engagement</b>				
<b>Customer Service</b>				
Overall customer satisfaction with MPAC's Customer Contact Centre	>=90%	94%	94%	93%

Measure	Target	Baselines (Avg: 2021-2023)	2023	2024
Percentage of calls responded to by staff within 5 minutes	>=90%	90%	90%	91%
Percentage of emails responded to by staff within 2 business days	>=90%	84%	91%	90%
Percentage of Municipal Service Levels Met	>=90% (SLA)	95.24%	97.72%	97.91%
Percentage of municipal inquiries responded to by staff within 30 calendar days	>=100% (SLA)	99.77%	99.8% 17,544 of 17,579	99.78% 18,529 of 18,568
<b>Stakeholder Engagement</b>				
<b>Number of municipal engagement sessions</b> “engagements” includes quarterly meetings, days with MPAC, conference work, monthly webinars, training session and MPAC 101 for new staff, Council Session, etc.	4,440 engagement sessions with all municipalities throughout the year.	6,035 engagements	7,802 engagements completed	7,770 engagements completed
<b>Operational Efficiency</b>				
<b>Financial Efficiency</b>				
Year-end operating budget variance	<=3%	1.43%	1.7%	0.8%
Surplus Generated from Data Sales	>= \$18.0 M in surplus generated from data sales	\$16,830,000	\$17,690,000	\$18,203,000
Cost per property	<=\$41.31	\$41.25	\$41.78	\$43.26

# Connect with us



## Customer Contact Centre

Toll Free: 1-866-296-6722

TTY: 1-877-889-6722

Monday to Friday, 8 a.m. to 5 p.m.



## Mail

1340 Pickering Parkway, Suite 101  
Pickering, Ontario  
L1V 0C4



## Online

[mpac.ca](http://mpac.ca)



MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION



[mpac.ca](http://mpac.ca)

Accessible formats and communication supports are available upon request.

**Compliance statement:** In keeping with the reporting requirements under the Municipal Property Assessment Corporation Act, the Corporation has complied with any policies, procedures and standards established by the Minister under Section 10, and with the process established regarding the development and implementation of quality service standards by the Quality Service Commissioner.

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**From:** AMO Policy <policy@amo.on.ca>  
**Sent:** April 23, 2025 6:40 PM  
**To:** email  
**Subject:** AMO Policy Update – Spring Policy Priorities



## **AMO Policy Update – Spring Policy Priorities**

### **AMO 2025 Pre-Budget Update: New Economic Reality Demands Partnership and Strategic Investment**

The global landscape and our economic conditions have fundamentally changed since AMO launched its [2025 Pre-Budget Submission](#) in January. We now face an unprecedented threat to our economy and sovereignty, and overcoming it requires a strong and united front. Today, AMO is pleased to announce its [2025 Pre-Budget Update](#) which calls for a stimulus investment in municipal infrastructure of \$3.45 billion annually over the next five years to:

- keep in-flight municipal capital projects on track,
- accelerate planned municipal infrastructure projects, and
- develop and repair up to 20,000 new social housing units in communities across Ontario.

This work is supported by a [new macroeconomic analysis report](#) that AMO commissioned from Oxford Economics. The report provides insights into the impacts of tariffs on Ontario, its industries, and its municipalities' finances, helping municipalities navigate uncertain times. The report also models the positive impacts of stimulus, providing a basis for AMO's updated pre-budget submission.

Ontario's municipalities are strongest when they speak with one voice. AMO has provided [key messages and social media cards](#) to help interested members amplify its stimulus request in the face of economic downturn.

*This Policy Update is also available on the [AMO Website](#).*

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**From:** AMO Policy <policy@amo.on.ca>  
**Sent:** April 16, 2025 7:46 PM  
**To:** email  
**Subject:** Correction: AMO Policy Update – response to the Speech from the Throne and launch of health sector survey



## **AMO Policy Update - AMO responds to the Speech from the Throne and launches health sector survey**

*Correction: This Policy Update now contains the correct list of points under the Bill 2 section.*

### **AMO Responds to the Speech from the Throne**

Yesterday, the Lieutenant Governor delivered the Speech from the Throne, opening the first session of the 44th Parliament of Ontario.

Key commitments relevant to the municipal sector include:

- Removing inter-provincial trade barriers to recognize inter-provincial labour force credentials and improve free trade within Canada.
- Advancing mega-projects like pipelines, railways, highways, airports, seaports while at the same time committing to “historic” investments in housing-enabling municipal infrastructure
- Investing in other transportation infrastructure including a tunnel under Highway 401, expanding subway and GO train service, and resuming the Northlander passenger train.
- Introducing new legislation to expedite approvals processes for the Ring of Fire and other areas likely to have multiple critical deposits while building new processing capacity in Northern Ontario.
- Further streamlining environmental assessments and evolving Conservation Authorities’ role.
- Investing in energy production, transmission and storage, including new nuclear capacity.



- Working with municipalities to lower Development Charge fees. Also standardizing and increasing transparency in Development Charge fees, study requirements, and Building Code permit approvals.
- Re-introducing encampment legislation and using whatever legal tools might be needed to end encampments.
- Connecting all Ontarians to primary care within the next four years and invest billions in hospital and long-term care expansion.

AMO will continue to closely review all proposed legislation and new government announcements for municipal impacts. In particular, AMO will continue work with the provincial government on key municipal interests, including:

- New investments in municipal infrastructure and social housing as the best ways to stimulate the economy and save Ontario jobs.
- Predictable and sustainable long-term funding sources for municipal infrastructure, including development charges.
- Determining how requirements to use Ontario and Canadian construction materials will impact municipal infrastructure projects.

## **AMO Launches Municipal Health Survey**

Building on the successful release of our homelessness report earlier this year, AMO is continuing to expand our focus on evidence-based advocacy with the launch of a survey to understand the challenges municipalities face around access to health.

We know many municipalities are filling gaps in the health care system with significant investments from the property tax base. To better understand this evolving challenge, AMO is conducting a survey of Ontario municipalities about the specific contributions you are making to health services in your communities.

Heads of Council and municipal treasurers have received an email with more information shortly. The success of the project is dependent upon the gaining insights from all municipalities in Ontario. For more information about the project, please contact Daniela Spagnuolo, Policy Advisor at [dspagnuolo@amo.on.ca](mailto:dspagnuolo@amo.on.ca).

## **Intake Launch for \$175M Health and Safety Water Program**

The province is launching [Health and Safety Water Stream](#) applications on April 17. This infrastructure program aims to address aging water infrastructure and protect communities from extreme weather events. AMO and MOI will be hosting webinar for the municipal sector to support strong applications in the coming weeks. This is one of the few provincial infrastructure programs that focuses on asset renewal.

## **Ontario Introduces Procurement Restriction Policy**

The province has released a [Procurement Restriction Policy](#) which applies to provincial ministries, agencies, Ontario Power Generation, the IESO, and broader public sector organizations subject to the BPS Procurement Directive. This policy requires affected organizations to exclude US businesses from procurements unless the procurement cannot be delayed, and a US business is the only viable source for the good/service. Notably, subsidiaries of US businesses are captured by this policy if they have fewer than 250 full-time employees in Canada.

While this policy does not apply to municipalities, it is responsive to AMO's call for the province to provide clarity on the intent and scope of the province's approach to banning US suppliers from government procurement.

## **Ontario Introduces Bill 2 – *Protect Ontario Through Free Trade Within Canada Act***

On April 16, Premier Ford was joined by Nova Scotia Premier Tim Houston and New Brunswick Premier Susan Holt [to announce the introduction of a bill](#) intended to reduce inter-provincial trade barriers, and make it easier for skilled workers from other provinces to work in Ontario. The proposed legislation would:

- Remove Ontario's exceptions under the Canada Free Trade Agreement (CFTA)
- Enable mutual recognition of goods and services regulated by other provinces and territories as acceptable for sale and use within Ontario
- Remove labour mobility barriers to allow skilled workers – including health care workers - certified in other provinces and territories to begin work in Ontario "as of right" while completing a streamlined registration process

The province will also begin consultations to allow American health professionals such as doctors and nurses to work in Ontario under the same "as of right" rules. As part of the announcement, Minister Fedeli announced a new \$50 million [Ontario Together Trade Fund](#) to help Ontario's businesses re-shore critical supply chains, and develop new markets.

AMO will continue to work closely with the province to ensure that Ontario's residents, communities, and industry leave this time of uncertainty even stronger and more economically resilient.

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*This Policy Update is also available on the [AMO Website](#).*

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**From:** AMO Policy <policy@amo.on.ca>  
**Sent:** May 1, 2025 1:51 PM  
**To:** email  
**Subject:** AMO Policy Update - Ontario Introduces Bill 5 and Re-Introduces Homelessness Encampments Bill, New Report on Tariffs Impacting Municipal Construction Costs



## **AMO Policy Update - Ontario Introduces Bill 5 and Re-Introduces Homelessness Encampments Bill, New Report on Tariffs Impacting Municipal Construction Costs**

### **Ontario Introduces Bill 5 – *Protect Ontario by Unleashing our Economy Act***

On April 17, the province [introduced an omnibus bill](#) which proposes changes related to development approvals including:

- Allowing the province to designate “special economic zones” including geographic areas, “trusted proponents” or projects that would be exempt from provincial legislation and regulations, and from municipal by-laws
- Replace species-at-risk permitting requirements with a registration-first approach that would allow work to begin immediately upon registration
- Allow the province to direct energy agencies to prohibit companies from procurements based on country-of-origin requirements
- Streamline the archaeological assessment and artifact protection process for developments where archaeological sites are present
- Streamline the province’s mine permitting process

AMO is reviewing Bill 5 and consulting with our members as we prepare to bring the discussion to the Standing Committee process. AMO is encouraged that Minister Lecce committed to adhering to robust environmental protections and to fulfilling the province’s obligations to Indigenous communities.

For special economic zones to be successful, it's vital that they are developed in partnership with local communities. Ontario's municipalities are committed to supporting proactive steps that strengthen our economy. AMO understands that economic prosperity is tied to social, cultural, and environmental prosperity, and AMO is confident that provincial officials and legislators understand that too.

## **Trade and Tariffs – New Report on the Impacts of Tariffs on Municipal Construction Costs**

AMO is pleased to share a [final report](#) from Oxford Economics analyzing the projected impact of tariffs on municipal construction costs in Ontario. This report sets out in detail which kinds of municipal capital projects are most likely to be exposed to direct impacts from tariffs based on the materials they use and how heavily Ontario relies on US imports.

With this report, municipalities can better inform Councils' decisions on capital projects, understand and explain price fluctuations, and support procurement negotiations with vendors.

The report estimates that:

- Tariff impacts will raise capital expenditures for Ontario municipalities by an estimated \$1.04 billion, or 2.0% in the next two years.
- Given their majority share of total capital expenditure, impacts on roads and non-residential buildings account for half of the overall impact.
- Expenditure on constructing building and infrastructure assets will increase by between 1.4% and 2.3% for each asset type. Expenditure on non-residential buildings is estimated to experience the largest relative impact, at 2.3%.

Soon, AMO will provide a tool that we developed with Oxford Economics. This tool goes along with the report and will help municipalities estimate how much more new construction projects might cost because of tariffs.

## **Homelessness Encampments Bill Re-Introduced in the Legislature**

Yesterday, the government [re-introduced](#) the same encampments legislation that was previously tabled prior to the provincial election in December 2024. This is in keeping with campaign commitments and the Speech from the

Throne. [Bill 6, the Safer Municipalities Act, 2025](#) focuses on increasing enforcement around encampments and public drug use.

Bill 6, if passed by the legislature, would:

- Enact the *Restricting Public Consumption of Illegal Substances Act, 2025*.
- Subject to specified exemptions, the Act would prohibit the consumption of an illegal substance in a public place. A police officer or a prescribed provincial offences officer may issue directions, ticket and arrest if they have reasonable grounds to believe that the person is consuming an illegal substance in a public place. It also establishes fines of up to \$10,000 and imprisonment of up to six months.
- Make amendments to the *Trespass to Property Act* that would enhance penalties for people and establishing upon conviction a fine of up to \$10,000. It would also add new aggravating factors of continuous trespassing and the likelihood of reoffending.

The province also highlighted their previous funding commitments and other measures announced in 2024 assisting municipalities to address homelessness encampments.

- \$75.5 million in provincial and federal funding for housing and homelessness supports, including \$5.5 million to increase the Canada-Ontario Housing Benefit (COHB), \$20 million for emergency shelters and temporary accommodation, and \$50 million for ready-to-build affordable housing projects.
- Additional requirements for municipal service managers to report back to the province on the number of individuals moved from encampments into new accommodations and to submit spending plans for Homelessness Prevention Program funding for MMAH approval.

AMO continues to call for provincial guidance that clarifies municipal enforcement powers around encampments. The lack of shared understanding of municipal authorities across municipal Councils, police services, and community members has led to divisive local confrontations and undermined effective responses to encampments.

Enforcement alone will not effectively address encampments. While the investments are a good start, serious investments and coordinated action on transitional, supportive and community housing, mental health, addictions and social services, and income support are needed to make real progress. For

more information, see AMO's January 2025 Report: [Municipalities Under Pressure: The Human and Financial Cost of Ontario's Homelessness Crisis](#).

## **Reminder – Health Survey Responses Due May 2!**

Responses to AMO's Health Survey that was sent to Heads of Council and Treasurers on April 15th are due on May 2nd at 5pm. Through this survey, AMO is collecting data on the specific contributions municipalities are making to health services in your communities. Survey data will be complemented by a series of voluntary interviews with key municipalities interested in sharing more details about their responses. Survey results and related advocacy materials will be made available to all AMO members upon completion.

The success of the project is dependent upon the gaining insights from all municipalities in Ontario. The participation of your municipality is crucial and appreciated. If you or your staff have any questions about the survey or the timeline for completion, please contact Daniela Spagnuolo, Policy Advisor at [dspagnuolo@amo.on.ca](mailto:dspagnuolo@amo.on.ca).

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*This Policy Update is also available to read on the [AMO Website](#).*

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**THE CORPORATION OF THE MUNICIPALITY OF HURON SHORES**

**BY-LAW #25-27**

**BEING A BY-LAW OF THE CORPORATION OF THE  
MUNICIPALITY OF HURON SHORES TO ADOPT THE MINUTES  
OF THE SPECIAL PUBLIC AND REGULAR MEETING OF COUNCIL,  
HELD WEDNESDAY, May 14<sup>th</sup>, 2025, AUTHORIZING THE  
TAKING OF ANY ACTION AUTHORIZED THEREIN AND THEREBY**

WHEREAS the *Municipal Act 2001*, c. 25, s. 5 (3) as Amended, requires a municipal council to exercise its powers by by-law, unless the municipality is specifically authorized to do otherwise;

AND WHEREAS in many cases, action which is taken or authorized to be taken by a Council or a Committee of Council does not lend itself to an individual by-law;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE MUNICIPALITY OF HURON SHORES ENACTS AS FOLLOWS:

1. THAT the Minutes of the Special Public and Regular Meeting of Council held Wednesday, May 14, 2025, are hereby adopted.
2. THAT the taking of any action authorized in or by the Minutes mentioned in Section 1 hereof and the exercise of any powers, including natural person powers, by the Council or Committees by the said Minutes be and the same are hereby ratified, authorized and confirmed.
3. THAT where no individual by-law has been or is passed with respect to the taking of any action authorized in or by the Minutes mentioned in Section 1 hereof or with respect to the exercise of any powers by the Council or Committees in the above mentioned Minutes, then this by-law shall be deemed for all purposes to be the by-law required for approving and authorizing the taking of any action authorized therein or thereby or required for the exercise of any power therein by the Council or Committees.
4. THAT the Mayor and proper officers of the Corporation of the Municipality of Huron Shores are hereby authorized and directed to do all things necessary to give effect to the recommendations, motions, resolutions, reports, action and other decisions of the Council or Committees as evidenced by the above mentioned Minutes in Section 1 and the Mayor and Clerk are hereby authorized and directed to execute all necessary documents in the name of the Corporation of the Municipality of Huron Shores and to affix the seal of the Corporation thereto.

Passed in open Council this 14<sup>th</sup> day of May, 2025.

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MAYOR – Jane Armstrong

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CAO/CLERK – Natasha Roberts