



**REGULAR MEETING OF COUNCIL
AGENDA
MONDAY SEPTEMBER 14, 2026 AT 6:00 P.M.**

**DR. S. F. MONESTIME MUNICIPAL COUNCIL CHAMBERS
160 WATER STREET, MATTAWA ON**

Zoom Meeting Access: 1-647-374-4685 Meeting ID Code: 822 2157 4516 Passcode: 231942

- 1. Meeting Called to Order**
- 2. Announce Electronic Participants**
- 3. Adoption of Agenda**
 - 3.1 To Adopt the agenda as presented or amended
- 4. Disclosures of a Conflict of Interest**
- 5. Presentations and Delegations**
- 6. Adoption of Minutes**
 - 6.1 Regular Meeting of August 10, 2026
 - 6.2 To adopt the minutes as presented or amended
- 7. Notice of Motions**
 - 7.1 Support for Beacons of Light British Home Children & Child Migrants
 - 7.2 Support for Intimate Partner Violence
 - 7.3 Motion of Reconsideration for 2027 Voyageur Days
- 8. Correspondence**
 - 8.1 Solicitor General – OPP municipal policing costs of 2027
 - 8.2 AMO – Policy Update Property Tax Reassessment
 - 8.3 FONOM – Calls for Federal – Provincial Cooperation on Bail Reform
 - 8.4 FONOM – Advances Northern Ontario Priorities at 2026 AMO Conference
 - 8.5 FONOM – RYAM Temiscaming Shutdown
 - 8.6 FONOM – Statement on U.S. Tariffs and Canada-U.S. Trade
 - 8.7 Ministry of the Environment – New regulation to focus Municipal Environmental Assessment Requirements

- 8.8 FONOM – Municipal Workforce Challenges Across Northeastern Ontario
- 8.9 Castle Arms – Rosemount Suites
- 8.10 FONOM – Request for Municipal Support, Prescription Diversion Project
- 8.11 Lucille Zeus – Letter to Mayor and Council Barriers to persons with physical disabilities
- 8.12 Lucille Zeus – MPP Office Regarding Thefts

9. Information Reports – Motions

- 9.1 Rosemount Valley Suites (RVS) Annual Rent Review – Report #26-38R
Report from Paul Laperriere, CAO/Treasurer

10. By-Laws

- 10.1 By-Law 26-17 – Amendment of By-law 24-10 Governance Policies
BEING a by-law to amend By-law No. 24-10 being the governance policies and procedures of Council.

11. Old Business

- 11.1 Library Proposal

12. New Business

13. Questions from Public Pertaining to Agenda

14. In Camera (Closed) Session

- 14.1 Adoption of Previous Closed Meeting Minutes

14.2 Mattawa Landfill Update

In accordance with the Municipal Act, 2001 Section 239 (2)(e)

- (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board

15. Return to Regular Session

- 15.1 That the Council Return to Regular Session

16. Motions Resulting from Closed Session

17. Adjournment

- 17.1 Adjournment of the meeting

DATE: MONDAY SEPTEMBER 14, 2026

3.1

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT this meeting agenda dated Monday September 14, 2026 be adopted.

THE CORPORATION OF THE TOWN OF MATTAWA

The minutes of the Regular Meeting held Monday August 10, 2026 at 6:00 p.m. in the Dr. S.F. Monestime Council Chambers.

Council Present: Mayor Raymond A. Bélanger
Councillor Mathew Gardiner
Councillor Fern Levesque
Councillor Loren Mick (Virtual)
Councillor Laura Ross
Councillor Garry Thibert
Councillor Spencer Bigelow

Staff Present: Amy Leclerc, Municipal Clerk
Sabrina Poullas, Deputy Clerk
Paul Laperriere, CAO/Treasurer
Dexture Sarrazin, Director of Community Services

*When a recorded vote is requested and the minutes indicate the recorded vote was "Unanimous" it means all Councillors present and noted above voted in favour unless otherwise indicated.

1. Meeting Called to Order

2. Announce Electronic Participants

3. Adoption of Agenda

3.1 To Adopt the agenda as presented or amended

Resolution Number 26-174

Moved by Councillor Garry Thibert

Seconded by Councillor Laura Ross

BE IT RESOLVED THAT this meeting agenda dated Monday August 10, 2026 be adopted.
CARRIED – unanimous

4. Disclosures of a Conflict of Interest

Councillor Mick arrived virtually at 6:02 p.m.

5. Presentations and Delegations

5.1 David Butler, Financial Consultant and Keith Harriman, Planning Consultant – Rosemount Valley Suites & Governance Plan – Virtual Presentation.

Resolution Number 26-175(a)

Moved by Mayor Raymond A. Bélanger

Seconded by Councillor Fern Levesque

BE IT RESOLVED THAT Council amend the motion to remove all directions, thank the presenters for the presentation and hold any further direction to new council in the 2026-2030 term.

LOST – Recorded vote and the vote was as follows:

For: Mayor Bélanger

Against: Councillors Gardiner, Levesque, Mick, Ross, Thibert, Bigelow

Resolution Number 26-175(b)

Moved by Councillor Garry Thibert

Seconded by Councillor Fern Levesque

BE IT RESOLVED THAT Council directs staff to work with Consultants David Butler and Keith Harriman on a plan to create a not-for-profit and bring the plan forward to the upcoming 2026-2030 Council once in place.

CARRIED – Recorded vote and the vote was as follows:

For: Councillors Levesque, Mick, Ross, Thibert, Bigelow

Against: Mayor Bélanger, Councillor Gardiner

6. Adoption of Minutes

6.1 Regular Meeting of July 13, 2026

6.2 Special Meeting of July 28, 2026

6.3 To adopt the minutes as presented or amended

Resolution Number 26-176

Moved by Councillor Laura Ross

Seconded by Councillor Spencer Bigelow

BE IT RESOLVED THAT Council adopt the minutes of the regular meeting of July 13, 2026 and the special meeting of July 28, 2026 as circulated.

CARRIED – unanimous

7. Notice of Motions

8. Correspondence

8.1 Municipality of South Huron – Heads & Beds Payment-In-Lieu of Taxes Program

8.2 Mattawa Child Care Centre – Response to Request for Waiving of Fees

8.3 Township of Alnwick/Haldimand – Beacons of Light for British Home Children & Child Migrants Tribute

8.4 City of Mississauga – Emergency Shelters Serving Women and Children Experiencing Intimate Partner Violence

8.5 Township of Brudenell, Lyndoch and Raglan – Provincial Bill 100 – Better Regional Governance Act, 2026

8.6 FONOM – Registration Open for SNOED 101 Fall Course

8.7 FONOM – Northern Shield Energy Corridor

8.8 Township of Tudor & Cashel – Review of Extended Producer Responsibility for One-Pound Single-Use Propane Cylinders

8.9 Municipality of Wawa – Ontario Hospital, Call for more Funding

8.10 Ontario Provincial Police – Mattawa Voyageur Days 2026 After Action Report

8.11 Sheril Barrer – Accessibility Concerns

9. Information Reports – Motions

- 9.1 Changes to Council Procedures By-law & Governance Policy 3 – Report # 26-34R
Report from Amy Leclerc, Municipal Clerk & Sabrina Poullas, Deputy Clerk

Resolution Number 26-177

Moved by Councillor Mathew Gardiner

Seconded by Councillor Garry Thibert

BE IT RESOLVED THAT Council of the Corporation of the Town of Mattawa receives Report # 26-34R titled Changes to Council Procedures By-law & Governance Policy 3.

CARRIED – Recorded vote and the vote was unanimous

Resolution Number 26-178

Moved by Councillor Mathew Gardiner

Seconded by Councillor Fern Levesque

BE IT RESOLVED THAT Council approves the following section changes to Governance Policy 3 Council Meetings policy as provided in Report #26-34R:

Section 3.1.1

Section 3.1.2

Section 3.2.2

Section 3.4

Section 3.5.4

Section 3.12.3

Section 3.13

AND FURTHER THAT Council directs staff to return at a regular meeting with the changes to be adopted by way of By-law.

CARRIED – Members For: 6, Members Against: 1

- 9.2 Voyageur Days 2026 – Report # 26-35R
Report from Paul Laperriere, CAO/Treasurer

Resolution Number 26-179

Moved by Councillor Fern Levesque

Seconded by Councillor Laura Ross

BE IT RESOLVED THAT Council of the Corporation of the Town of Mattawa receives Report # 26-35R titled Voyageur Days 2026.

CARRIED – unanimous

Resolution Number 26-180

Moved by Councillor Fern Levesque

Seconded by Councillor Laura Ross

BE IT RESOLVED THAT Council commits to holding Mattawa Voyageur Days for the year 2027.

AND FURTHER THAT Council approves a budget for the 2027 Mattawa Voyageur Days event in the amount of \$460,000.00

CARRIED – Recorded vote and the vote was as follows:

For: Councillors Levesque, Mick, Ross, Bigelow

Against: Mayor Bélanger, Councillors Gardiner, Thibert

- 9.3 Landfill Renewal – Report #26-36R
Report from Dexture Sarrazin, Director of Community Services

Resolution Number 26-181

Moved by Councillor Fern Levesque
Seconded by Councillor Mathew Gardiner

BE IT RESOLVED THAT Council of the Corporation of the Town of Mattawa receives Report # 26-36R titled Landfill Renewal.

CARRIED – Recorded vote and the vote was unanimous

Resolution Number 26-182

Moved by Councillor Mathew Gardiner
Seconded by Councillor Laura Ross

BE IT RESOLVED THAT Council authorize the Mayor and CAO/Treasurer to execute a 1 Year contract extension with Dumont Backhoe Services for Landfill Site Operation Services, maintaining the existing rates of pay under By-law 21-23

CARRIED – unanimous

Resolution Number 26-183

Moved by Councillor Laura Ross
Seconded by Councillor Fern Levesque

BE IT RESOLVED THAT Council agree to continue the meeting pass the allowed time for 9:00 p.m, not to continue past 10:00 p.m.

CARRIED – Members For: 6, Members Against: 1

- 9.4 Garbage Collection – Report #26-37R
Report from Dexture Sarrazin, Director of Community Services

Resolution Number 26-184

Moved by Councillor Laura Ross
Seconded by Councillor Spencer Bigelow

BE IT RESOLVED THAT Council of the Corporation of the Town of Mattawa receives Report # 26-37R titled Garbage Collection.

CARRIED – Recorded vote and the vote was as follows:

For: Mayor Bélanger Councillors Gardiner, Mick, Ross, Bigelow

Against: Councillors Levesque, Thibert

Resolution Number 26-185

Moved by Councillor Mathew Gardiner
Seconded by Mayor Raymond A. Bélanger

BE IT RESOLVED THAT Council direct staff to initiate a competitive Request for Proposal (RFP) process exclusively for Municipal Garbage Collection Services, as the current Garbage Collection Services Extension Agreement with Paul Lafreniere Contracting expires on December 31,2026

CARRIED – Recorded vote and the vote was as follows:

For: Mayor Bélanger, Councillors Gardiner, Mick, Bigelow

Against: Councillors Levesque, Ross, Thibert

10. By-Laws

- 10.1 By-Law 26-16 – Delegation of Authority to Chief Administrative Officer
BEING a by-law to delegate authority to the Chief Administrative Officer (CAO) for Certain Acts during a Restricted “Lame Duck” Period.

Resolution Number 26-186

Moved by Councillor Garry Thibert
Seconded by Councillor Laura Ross

BE IT RESOLVED THAT Council of the Corporation of the Town of Mattawa adopt By-Law 26-16 being a by-law to authorize the Chief Administrative Officer for certain acts during a restricted period.

CARRIED – Recorded vote and the vote was as follows:

For: Mayor Bélanger, Councillors Mick, Thibert, Bigelow

Against: Councillors Gardiner, Levesque, Ross

11. Old Business

- 11.1 Library Proposal

12. New Business

- 12.1 Councillor Thibert – Rental Fees Policy

13. Questions from Public Pertaining to Agenda

14. In Camera (Closed) Session

- 14.1 Adoption of Previous Closed Meeting Minutes

- 14.2 Mattawa Landfill Update

In accordance with the Municipal Act, 2001 Section 239 (2)(e)

e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board

Resolution Number 26-187

Moved by Councillor Fern Levesque
Seconded by Councillor Laura Ross

BE IT RESOLVED THAT Council proceed In Camera (Closed) session pursuant to section 239(2)(e) of the Municipal Act, 2001, as amended at 9:36 p.m. in order to address the following:

- Item #14.2 Mattawa Landfill Update under litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board

CARRIED – unanimous

15. Return to Regular Session

- 15.1 That the Council Return to Regular Session

Resolution Number 26-188

Moved by Councillor Fern Levesque
Seconded by Councillor Garry Thibert

BE IT RESOLVED THAT the regular meeting reconvene at 9:52 p.m.

CARRIED – unanimous

16. Motions Resulting from Closed Session

16.1 Resolution Number 26-189

Moved by Councillor Laura Ross

Second by Councillor Spencer Bigelow

WHERE AS the firm of Davis and Washburn Law has indicated that they can no longer serve the Town in the Landfill litigation matter with the Township of Papineau-Cameron.

BE IT RESOLVED THAT Council of the Town of Mattawa authorize the CAO/Treasurer to retain the services of Spadafora Johnson Lepore LLP to represent the Town in this matter.

CARRIED – Recorded vote and the vote was unanimous

17. Adjournment

17.1 Adjournment of the meeting

Resolution Number 26-190

Moved by Councillor Mathew Gardiner

Seconded by Councillor Fern Levesque

BE IT RESOLVED THAT this regular meeting adjourn at 9:54 p.m.

CARRIED – unanimous

Mayor

Clerk

DATE: MONDAY SEPTEMBER 14, 2026

6.2

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT Council adopt the minutes of the regular meeting of August 10, 2026 as circulated.

DATE: MONDAY SEPTEMBER 14, 2026

7.1

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT Council of the Town of Mattawa supports the Township of Alnwick/Haldimand in their “Beacons of Light for British Home Children and Child Migrants Tribute.

AND FURTHER THAT Council request the Province of Ontario continue to support initiatives that recognize, educate and preserve the history.

AND FURTHER THAT this resolution and supporting backup be forwarded to the Prime Minister of Canada, Premier of Ontario, Minister responsible for Canadian Heritage, MP Pauline Rochefort, MPP Vic Fedeli, and all Ontario municipalities.

**The Corporation of the Township of Alnwick/Haldimand**

PO Box 70, 10836 County Road 2, Grafton, ON K0K 2G0

905-349-2822 / 1-888-685-1464 | info@ahwtp.ca | www.ahwtp.ca

July 30, 2026

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

Dear Right Honourable Mark Carney,

Re: Beacons of Light British Home Children & Child Migrants

Please be advised that the Council of the Corporation of the Township of Alnwick Haldimand passed the following resolution at their July 28, 2026, Municipal Planning/Regular Council Meeting:

RES:20260728-38

That the Township of Alnwick/Haldimand participate in the “Beacons of Light for British Home Children and Child Migrants Tribute”; and

That Council request the Province of Ontario continue to support initiatives that recognize, educate and preserve the history; and

That Council of the Township of Alnwick/Haldimand respectfully urge the Government of Canada to issue a formal public apology to the British Home Children and Child Migrants and their families for Canada’s role in the British Child Migration Scheme; and





The Corporation of the Township of Alnwick/Haldimand

PO Box 70, 10836 County Road 2, Grafton, ON K0K 2G0

905-349-2822 / 1-888-685-1464 | info@ahwtp.ca | www.ahwtp.ca

That this resolution be forwarded to the Prime Minister of Canada, the Leader of the Official Opposition, the Minister responsible for Canadian Heritage, the local Member of Parliament, the Premier of Ontario, the local members of Provincial Parliament, AMO, FCM, and all Ontario municipalities for their consideration and support.

Regards,

Cassidy Sweet

Cassidy Sweet

Deputy Clerk

Township of Alnwick/Haldimand

Encl.

Cc Honourable Pierre Poilievre, Leader of the Official Opposition

Honourable Marc Miller, Minister of Canadian Identity and Culture

Philip Lawrence, Northumberland – Peterborough South

The Honourable Doug Ford, Premier of Ontario

David Piccini, MPP Northumberland – Peterborough South

AMO

FCM

All Ontario municipalities





British Home Children Advocacy & Research Association

CEO Ms. Lori Oschefski
59 Blair Crescent : Barrie, Ontario : L4M 5Y4
info@britishhomechildren.com

Press Release

Regarding: Beacons of Light British Home Children & Child Migrants Sesquicentennial International Tribute

From 1869 right up to 1948, over 100,000 children of all ages were emigrated right across Canada, from the United Kingdom, to be used as indentured farm workers and domestics. Believed by Canadians to be orphans, only two percent truly were. These children, known as the British Home Children ("BHC") and Child Migrants, were sent to Canada by over 50 organizations including the well-known and still working charities: Barnardo's, The Salvation Army, Quarrier's and Fairbridge, to name a few. BHC are an integral part of the fabric of our nation - often, rightfully, called Canada's Nation Builders. Their vast contributions to our country should never be forgotten. Descendants of BHC, number in the millions in Canada alone!

The British Home Children Advocacy and Research Association ("BHCARA") is a Canadian based not for profit organization dedicated to the story of Canada's British Home Children (BHC). Founded in 2012 by Barrie, Ontario's Lori Oschefski, the BHCARA now reaches thousands of people through their Facebook group of over 6,700 members and their mailing list of over 4,000 subscribers. Our website now has over 1 million hits and we have a high media presence. The mandate of the organization is to promote the story of the British Home Children, to advocate for those who no longer have a voice and to provide free research help to those seeking their family histories; often providing closure from painful pasts.

On November 8, 1869 the very first party of BHC arrived in Canada, making 2019 the 150th anniversary of this arrival. The date of September 28th has been chosen for a special international tribute as this date is commemorated nationally as British Home Child Day in Canada; a unanimous passage of MP Guy Lauzon's private member's motion M-133 in the House of Commons, Feb. 7, 2018. This initiative for this tribute started when BHCARA member Kim Crowder approached MS. Oschefski for support in the illumination of the High Level Bridge in her city of Edmonton, Alberta. Since then, many members have become involved reaching out in their communities for support. BHCARA member Tracy Smithers contacted Her Majesty the Queen and received a prompt letter of support back from her!

The BHCARA is asking communities to participate in the "**Beacons of Light for British Home Children and Child Migrants Tribute**" by illuminating memorials, monuments, buildings, City Halls or other areas with the colours of the BHCARA; red, white and blue. Cities and towns are also participating by proclaiming this day as "British Home Child Day" in their community. Some cities are sharing this message on their digital billboards.

The tribute is a symbolic gesture showing these children, in their sesquicentennial year, are not forgotten. Many Canadian and UK cities have agreed to participate with over sixty-five supporters to date, including the iconic Niagara Falls, Toronto's CN Tower, The Northern Lights Display in Vancouver and St. Andrews House - Head Quarters of the Scottish Government in Edinburgh, Scotland. The Town of Midland and Orillia are participating by proclaiming September 28th as BHC Day in their cities. A full listing of our supporters can be viewed at www.britishhomechildren.com.

The BHC are a critical part of our nation's fabric, this country was built on the backs of these children. We would appreciate your support in sharing the news of this important and extraordinary tribute to Canada's Nation Builders. A history of the British Home Children follows.

Very best regards
Lori Oschefski
CEO BHCARA
info@britishhomechildren.com
705-716-1332



The History of The British Home Children

By Roberta Horrox

The British Child Migration Scheme officially started in Canada, in 1869, when Maria Rye arrived with sixty-eight children from England. In Canada, the children from this scheme became known as British Home Children. Maria Rye's idea grew to over fifty organizations sending over 100,000 to Canada between 1869 and 1948. These children ranged from a few months to 18 years of age; being sent to Canada to work as indentured labourers and servants. The child migration scheme was supported by both British and Canadian governments which paid organizations for each child sent, additional bonus fees were paid for sending more children; however, no bonus was paid for children from workhouses. This scheme was viewed as a win-win situation, as Britain reduced the cost of caring for many poor destitute children; while Canada gained cheap labour for a country that was just starting to expand. While many believe the children were orphans this was not the case, as only 2% were true orphans; the majority were from single parent families, most often due to a parent dying or from families that were poor and destitute. Many factors led to Britain having so many poor, destitute people. These children through no fault of their own were caught up in this tragedy. As child migration to Canada came to a halt, it increased to Australia with approximately 7,000 children being sent there. Child migration to Australia ended in 1970s. The major difference was that children sent to Australia were most often institutionalized. New Zealand took in 549 child migrants, with fewer children being sent to Zimbabwe (Rhodesia) and Cape of Good Hope Colony in South Africa.

In Canada, while some of the children were treated well, most were seen as nothing more than cheap labour, some suffered abuse; some cases of horrific abuse resulted in death. Whether these children were treated well or abused one thing in common is the feeling of loss; loss of family, friends, country and culture. Some were sent to homes that didn't speak English. Often told by sending agencies that they were unwanted, uncared for, or that their parents had died, while their parent(s) were told they were adopted by good British families. If siblings arrived in Canada together they were more often than not separated once they got here. Although checks were supposed to take place on a regular basis, things fell short due to vast number of children, lack of enforcement, shortage of inspectors, the immense distance, and difficulty traveling to remote places in order to perform the checks on the children. When inspectors did visit, the children didn't necessarily get to speak to, or even see, the inspector; and if they did it often occurred with the master present. Therefore the children would hide the truth for fear of being reprimanded or further abuse.

Many British Home Children were stigmatized by members of the communities they came to live in, often being told they were street rats, guttersnipes and a multitude of other derogatory terms. If a British Home Child lived in a community and something bad happened, usually a British Home Child was blamed. They had no one to turn too, no one to stick up for them, they suffered in silence. As a survival mechanism they shut down, blocking memories; they became silent of their trauma, silent of any abuse; silent and ashamed of their past, and their lives as British Home Children. Most carried this stigmatism throughout their lives, refusing to tell even their immediate family where they had come from. Some children had their names changed or spelling of names became corrupted, while some were too young to know their correct names, birthday dates, or the names of their parents. These children were not given the necessary documents to prove who they were; this became an issue when they became older wanted to travel, or needed proof of identity such as applying for pension. The children were promised an education, the vast majority did not receive the education promised. Silently and unwittingly aspects of their traumatic experiences were often passed down to their children. For instance, as a corruption of their BHC experience, when they became older with families of their own they were unable to show love or affection for their own children. During WWI nearly every eligible British Home Boy voluntarily signed up for the Canadian Expedition Force; 1,000 Home Boys paid the ultimate sacrifice. The most common date of death was April 9, 1917, the first day of the Battle of Vimy Ridge.

In Nov 2009, then Australian Prime Minister Kevin Rudd, issued an apology for their role in the Child Migration Scheme; then in Feb 2010, British Prime Minister Gordon Brown issued an apology for Britain's role. In Canada, Canadian Parliament declared 2010 Year of the British Home Child. On Feb 16, 2017 the Canadian House of Commons issued an apology and on Feb 7, 2018 MP Guy Lauzon's private member's motion M-133 was unanimously passed making Sept 28th, National British Home Child Day in Canada. To date our prime minister has not issued an official apology on behalf of the government.



On January 31, 2019, the Government of the United Kingdom issued a press release entitled “Ex-Gratia Payment Scheme for former British Child Migrants” to compensate former child migrants that were still alive on March 1, 2018, “in recognition of the fundamentally flawed nature of the historic child migration policy”. In a background Statement, the Independent Inquiry into Child Sexual Abuse Interim (UK) report stated, “The Government has long acknowledged and accepted, assessment at the time of the national apology in 2010 and went further, calling it a ‘shameful episode of history’ and this failure in the first duty of a nation, which is to protect its children”. For the Child Migrants sent to Canada this payment is much too late, as so few are still living.

BHC organizations in Canada, and Child Migrant organizations in Australia and the UK that have been formed to give voices to all British Child Migrants. These organizations were formed to help educate the public on The British Child Migration Scheme, as well as help descendants search and reconnect with lost family members. Of note, “The Guest Children” who were children sent to Canada by their parents for protection during the war are not part of the British Child Migration Scheme. The two are entirely different, but often misconstrued.

With this year being the 150th anniversary of British Home Children in Canada; work continues to give these children their voices.

The following website is an excellent resource: British Home Child Advocacy and Research (BHCARA) - CEO Lori Oschefski website <https://www.britishhomechildren.com> BHCARA also has a facebook group

DATE: MONDAY SEPTEMBER 14, 2026

7.2

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT Council of the Town of Mattawa supports the City of Mississauga in their “Intimate Partner Violence” resolution.

AND FURTHER THAT this resolution and supporting backup be forwarded to the Premier of Ontario, the Minister of Children, Community and Social Services, the Minister of Municipal Affairs and Housing, MP Pauline Rochefort, MPP Vic Fedeli, the Association of Municipalities of Ontario (AMO) and all Ontario municipalities.



MISSISSAUGA

RESOLUTION 0147-2026
adopted by the Council of
The Corporation of the City of Mississauga
at its meeting on June 24, 2026

0147-2026 Moved by: Councillor N. Hart

Seconded by: Councillor C. Fonseca

WHEREAS women and children experiencing intimate partner violence rely on emergency shelters as a critical component of their safety, recovery, and transition to stable housing;

WHEREAS adequate lengths of stay in emergency shelters are often necessary to support safety planning, access to social services, legal supports, mental health resources, and housing stabilization;

WHEREAS funding formulas and service benchmarks directly influence shelter capacity, operations, and the ability of service providers to meet community needs;

Whereas The City of Mississauga declared Intimate Partner Violence an epidemic on September 13th 2023;

WHEREAS municipalities across Ontario utilize varying approaches to shelter funding and length-of-stay expectations, providing opportunities for benchmarking and best-practice review;

WHEREAS any reductions to funding based on the formulas may have unintended consequences on service levels and the availability of supports for individuals fleeing intimate partner violence;

THEREFORE BE IT FURTHER RESOLVED THAT the Mayor, on behalf of Council, write to the Premier of Ontario, the Minister of Children, Community and Social Services, the Minister of Municipal Affairs and Housing, and the local Members of Provincial Parliament requesting a provincial review of benchmarking, funding formulas, and length-of-stay standards for emergency shelters serving women and children experiencing intimate partner violence, with a view to ensuring adequate shelter stays and preventing reductions in funding that could negatively impact service delivery and client outcomes;

AND BE IT FURTHER RESOLVED THAT a copy of this resolution be forwarded to the Premier of Ontario, the Minister of Children, Community and Social Services, the Minister of Municipal Affairs and Housing, local MPPs, the Association of Municipalities of Ontario (AMO), and all Ontario municipalities for their information and consideration.

Recorded Vote	YES	NO	ABSENT	ABSTAIN
Mayor C. Parrish				
Councillor S. Dasko	X			
Councillor A. Tedjo	X			
Councillor C. Fonseca	X			
Councillor J. Kovac	X			
Councillor N. Hart	X			
Councillor J. Horneck	X			
Councillor D. Damerla	X			
Councillor M. Mahoney	X			
Councillor M. Reid	X			
Councillor S. McFadden	X			
Councillor B. Butt	X			

Carried (11, 0)



PORT COLBORNE

Legislative Services

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

T 905.228.8031 F 905.834.5746

E charlotte.madden@portcolborne.ca

July 17, 2026

Email: premier@ontario.ca

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

Dear Honourable Doug Ford:

Re: City of Port Colborne Support the City of Mississauga requesting a Provincial Review of Benchmarking, Funding Formulas, and Length-of-Stay Standards for Emergency Shelters Serving Women and Children Experiencing Intimate Partner Violence

Please be advised that, at its meeting of July 14, 2026 the Council of The Corporation of the City of Port Colborne supported the resolution received from the City of Mississauga regarding a Provincial Review of Benchmarking, Funding Formulas, and Length-of-Stay Standards for Emergency Shelters Serving Women and Children Experiencing Intimate Partner Violence.

The correspondence is attached for your consideration.

Sincerely,

Charlotte Madden
City Clerk

ec: The Honourable Michael Parsa, Minister of Children, Community and Social Services
The Honourable Rob Flack, Minister of Municipal Affairs and Housing
The Association of Municipalities of Ontario
Ann-Marie Norio, Regional Clerk, Niagara Region
Local MPPs – Jeff Burch, Wayne Gates, Sam Oosterhoff, Jennifer Stevens
All Ontario Municipalities

DATE: MONDAY SEPTEMBER 14, 2026

7.3

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR FERN LEVESQUE

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT the matter relating to resolution number 26-180 Voyageur Days for 2027 be reconsidered.

Solicitor General

Office of the Solicitor General

25 Grosvenor Street, 18th Floor
 Toronto ON M7A 1Y6
 Tel: 416 326-5000
 Toll Free: 1 866 517-0571
 Minister.SOLGEN@ontario.ca

Solliciteur général

Bureau du solliciteur général

25, rue Grosvenor, 18^e étage
 Toronto ON M7A 1Y6
 Tél. : 416 326-5000
 Sans frais : 1 866 517-0571
 Minister.SOLGEN@ontario.ca



132-2026-3665

By email

August 14, 2026

Dear Heads of Council, Chief Administrative Officers and Clerks of OPP-Policed Municipalities:

I am writing to provide you with an update on OPP municipal policing costs for 2027.

Our government recognizes the importance of providing municipalities with predictability as you plan your budgets, while ensuring the OPP has the resources it requires to continue delivering high-quality policing services and keeping communities safe.

With that in mind, we are taking action to limit increases in OPP policing costs for municipalities in 2027.

For the 2027 calendar year, no OPP-policed municipality will see its total amount owed for OPP policing increase by more than 11 per cent compared to 2026, excluding costs associated with any additional policing services a municipality has chosen to receive through a separate agreement with the OPP.

This is a time-limited measure for the 2027 OPP billing cycle, intended to provide municipalities with cost certainty to support local budget planning.

To implement this change, an amendment has been made to Ontario Regulation 413/23: Amount Payable by Municipalities for Policing from Ontario Provincial Police, made under the *Community Safety and Policing Act, 2019* (CSPA). The amendment is being filed with the Registrar of Regulations and will be publicly available through the [e-Laws](#) page in the coming days.

The OPP is currently preparing 2027 annual billing statements, which are expected to be provided to municipalities this fall.

We value the important partnership between the province, municipalities and the OPP in keeping Ontario communities safe. We also recognize the importance of ensuring policing costs are sustainable and predictable for municipalities, and we will continue working with our municipal partners on these shared priorities.

Should you have any questions about the regulatory updates, please reach out to solgeninput@ontario.ca. Questions regarding your municipality's annual OPP billing statement can be directed to OPP Municipal Policing at opp.municipalpolicing@opp.ca.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael S. Kerzner", with a long, sweeping horizontal line extending to the right.

The Honourable Michael S. Kerzner
Solicitor General

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

Thomas Carrique, C.O.M.
Commissioner, Ontario Provincial Police



AMO Policy Update - Property Tax Reassessment, National Housing Strategy Renewal, Provincial Data Centre Playbook

1 message

AMO Policy <policy@amo.on.ca>
 Reply-To: manstett@amo.on.ca
 To: clerk@mattawa.ca

Thu, Aug 13, 2026 at 5:42 PM



AMO Policy



AMO Policy Update – Property Tax Reassessment, National Housing Strategy Renewal, Provincial Data Centre Playbook

Top Insights

- AMO calls on the province to restart property tax reassessment
- AMO set out municipal sector priorities for the province to inform its renewal and renegotiation of the Canada-Ontario National Housing Strategy agreement beyond 2028
- The province is consulting on a new framework to guide decision-making on data centres, and prioritize projects that deliver meaningful local benefits
- AMO Conference key messages and priorities

Property Tax Reassessment

AMO sent a [letter to Premier Ford](#) to reinforce our long-standing call for the province to establish a clear and timely path back to regular property assessment cycles. A well-functioning and up-to-date assessment system makes Ontario an attractive place to invest, provides municipalities with a stable and predictable source of revenue, and stability and predictability for property taxpayers.

Public support and understanding of the benefits of re-assessment will also be key to resuming a regular reassessment cycle. AMO has offered to partner with the Municipal Property Assessment Corporation and the Province to

ensure effective communication and implementation of the transition back to regular assessments.

Ontario is the only province in Canada that has not resumed property reassessments post COVID-19 pandemic, with the last assessment taking place in 2016.

National Housing Strategy Renewal – Municipal Priorities

The National Housing Strategy (NHS) is set to expire in 2028. AMO is pleased that both the provincial and federal governments have committed to working together on a renewed agreement. The homelessness crisis continues to worsen in communities across Ontario. The continuation of NHS funding is crucial. To ensure that municipal perspectives are considered as part of the renegotiation, AMO [issued a letter](#) to the Ministry of Municipal Affairs and Housing identifying and providing input about Ontario's municipal core priorities for the renegotiation of the strategy and a new Canada-Ontario bilateral agreement. These include:

- Provide long-term predictable funding through a renewed bilateral agreement.
- Focus investments on households experiencing the greatest housing need.
- Renew and expand the Canada-Ontario Housing Benefit.
- Increase investment in non-market housing and preservation of existing affordable housing stock.
- Expand supportive and transitional housing.
- Make Reaching Home a permanent and expanded program.
- Advance Indigenous-led housing and homelessness solutions.
- Strengthen housing system capacity and delivery.

AMO is hopeful that this initial input will serve as a launch pad for more conversation and collaboration with both the provincial and federal governments.

Provincial Consultation on Data Centre Playbook

The provincial government [has announced](#) a framework for data centres to guide decisions on new data centres. Under the proposed [Data Centre Playbook](#), data centres would be required to pay for the full cost of electricity, and be assessed based on three priorities:

- **Economic Development:** Creating high-quality jobs, attracting investments, creating new tax revenue, and supporting domestic supply chains
- **Digital Sovereignty:** Protecting Canadian data and security, and prioritizing Canadian companies
- **Community Investment:** Delivering significant benefits to host communities and earning public trust, and minimizing impacts on host communities

This Playbook responds to AMO's data centre advocacy. AMO [has called](#) for the development of a provincial framework that ensures data centres do not limit municipal ability to meet other priorities like housing and job creation. We have also called for priority to be given to projects that provide clear benefits to host communities.

The proposed Data Centre Playbook is [open for public consultation](#) until September 12. AMO will continue providing advice to the province on how

data centre development can balance local needs and infrastructure demands while supporting Ontario's economy.

AMO Conference Key Messages and Priorities

The AMO Conference, the biggest event in the municipal calendar, kicks off in Ottawa on August 17, and key messages of our policy priorities can be found on the [AMO Website](#). See you in Ottawa!

An online version of this Policy Update is also available on the [AMO Website](#).

*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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FOR IMMEDIATE RELEASE

FONOM Calls for Federal-Provincial Cooperation on Bail Reform

September 2, 2026

NORTH BAY, ON – The Federation of Northern Ontario Municipalities (FONOM) is calling on the federal and provincial governments to use the temporary suspension of Ontario’s new cash bail requirements as an opportunity to work together on a coordinated and constitutionally sound approach to bail reform.

An Ontario Superior Court judge has granted an injunction placing the Province’s new cash bail requirements on hold while the court considers a constitutional challenge. The new rules would have required an accused person or their surety to provide the full cash security deposit ordered by the court within two business days of release.

FONOM respects the judicial process and recognizes that the injunction is temporary and does not represent a final ruling on the constitutionality of the Province’s measures. However, the public-safety concerns that led to these reforms remain unresolved.

“The constitutional questions surrounding Ontario’s new requirements must be taken seriously, but so must the concerns being raised by municipalities, police services and victims,” said FONOM President Dave Plourde. “During this pause, the federal and provincial governments should work together to develop a bail-reform solution that respects the responsibilities of both levels of government and can withstand a constitutional challenge.”

Northern municipalities continue to experience the effects of violent and repeat offenders cycling through the justice system. FONOM is particularly concerned about the lack of accountability within the current surety system.

FONOM has been made aware of a troubling situation in Sault Ste. Marie where the same surety was reportedly used seven times in one day for the same accused person, who was arrested seven times.

“A surety is supposed to accept responsibility for supervising an accused person and helping ensure that bail conditions are followed,” Plourde said. “When the same surety can reportedly be used repeatedly without meaningful consequences following additional arrests, it raises serious questions about whether the current system is working as intended.”

FONOM has consistently supported reforms that strengthen accountability for sureties and better address violent and repeat offenders. This includes more consistent enforcement and the forfeiture of pledged funds when bail conditions are breached.

“Being a surety must involve more than signing a document or making a promise that is rarely enforced,” Plourde added. “There must be clear responsibilities and meaningful consequences when those responsibilities are not fulfilled.”

FONOM believes the federal government, which is responsible for Canada's criminal law, and the provincial government, which administers the justice system in Ontario, must collaborate on reforms that are effective, enforceable and constitutionally sound.

"This should not become another jurisdictional dispute between governments," Plourde concluded. "Both levels of government share a responsibility to protect the public and maintain confidence in the justice system. FONOM is asking them to use this time to find a lasting solution that protects the rights of accused persons while providing greater accountability and better protection for victims, police officers and communities."

FONOM represents 110 municipalities across Northeastern Ontario and works to improve the economic and social quality of life for all Northerners.

-30-

Media Contact:

Dave Plourde, President

Federation of Northern Ontario Municipalities

705-335-1615 | fonom.info@gmail.com

About FONOM

The Federation of Northern Ontario Municipalities represents 110 municipalities across Northeastern Ontario. FONOM works to improve residents' quality of life and ensure Northern Ontario's future prosperity by advocating on behalf of its member municipalities.



Amy Leclerc <amy.leclerc@mattawa.ca>

FONOM Advances Northern Ontario Priorities at 2026 AMO Conference

1 message

FONOM Office/ Bureau de FONOM <fonom.info@gmail.com>
Bcc: clerk@mattawa.ca

Wed, Aug 19, 2026 at 6:44 PM

Good afternoon,

Please find attached FONOM's latest media release outlining our advocacy work at the 2026 AMO Conference in Ottawa.

Throughout the conference, FONOM representatives met with provincial ministers, parliamentary assistants and federal officials to advance several important Northern priorities, including highway safety, policing costs, housing and infrastructure, homelessness, mental health and addictions, and health care.

FONOM also hosted another successful Northern Ontario Hospitality Suite, where municipal leaders had the opportunity to speak informally with more than 16 provincial ministers while showcasing Northern food, beverages and hospitality.

Please feel free to share the attached release with your Council, staff and local media.

Thank you,

Mac Bain
Executive Director
Federation of Northern Ontario Municipalities
705-498-9510
info.fonom@gmail.com

Talk soon, Mac.

Mac Bain
Executive Director
The Federation of Northern Ontario Municipalities
[665 Oak Street East, Unit 306](#)
[North Bay, ON, P1B 9E5](#)
705-498-9510

FOR IMMEDIATE RELEASE

August 19, 2026

FONOM Advances Northern Ontario Priorities at 2026 AMO Conference

Municipal leaders bring Northern concerns directly to provincial and federal decision-makers

OTTAWA, ON— The Federation of Northern Ontario Municipalities (FONOM) used the 2026 Association of Municipalities of Ontario (AMO) Conference to advance several priorities affecting communities across Northeastern Ontario.

Throughout the conference, FONOM representatives met with provincial ministers, parliamentary assistants and federal officials to discuss Northern highways, policing costs, housing and infrastructure, homelessness, mental health and addictions, and health care.

FONOM President Dave Plourde met with Jennifer McKelvie, Parliamentary Secretary to the federal Minister of Housing and Infrastructure. The discussion focused on ensuring the National Housing Strategy and other federal programs reflect the needs of small, rural, Northern and remote municipalities.

The meeting also addressed:

- The housing and infrastructure pressures facing growing Northern communities;
- The need to modernize Highways 11 and 17 to support public safety, housing and economic growth;
- The impacts of homelessness, mental health and addictions on municipal services and local housing needs; and
- Rebuilding communities affected by wildfires while creating more climate-resilient housing and infrastructure.

“Northern communities need housing and infrastructure programs designed around the realities of the North,” said Dave Plourde, President of FONOM. “Our smaller populations, large geographic areas, limited tax bases and growing resource economy create very different pressures. We appreciated the opportunity to bring those realities directly to the federal government and look forward to continuing our work with Parliamentary Secretary McKelvie.”

FONOM also met with Ontario Transportation Minister Prabmeet Sarkaria, Minister of Northern Economic Development and Growth George Pirie and Associate Minister of Forestry and Forest Products to discuss highway safety and the importance of Northern Ontario’s transportation network.

During the meeting, FONOM received an update on the Province’s \$770-million investment in Northern



highways this year. The discussion also explored how FONOM and the Northwestern Ontario Municipal Association can encourage the federal government to match Ontario's investment in Northern highways.

"Highways 11 and 17 are vital national transportation corridors that connect our communities and support mining, forestry, manufacturing and trade," Plourde said. "Ontario's investment is significant, but making these highways safer and more reliable cannot be the responsibility of the Province alone. The federal government must recognize their national importance and become a full funding partner."

FONOM met with Solicitor General Michael Kerzner to continue advocating for a dedicated Northern Ontario policing grant. Municipalities across the North face policing costs that place considerable pressure on local property taxpayers and reduce the funding available for other essential services and infrastructure.

FONOM representatives also met with Anthony Leardi, Parliamentary Assistant to the Minister of Health, to discuss the organization's proposal for a Compassionate Intervention framework. FONOM is advocating for carefully defined changes to Ontario's Mental Health Act that would allow for short-term assessment, stabilization and treatment in the most serious cases involving substance use, while including strong medical, legal and individual safeguards.

"Northern municipalities are dealing with increasingly complex pressures, but we also brought practical solutions to the conference," said Maggie Horsfield, First Vice-President of FONOM and Deputy Mayor of North Bay. "Whether the issue is policing, highway safety, housing or addictions, municipalities cannot address these challenges on their own. The meetings at AMO allowed us to speak directly with decision-makers and reinforce the need for programs that recognize Northern circumstances."

FONOM welcomed several investments announced during the conference, including the new \$1-billion Canada-Ontario funding stream for municipalities that do not levy development charges. The program will support housing-enabling infrastructure such as roads, bridges and water systems, with applications scheduled to open October 29, 2026.

The Province also announced additional investments in community sport and recreation infrastructure, primary care teams, land ambulance services and public health.

In addition to formal meetings, FONOM hosted the Northern Ontario Hospitality Suite, providing Northern municipal leaders with an opportunity to speak informally with more than 16 provincial ministers while showcasing Northern Ontario food, beverages and hospitality.

"The Hospitality Suite gives Northern municipal leaders a unique opportunity to build relationships and have direct, informal conversations with provincial decision-makers," Horsfield added. "We thank our partners for helping FONOM host the event and everyone who joined us to experience some genuine Northern hospitality."



FONOM will continue working with its municipal members, the Province, the federal government, AMO and other Northern organizations to advance practical solutions for Northern Ontario.

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Media Contact:

Mac Bain
Executive Director
Federation of Northern Ontario Municipalities
705-498-9510
info.fonom@gmail.com



FONOM statement on RYAM Témiscaming shutdown

1 message

FONOM Office/ Bureau de FONOM <fonom.info@gmail.com>
Bcc: clerk@mattawa.ca

Thu, Aug 27, 2026 at 8:19 AM

Morning,

Please find attached a media release from FONOM concerning the impending shutdown of the Rayonier Advanced Materials industrial complex in Témiscaming, Quebec.

Although the facility is located outside Northern Ontario, it is a significant regional employer with strong economic connections to Northeastern Ontario. The shutdown is expected to affect approximately 400 unionized workers, along with managers, families, contractors, suppliers and businesses throughout the region.

FONOM is calling on governments, industry, labour and regional partners to work together to support those affected and identify solutions that could allow the facility to resume operations.

We also continue to advocate for federal and provincial programs to be coordinated, easily accessible and delivered quickly to Northern Ontario businesses and communities affected by unfair U.S. tariffs and ongoing pressures within the forestry sector.

The media release is attached for your information.

Thank you, Mac.

Mac Bain
Executive Director
The Federation of Northern Ontario Municipalities
[665 Oak Street East, Unit 306](#)
[North Bay, ON, P1B 9E5](#)
[705-498-9510](#)

FOR IMMEDIATE RELEASE

FONOM CONCERNED ABOUT REGIONAL IMPACT OF RYAM TÉMISCAMING SHUTDOWN

North Bay – August 27, 2026 – The Federation of Northern Ontario Municipalities (FONOM) is expressing concern following Rayonier Advanced Materials' (RYAM) announcement that it intends to temporarily shut down its industrial complex in Témiscaming, Quebec, on September 15.

The shutdown is expected to affect about 400 unionized workers, many with specialized skills and extensive experience in the forestry sector, as well as managers, contractors, suppliers, and other businesses that depend on the facility. A prolonged shutdown could result in the loss of this skilled workforce and have lasting consequences for the forestry industry throughout the region.

Although Témiscaming is located in Quebec, the community and the RYAM facility have strong economic connections to Northeastern Ontario. The effects of a major industrial shutdown do not stop at a provincial boundary, particularly when specialized workers, suppliers and forestry operations are connected across the region.

“FONOM is deeply concerned for the workers facing uncertainty, their families and the entire community of Témiscaming,” said FONOM President David Plourde. “These are highly skilled workers whose knowledge and experience are important to the forestry industry. We are also thinking about the contractors, suppliers, transportation companies and businesses throughout the region, including those in Ontario, that depend on this facility. A prolonged shutdown could have lasting consequences for the region’s forestry sector.” RYAM has stated that the business environment surrounding the facility has become unsustainable. The company cited the magnitude of U.S. tariffs, together with long-standing challenges facing the pulp and paper sector, as reasons continued operations are no longer economically viable.

“This announcement demonstrates the real consequences of unfair U.S. tariffs,” Plourde said. “Tariffs do not only affect corporate balance sheets. They affect workers, families, local businesses and the long-term future of forestry-dependent communities.”



FONOM recognizes that the forestry sector was already facing significant market pressures before the latest tariff measures. The combination of tariffs, changing markets, operating costs and ongoing uncertainty is placing additional pressure on facilities and communities across Northern Ontario and neighbouring regions.

FONOM is encouraging the governments of Canada and Quebec to work urgently with RYAM, Unifor, the Town of Témiscaming and regional partners to identify solutions that could allow operations to resume.

Federal programs, including regional economic development and tariff-related business and worker supports, will be important to the response. FONOM also encourages the governments of Canada and Ontario to ensure programs delivered through FedNor, the Northern Ontario Heritage Fund Corporation and other agencies are available to assist affected suppliers, businesses and communities on the Ontario side of the border.

“There are many programs offered by both governments, but they must be coordinated, accessible and delivered quickly,” Plourde said. “The priority must be supporting affected workers and businesses while doing everything possible to prevent a temporary shutdown from becoming permanent.”

FONOM continues to support a strong Team Canada response to U.S. tariffs, including assistance for affected industries, expanded domestic supply chains, new international markets and procurement policies that give priority to Canadian workers, resources and manufactured products.

“The forestry industry remains essential to Northern communities and to the Canadian economy,” Plourde concluded. “Governments, industry, labour and communities must work together to protect these jobs and preserve the future of this facility.”

-30-

Media Contact:

David Plourde, President

Federation of Northern Ontario Municipalities

705-335-1615

fonom.info@gmail.com



Amy Leclerc <amy.leclerc@mattawa.ca>

FONOM Statement on U.S. Tariffs and Canada-U.S. Trade

1 message

FONOM Office/ Bureau de FONOM <fonom.info@gmail.com>

Mon, Aug 24, 2026 at 11:58 AM

Bcc: clerk@mattawa.ca

Good morning,

Please find attached a media release from the Federation of Northern Ontario Municipalities regarding the latest U.S. tariffs and ongoing Canada-U.S. trade relations.

FONOM supports the Government of Canada's decision to stand firm in defence of Canadian industries, businesses, workers, communities, and national sovereignty. We are also calling on all federal political parties, Canada's premiers, and political leaders to set aside partisan differences and support a united Team Canada approach.

Northeastern Ontario's forestry, mining, manufacturing, steel, transportation, and resource sectors are especially vulnerable to tariffs and prolonged trade uncertainty. FONOM is urging the federal government to deliver existing relief and support programs quickly, before temporary disruptions result in permanent job losses or closures in Northern communities.

We also encourage our member municipalities to continue supporting local businesses and choosing Canadian products, materials, and suppliers whenever possible. Municipal procurement can play an important role in protecting Canadian jobs, strengthening domestic supply chains, and supporting our Northern economy.

Our message is clear: support Canadian workers and industries, Buy Canadian, and remain united as Canadians.

Please feel free to share the attached release with your Council, staff, residents, and local media.

Thank you for your continued support.

Talk soon, Mac.

Mac Bain
Executive Director
The Federation of Northern Ontario Municipalities
665 Oak Street East, Unit 306
North Bay, ON, P1B 9E5
705-498-9510

FOR IMMEDIATE RELEASE

FONOM STATEMENT ON U.S. TARIFFS AND CANADA–U.S. TRADE

Iroquois Falls – August 24, 2026 - The Federation of Northern Ontario Municipalities (FONOM) supports the Government of Canada’s decision to stand firm in defence of Canadian industries, businesses, workers, communities, and our national sovereignty following the imposition of the latest U.S. tariffs.

FONOM recognizes the leadership of Prime Minister Mark Carney, Minister Dominic LeBlanc, and Canada’s trade negotiating team. We also recognize the support provided by Ontario Premier Doug Ford and Canada’s premiers as they work with the federal government through a Team Canada approach.

FONOM remains hopeful that Canada and the United States can eventually reach a fair, stable, and mutually beneficial agreement. However, no deal is better than a bad deal that compromises Canadian jobs, industries, sovereignty, or our ability to make decisions in Canada’s best interests.

This is not the time for partisan politics. FONOM calls on all federal political parties, provincial and territorial premiers, and Canadian political leaders to stand together in support of the Government of Canada’s position. A divided Canada would only weaken our negotiating position. Our strength will come from speaking with one clear and united Canadian voice.

Northeastern Ontario’s forestry, mining, manufacturing, steel, transportation, and resource sectors are especially vulnerable to tariffs and prolonged trade uncertainty. These industries support thousands of workers, families, Indigenous communities, municipalities, and businesses across the North. When a major employer reduces production or closes, the effects are felt throughout the entire community.

The federal government has already established tariff relief, worker assistance, financing, and industry-support programs. FONOM urges the Government of Canada to ensure that these measures are delivered quickly and effectively, with particular attention given to forestry and resource-dependent communities. Programs must be accessible to Northern businesses and workers before temporary disruptions become permanent job losses or plant closures.

Canada must also continue expanding its domestic supply chains, developing new

international markets and reducing its dependence on any single trading partner. Northern Ontario's critical minerals, forests, energy, transportation corridors, and skilled workforce will be essential to building a stronger and more self-reliant Canadian economy.

FONOM encourages residents, municipalities, governments, and businesses to Buy Canadian whenever possible. Supporting local businesses, choosing Canadian-made products, using Canadian resources, and investing in Canadian companies are practical ways we can protect Canadian jobs and strengthen our economy.

Federal, provincial, and municipal procurement policies should also give greater priority to Canadian businesses, workers, materials, steel, lumber, and manufactured products. Canadian taxpayer dollars should support Canadian jobs and communities wherever possible.

FONOM will continue working with the federal and provincial governments, NOMA, AMO, industry partners, and our 110 member municipalities to ensure the needs of Northeastern Ontario remain part of the national response.

Our position is clear: stand with the Government of Canada, support our workers and industries, Buy Canadian, and remain united as Canadians.

-30-

Media Contact:

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

About FONOM

The Federation of Northern Ontario Municipalities represents 110 municipalities across Northeastern Ontario. FONOM works to improve residents' quality of life and ensure Northern Ontario's future prosperity by advocating on behalf of its member municipalities.



Amy Leclerc <amy.leclerc@mattawa.ca>

Fw: New regulation to focus municipal environmental assessment requirements

1 message

EA Modernization (MECP) <EAModernization.MECP@ontario.ca>
To: "EA Modernization (MECP)" <EAModernization.MECP@ontario.ca>

Wed, Aug 12, 2026 at 9:27 AM

Good morning,

We are redirecting correspondence related to the above-noted initiative, which was communicated on August 6, 2026.

Best regards,
EA and Permissions Modernization Team

From: EA Modernization (MECP) <EAModernization.MECP@ontario.ca>
Sent: Thursday, August 6, 2026 3:46 PM
To: EA Modernization (MECP) <EAModernization.MECP@ontario.ca>
Subject: New regulation to focus municipal environmental assessment requirements

Good afternoon,

The Ministry of the Environment, Conservation and Parks (MECP) is continuing to modernize the environmental assessment framework by creating a [streamlined environmental assessment regulation for municipal infrastructure projects](#) that will help municipalities deliver critical infrastructure faster while protecting the environment.

Effective January 1, 2027, the new regulation will replace the Municipal Class Environmental Assessment (EA) with the Municipal Project Assessment Process (MPAP) for more complex municipal infrastructure projects. The new approach maintains strong environmental oversight while streamlining requirements and providing a clearer, more predictable process. For designated projects, public review and consultation can be completed in as little as five months.

The regulation also introduces an Archaeological Assessment Process (AAP) for certain other projects to identify potential impacts to archaeological resources and maintain opportunities for input from Indigenous communities.

Over the coming months, the ministry will develop guidance and work with Ontario municipalities and the municipal development sector to support implementation of the new framework and a smooth transition ahead of the January 1, 2027, effective date.

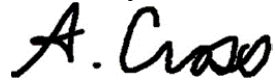
As part of our ongoing efforts to modernize the environmental assessment program, the ministry will be reviewing the remaining Class EA processes and will consult on any proposed changes before they are made. Streamlining approvals while maintaining strong environmental protections is part of the government's plan to protect Ontario by supporting housing, accelerating infrastructure delivery and driving economic growth across the province.

More information about these changes, including which projects will be subject to the new requirements, process details and transition provisions, is available on the [Environmental Registry](#).

[of Ontario](#). Until the new regulation comes into force, the Municipal Class EA process will continue to apply.

If you have questions, please contact the EA Modernization team at:
EAmmodernization.mecp@ontario.ca.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Cross".

Annamaria Cross
Director, Environmental Assessment and Permissions Modernization Branch
Ministry of the Environment, Conservation and Parks



Amy Leclerc <amy.leclerc@mattawa.ca>

Media Release: Municipal Workforce Challenges Across Northeastern Ontario

1 message

FONOM Office/ Bureau de FONOM <fonom.info@gmail.com>
Bcc: clerk@mattawa.ca

Wed, Aug 12, 2026 at 11:01 AM

Good morning,

FONOM, in partnership with the four Northeastern Ontario Workforce Planning Boards, has released the final Municipal Workforce Development and Job Vacancies report.

The report reflects responses from municipal representatives across Northeastern Ontario and confirms that communities of all sizes are experiencing significant challenges with recruitment, retention, training and succession planning.

The findings provide valuable, on-the-ground information that FONOM and our partners will use to support continued discussions with the Ontario government and advocate for practical tools, resources and workforce solutions that reflect the realities of Northern municipalities.

Attached for your information are the final report and the media release being issued today.

Thank you to all the municipalities that participated in the survey and helped us develop a clearer regional picture of the workforce pressures facing our communities.

Mac

Talk soon, Mac.

Mac Bain
Executive Director
The Federation of Northern Ontario Municipalities
[665 Oak Street East, Unit 306](#)
[North Bay, ON, P1B 9E5](#)
[705-498-9510](#)

FOR IMMEDIATE RELEASE

August 12, 2026

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

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

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

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

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

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

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

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

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

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

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

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

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

The four participating Workforce Planning Boards are:

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

-30-

Media Contact:

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

Workforce Development and Job Vacancies

FEDERATION OF NORTHERN ONTARIO MUNICIPALITIES
STACIE FIDDLER

FEDERATION OF NORTHERN MUNICIPALITIES – WORKFORCE DEVELOPMENT AND JOB VACANCIES

Introduction

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

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

Methodology

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

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

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

The responses were received from the following regions:

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

Overview

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

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

Profile of respondents

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

Table 1: Survey respondents by municipality population

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

Number and type of employees

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

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

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

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

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

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

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

Presence of HR staff

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

Table 3: Presence of HR department or dedicated staff position

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

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

Table 4: Presence of union

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

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

Job vacancies and job candidate recruitment

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

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

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

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

Duration of job vacancies

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

Table 6: Duration of job postings by size of municipality

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

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

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

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

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

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

Hardest to fill positions

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

Table 8: Hardest to fill positions by size of municipality

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

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

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

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

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

Identifying and assessing recruitment methods

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

Table 9: Recruitment methods by size of municipality

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

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

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

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

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

Challenges relating to job recruitment

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

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

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

Table 10: Difficulty in attracting qualified candidates

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

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

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

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

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

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

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

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

Table 12: Industries that provide competition for employees

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Table 16: Would communication tools from FONOM help?

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

Skill gaps and addressing workforce and recruitment challenges

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

Table 17: Most evident skills gaps

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

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

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

Additional comments were:

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

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

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

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

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

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

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

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

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

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

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

The other comments were:

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

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

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

Conclusion

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

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

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

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

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



Amy Leclerc <amy.leclerc@mattawa.ca>

Rosemount Suites

1 message

Jennifer Carriere <carrierej@castlearms.ca>

Wed, Aug 19, 2026 at 1:49 PM

To: Mayor Belanger <mayor.belanger@mattawa.ca>, Paul Laperriere <cao@mattawa.ca>, "clerk@mattawa.ca" <clerk@mattawa.ca>

Cc: J Lowery <jlowery022@gmail.com>

Good afternoon Mayor, Council members, Paul, and Amy,

(Amy, if you are able to forward this to the remaining council members, I would greatly appreciate it.)

I am writing to follow up on the presentation regarding Rosemount Suites during the August 10, 2026 Council meeting. As a native of Mattawa with deep roots in the community—and as a current Board Member of the Ontario Non-Profit Housing Association (ONPHA)—I am deeply committed to preserving affordable housing for our seniors.

While I understand the Town is exploring various options for Rosemount Suites, including alternative models, I wanted to offer a few professional insights and questions for Council's consideration before a final decision is made:

- **Leveraging Existing Non-Profits vs. New Entities:** Creating a new non-profit entity introduces unnecessary administrative overhead and consultancy fees. An established non-profit housing provider with a multi-unit portfolio can absorb administrative and property management costs in-house, significantly lowering annual operational losses.
- **Long-Term Financing Options:** If a longer mortgage amortization (e.g., 50 years) makes the operational numbers viable, existing housing non-profits may already be structured to secure and manage such financing, saving the Town substantial startup costs.
- **Senior-Specific Demographics & Service Agreements:** The presentation noted that an agreement with the DNSSAB would prevent maintaining a seniors-only demographic. Based on my experience, existing non-profit providers operate under DNSSAB agreements while maintaining a seniors-only mandate. It may be worth revisiting this assumption.
- **Residential Tenancies Act (RTA) Constraints:** Regardless of ownership, the property remains governed by the RTA. RTA guidelines have capped annual rent increases below 3% in recent years. Any higher increases require tenant approval or a time-consuming application to the Landlord and Tenant Board, making realistic initial cost-projections vital.
- **Benchmarking Affordability:** With the local Average Market Rent (AMR) for a 1-bedroom unit around \$1,078, deep affordability (80% of AMR) sits at approximately \$862. By pairing an existing non-profit provider with longer-term financing, the operational deficit drops, reducing the need for heavy municipal, provincial, or federal subsidization to keep rents truly affordable.

My goal in sharing this is purely professional: to ensure Mattawa retains vital affordable inventory for its seniors without burdening local taxpayers with redundant overhead.

I would be happy to serve as a resource for Council or speak further about non-profit housing and funding structures. Thank you for your time and dedication to our community.

Kind regards,

Jennifer Carriere

Operations Coordinator, Castle Arms

705-845-2025

carrierej@castlearms.ca

CASTLE ARMS

NON-PROFIT SENIORS APARTMENTS



Amy Leclerc <amy.leclerc@mattawa.ca>

Request for Municipal Support: Prescription Diversion Project

1 message

FONOM Office/ Bureau de FONOM <fonom.info@gmail.com>

Thu, Aug 20, 2026 at 8:58 PM

Cc: Patricia Cliche <pat17@sympatico.ca>, breame@northbaypolice.on.ca

Bcc: clerk@mattawa.ca

Good morning,

FONOM has been asked to share the attached information regarding the Prescription Diversion Project and its efforts to address concerns about the diversion of prescribed safer supply medications in Ontario.

The project is supported by Addiction Medicine Canada, whose physicians are asking the College of Physicians and Surgeons of Ontario to strengthen its prescribing expectations by requiring:

- Safer supply medications to be consumed under the direct observation of a regulated health-care professional; and
- A maximum daily dose equivalent to five 8 mg hydromorphone tablets.

The project's proponents believe these safeguards would help reduce the diversion of prescription opioids into our communities while continuing to provide treatment to patients for whom these medications are clinically appropriate.

FONOM is asking our member municipalities to review the attached background information and consider providing a letter or resolution of support for the proposed changes. Municipalities may also wish to share the information with their local police service, police services board and community health partners.

Letters of support should be sent to:

Dr. Nancy Whitmore, Registrar and CEO
College of Physicians and Surgeons of Ontario
nwhitmore@cpsy.on.ca

CPSO Board of Directors
feedback@cpsy.on.ca

The Honourable Sylvia Jones
Minister of Health and Deputy Premier
sylvia.jones@pc.ola.org

Please also copy the Prescription Diversion Project co-chairs:

Patricia Cliche
pat17@sympatico.ca

Sgt. Brad Reaume
breaume@northbaypolice.on.ca

As the project is seeking consideration by the CPSO Board, municipalities are encouraged to provide their support as soon as possible. Please also copy FONOM so we can track municipal support across Northeastern Ontario.

Thank you for considering this request and for your continued efforts to address addictions and community safety.

Mac

Talk soon, Mac.

Addiction Medicine Canada

Addictionmedicinecanada.org

August 17, 2026

To:

**Dr. Nancy Whitmore, Registrar and CEO,
College of Physicians and Surgeons of Ontario**

And

The Board of Directors, The College of Physicians and Surgeons of Ontario

RE: Safer Supply Prescribing in Ontario

Addiction Medicine Canada is an association of experienced Addiction Medicine physicians whose mission is to advocate for accessible, high-quality, evidence-based addiction treatment.

We respectfully request that the College immediately establish an expectation that opioids prescribed as part of a Safer Supply program be consumed under direct observation by a regulated health care professional, and that clear dose limits be established for such prescribing. These measures are necessary to reduce diversion and protect patients and the public from the ongoing harms associated with inappropriate prescribing.

Since the introduction of Safer Supply programs, police have seized tens of thousands of hydromorphone 8mg tablets¹. Hydromorphone was rarely encountered in Ontario's illicit drug supply prior to Safe Supply prescribing. Widespread diversion of Safer Supply medications has been reported by the media, physicians, patients, the OMA Section on Addiction Medicine (See Appendix 1) and police.

Police services have advised us that organized crime is involved in the trafficking of diverted Safer Supply medications. In 2024, London police chief Thai Truong reported: *"Diverted safe supply is being resold into our community. It's being trafficked into other communities, and it is being used as currency in exchange for fentanyl, fuelling the drug trade. There's organized drug trafficking at the highest levels of organized crime. And there's drug trafficking at the street level. We're seeing all of it."*² (See Appendix 2)

Prescribing large quantities of take-home hydromorphone to patients with active addiction creates a substantial and foreseeable risk of diversion. When prescribed medications are sold rather than consumed by the intended patient, the medication effectively becomes a source of funds for the purchase of other illicit drugs - typically fentanyl, cocaine, and crystal methamphetamine.

Rather than helping patients move toward recovery, Safer Supply diversion provides funds to perpetuate addiction.

Hydromorphone, the medication most commonly associated with Safer Supply prescribing, is approximately five times as potent as morphine and approximately twice as potent as heroin. In Ontario, some physicians prescribe extremely large quantities, including as many as 40 tablets of 8 mg hydromorphone per day, to patients with active opioid addiction. Cancer patients typically need 3mg to 9mg daily.

Diverted hydromorphone is being obtained by opioid-naïve individuals, including youth³. Hydromorphone is a highly potent and addictive opioid. Its diversion into the community creates a significant risk of opioid exposure and dependence among people who are not the intended recipients of the medication.

Patients currently receiving methadone or buprenorphine, which is a safe, effective, and evidence-based treatment for Opioid Use Disorder, are commonly drawn away from addiction treatment by the availability of Safer Supply. They are tempted by essentially free, abusable pharmaceutical opioids prescribed without any restrictions.

Physicians report receiving pressure from patients or pharmacies to continue prescribing Safer Supply opioids that they know are causing harm.

In May 2026, the College recognized the need "to ensure that Safer Supply is prescribed in a safe and appropriate manner." Unfortunately, the amendment that was approved does not address the serious risks associated with diversion of highly potent opioids into Ontario communities. We therefore call on the College to take additional measures to fulfill its mandate to protect patients and the public.

In our view, the unintended consequences of Safer Supply prescribing have made it one of the most harmful public health interventions ever implemented in Ontario.

Recommended Additional CPSO Expectations

In order to protect patients and the public, we recommend that the CPSO add the following expectations related to Safer Supply prescribing:

1. Directly observed consumption

When prescribing opioids for Safer Supply purposes, all doses should be consumed daily under direct observation by a regulated health professional.

This would substantially reduce the opportunity for diversion while continuing to provide access to pharmaceutical opioids to patients for whom the prescribing physician believes they are clinically indicated.

2. Maximum dose

We recommend a maximum total daily dose equivalent to five hydromorphone 8 mg tablets - i.e. 40 mg hydromorphone (or approximately 200 mg morphine equivalents of any opioid) for Safer Supply prescribing.

A clear, reasonable maximum dose would reduce the quantity of highly potent opioids diverted to the community and provide an important safeguard against excessive prescribing.

College-mandated observed dosing and dose limits are necessary to reduce the diversion of safer supply medications and protect patients and the public from significant iatrogenic harm. We respectfully request that the College urgently review

current Safer Supply prescribing practices and implement the additional regulatory measures necessary to prevent the diversion of prescribed opioids and fulfill its mandate to protect patients and the public.

We would welcome the opportunity to meet with members of the College to discuss these recommendations and provide further information.

Thank you for your consideration and for your responsibility to protect the public interest.

Respectfully,



Dr. Robert Cooper, LLB, JD, CCFP (AM), FFCP, DFASAM, DABAM, CCSA



Dr. Mel Kahan, M.D., CCFP, FRCPC



Dr. Michael Lester, M.D.



Dr. Lori Regenstreif, MD, CCFP (AM), FCFP, MScCH(AMH)

On behalf of the Addiction Medicine Canada Board of Directors

This letter is supported by:

Dr. Clement Sun, M.D., CCBT

Dr. Jennifer Melamed, M.D., M.Sc., CCFP(AM), FCFP, CCSAM, DABAM, FASAM

Dr. Lisa Bromley, MD, CCFP(AM), FCFP

Dr. Sharon Koivu, MD MCFP PC AM

Copies to:

The Honourable Sylvia Jones,
Deputy Premier/Minister of Health
sylvia.jones@Ontario.ca

The Honourable Vijay Thanigasalam,
Associate Minister of Mental Health and Addictions
vijay.thanigasalam@pc.ola.org

Appendix 1

Email to the CPSO from Dr. Chris Cavacuiti, Chair, OMA Section on Addiction Medicine requesting all Safe Supply doses be observed by a Health Care Professional.

From: Chris Cavacuiti <chris.cavacuiti@truenorthmedical.com>

Date: May 31, 2026 at 6:54:16 AM EDT

To: Anil Chopra <ACHopra@cpso.on.ca>

I am writing to clarify the position of the OMA Section on Addiction Medicine regarding recent discussions about safer supply programs.

It has come to our attention that our previous comments have been misconstrued as opposition to changes in current safer supply practices. We recognize significant changes need to be implemented in order to protect both patients and the public. In our email correspondence, it was our impression that we were being asked to comment on the two specific changes proposed by the CPSO and that we would be included in ongoing dialogue. It is our view that the CPSO proposals focused unfairly on delivery of healthcare through telehealth and failed to address the root causes of problems with safer supply as it is currently being provided in Ontario.

The OMA Section recognizes that diversion of safer supply medications has become a significant concern. Diversion can destabilize patients, undermine confidence in addiction treatment programs, and expose individuals who are not opioid-dependent to opioid medications. While the OMA Section on Addiction Medicine is not itself a clinical guideline-setting body, we note that Addiction Medicine Canada and other respected clinical organizations have identified witnessed dosing as the most effective strategy for reducing diversion while maintaining access to care for patients who require treatment.

This approach is consistent with recent policy changes in British Columbia, where witnessed consumption requirements were introduced in response to concerns regarding diversion and public safety, that closely mirror those currently being discussed in Ontario. The experience in British Columbia suggests that diversion can be reduced while preserving access to treatment for patients with opioid use disorder.

For these reasons, we are concerned that our previous comments may have been interpreted as opposition to stronger safeguards. To the contrary, we recognize diversion as a significant issue requiring meaningful action. **We are therefore unclear why the CPSO's proposed approach places substantial emphasis on mandatory in-person assessments and follow-up visits, while not addressing what many addiction medicine experts regard as the most effective intervention for reducing diversion: witnessed dosing.**

Addressing diversion must be a priority in order to protect both individual patients and public health while maintaining access to evidence-informed addiction care. We would

welcome further discussion regarding the evidentiary basis for the CPSO's approach and how it compares with the approaches recommended by addiction medicine experts and adopted in other jurisdictions.

Appendix 2.

Safe Supply diverted recent hydromorphone police seizures:

[Largest fentanyl seizure in OPP history made in southern Ontario](#) — Reports **46,000 hydromorphone tablets**, in addition to fentanyl, oxycodone, morphine and benzodiazepines.

[Police charge two in Dryden drug bust](#) — The associated report confirms **hydromorphone** was found along with methamphetamine, cocaine and oxycodone.

[Suspected drug distributor arrested, \\$380K in pills seized – NAPS](#) — Includes a specific **hydromorphone** trafficking charge.

[\\$1.5M in drugs, cash seized in Timmins, Attawapiskat](#) — Project Albion seizure included hydromorphone pills, and multiple accused faced **hydromorphone** trafficking charges.

[Traffic stop in North Perth leads to Waterloo search and drug charges](#) — **511 hydromorphone pills** were seized.

[Sudbury police seize \\$150K in drugs, \\$5K cash – CTV video](#) — The CTV description explicitly says the seizure included **hydromorphone**.

[7 charged in Sudbury drug-trafficking investigation – Global News](#) — The article explicitly reports **58 hydromorphone capsules** seized.

[North Bay Police Arrest Man for Drug Trafficking, Weapon Offences](#) — Police seized approximately **371 suspected hydromorphone pills**.

[Prescription Diversion – North Bay Police](#) — The related North Bay material specifically identifies **hydromorphone** as a diverted prescription opioid.

[Police Seize Drugs and Weapon Following Arrest of Impaired Motorcyclist](#) — Nine suspected **hydromorphone** pills were seized. [About half of opioids seized by London, Ont., police last year were prescribed Dilaudid – CBC](#)

Footnotes:

1. [About half of opioids seized by London, Ont., police last year were prescribed Dilaudids | CBC News](#)
2. [https://lfpress.com/news/local-news/safe-supply-drugs-being-diverted-sold-in-london-and-beyond-police](#)
3. [https://www.cbc.ca/news/canada/london/london-doctors-see-alarming-numbers-in-youth-opioid-use-mirroring-national-trend-9.6957493](#)

The Prescription Diversion Project

Diversion of Safe Supply Medications is Causing Harm in Our Community

The diversion of prescribed Safe Supply medications, particularly hydromorphone, has become a significant problem in our community and requires urgent attention from the College of Physicians and Surgeons of Ontario (CPSO).

Hydromorphone tablets intended for medical use are being diverted and trafficked on community streets, creating risks to public safety and exposing vulnerable individuals, including youth, to highly potent opioids.

Given the significant patient and community harm arising from the diversion of these medications, we respectfully request that the CPSO implement the necessary changes to Safe Supply prescribing practices recommended by Addiction Medicine Canada in its letter to the College dated August 17, 2026.

Specifically, we request that CPSO policy require physicians prescribing in Safe Supply programs to ensure:

1. Directly observed consumption

When prescribing opioids for Safer Supply purposes, all doses should be consumed daily under direct observation by a regulated health professional.

2. Maximum daily dose

A maximum total daily dose equivalent to five hydromorphone 8 mg tablets - i.e. 40 mg hydromorphone (or approximately 200 mg morphine equivalents of any opioid) for Safer Supply prescribing.

Prescribing practices include an obligation to protect not only individual patients, but also other patients and the broader community from preventable harm. Given the scale and urgency of the concerns regarding diversion of Safe Supply medications, we respectfully request that the College review and approve these recommended policy changes at its next Board meeting in September, 2026.

We thank you in advance for your prompt attention to this serious matter and request confirmation of the College's intended action regarding these recommendations.

Confirmation of Communication

To: Dr. Nancy Whitmore, Registrar and CEO
College of Physicians and Surgeons of Ontario
nwhitmore@cpsy.on.ca
and
The Board of Directors, The College of Physicians and Surgeons of Ontario
feedback@cpsy.on.ca

The Honourable Sylvia Jones
Minister of Health and Deputy Premier
Ministry of Health
Sylvia.jones@pc.ola.org

c/c Patricia Cliche, Co-chair of Prescription Diversion Project, District of Nipissing
pat17@sympatico.ca

Sgt. Brad Reaume, Co-Chair of Prescription Diversion Project, District of Nipissing
And Sgt., Street Crime Unit, North Bay Police
breaume@northbaypolice.on.ca

Name: _____
Signature Print Name

Agency: _____

Mailing Address: _____

Phone Number: _____ Email: _____

Date Sent: _____



Ontarians With Disabilities Act

1 message

Mr. Lucille M. Zeus <lmz@hotmail.ca>
To: Info <info@mattawa.ca>

Wed, Aug 12, 2026 at 1:19 AM

To: Mayor and Council

From: Luce Zeus

RE: Barriers to persons with physical disabilities:

Hello again my friends:

I was well pleased to finally hear some discussion during the last council meeting on upholding the Ontario law as it pertains to accessibility for persons with disabilities (S.O. 2001, c. 32). I reviewed the Act, and it would appear that it's been streamlined from when it was first introduced, where only public properties are compelled to accommodate these individuals (government, education, and public transit properties et al).

Anyways, I just wanted to say that, during your Strategic Plan poll, I mentioned and raised this issue as many times as I could (in comments) regarding our upcoming Main Street redevelopment plan.

I'm glad that interest is being taken on this subject. Like anything, it takes a tragedy to bring forth change. Reactive, instead of proactive.

Ciao for now...

**LUCE ZEUS
PO BOX 156
MATTAWA ON POH 1V0**

8.12

**CORPORATION OF THE
TOWN OF MATTAWA
160 WATER STREET
MATTAWA ON POH 1V0**

SEPT 3RD 2026

**MAYOR BELANGER
AND
MEMBERS OF COUNCIL:**

HOW IRRITATING

What good is an MPP when their office staff filters out and keeps away from them all of the comments/suggestions/advice/help that aim to benefit their constituencies?

I am sure that you are all aware of the ongoing problem of overnight thefts and burglaries in our region. One advantageous tool that thieves have been relying upon are ATVs. So, I reached out to an MPP's office, to see if they could push for a prohibition in the use of ATV's between the hours of midnight and 5am, through the Highway and Traffic Act, and Provincial Offences Act. Their response was that it was a municipal matter. I replied to instruct them that they did not understand what I was seeking, as this

problem covers multiple municipal jurisdictions, plus section 27 of the Municipal Act prohibits municipalities from any sort of bylaw applying to road/streets/highways that don't fall under their jurisdiction. They again replied by stating that it was a municipal matter. How freakin' lazy...just pass the buck, ignore, or sweep it under the rug.

So, I thought, since this Town, and every other municipal government, gets regular correspondence from those alike, seeking support of whatever motion/resolution/declaration they're proposing, they why not have the Town of Mattawa do the same? With the support of our neighbouring municipalities, call on the Province of Ontario to try and make a small dent in crime, by prohibiting the use of ATV's between the hours of midnight and 5am. Of course, that's assuming that you agree with my position. I've talked to a couple of longtime riders/users. They'd have no problem being prohibited from driving/riding during this time.

If council was to do this, then there are other topics that I'd love to have looked at and maybe supported in the same way...like the use (abuse) of grant money:

Time and time again I hear of municipalities given grant money, for a specific use, and they have to use these funds, regardless of whether it's needed or not. If it were up to me, I'd like to have the option to refuse the grant from the province (or take what is only needed); then, have that money directed to another municipality that has the need (or return it to the provincial consolidate revenue fund), and then put my municipality ahead of others for the funding that I really do need (which is usually for infrastructure) ...kinda like a credit scheme.

Anyways, as you may also know, I am a night person. In the past few years, I've noticed more and more persons walking about in the midnight hours. Section 177 of the criminal code is "Trespassing at Night", but that only applies to private property. If the Town looked into a bylaw to address this, then you could give police the tools they'd need to at least stop and talk to these individuals. I am sure that over 95% are fine, but there is still those 5% that, if approached, might lead to the prevention of a theft or burglary (of course, this wouldn't apply at times during events).

Luce



INFORMATION REPORT

PREPARED FOR: MAYOR BÉLANGER AND MEMBERS OF COUNCIL

PREPARED BY: PAUL LAPERRIERE, CAO/TREASURER

TITLE: ROSEMOUNT VALLEY SUITES (RVS) – ANNUAL RENT REVIEW

DATE: MONDAY SEPTEMBER 14, 2026

REPORT NO: 26-38R

BACKGROUND

Annually we review the rents charged to the residents of RVS.

ANALYSIS AND DISCUSSION:

The last rent increase was effective January 1, 2025 and was at 5% across the board. A 90 days notice of any rent increase must be given to all residents.

As per on-going discussions regarding RVS and its financial sustainability, the annual rents generate insufficient funds to service the debt repayments.

FINANCIAL IMPLICATIONS:

With the end of the 3 year interest-only period on June 30, 2025, principal repayments of \$75,530 (Jul – Jun, 2026) is the financial shortfall the Town is currently absorbing.

For the 12 month period Jul – Jun, 2027, the Town will need to cover an additional \$75,530 of principal repayments.

On June 30, 2027, the loan matures and will be subject to renewal terms including the prevailing interest rate at that time. Based on today's rate, it is unlikely the current loan rate of 3.3% will be matched. The result is that the annual shortfall for years after June 30, 2027 will be as much at \$100,000 or more.

As a result, we will again be increasing rents 5% on January 1, 2027. This increase results in approximately \$15,000 of additional rental income for the year.

RELEVANT POLICIES/LEGISLATION:

ATTACHMENTS:

- Descon's Property Management Report – July 31, 2026
- RVS Balance Sheet, July 31, 2026
- RVS Income Statement, July, 2026

RECOMMENDATION:

It is recommended that Council receives and accepts this report.

Proposed Motion # 1

BE IT RESOLVED THAT Council of the Town of Mattawa receives report # 26-38R titled Rosemount Valley Suites (RVS) – Annual Rent Review.

PROPERTY MANAGEMENT REPORT



PROPERTY LOCATION:

231 Tenth Street, Mattawa, ON

PROPERTY OWNER:

Corporation of the town of Mattawa

REPORTING PERIOD:

August 26th, 2026

PREPARED BY:

Descon Management Group Ltd.

OCCUPANCY & LEASING

As of July 20th, 2026, 46 applications have been received and are waitlisted. Current occupancy is as follows:

VACANT UNITS

- 107 – Rent was set to 5% over the previous rent, as rent amounts were not communicated to the property manager. Rent for the unit will be set at \$1163 per month. Applicant awaiting approval to rent the unit as of Sept 1st.
- 118 – Applicant waiting approval for Sept 1st rental. Rent was set to 5% above previous rate at \$942/month.
- 123- Fully repaired and available for rent. Applicant awaiting approval to rent the unit as of Sept 1st. Rent was set to 5% above previous rate at \$942/month.

MAINTENANCE.

- Tenants have asked about the hallway carpets. They have requested they be cleaned and we are awaiting landlord approval for the cost.
- All fire inspections are currently up to date.
- Roof repairs were inspected and repaired by maintenance upon notification of further leaks in 123 and 107.
- Upon further inspection, more garbage from the roofers was found on site and it will be removed the week of August 31st.
- The large storage bin was removed and a large hole filled with dirt and gravel.
- Generator maintenance was completed and further cleaning of the generator room is booked in for the week of August 31st.

TENANT COMMUNICATIONS

- Tenants have asked if it is possible for a new designated smoking area be created on the side of the building where the large storage bin was. This would provide a smoking-only area, and the gazebo by the parking lot, currently being used as the smoking area, would be free for all tenants to enjoy.

FINANCIAL

- DELIQUENCIES – None
- INCREASES – Attached. Done at 5% above current rates per email communication sent to previous property manager. Increases will take effect between December 1st 2026 and January 1st 2027.
- PROPERTY INCOME STATEMENT – See attached
- PROPERTY CASH FLOW STATEMENT – See attached
- OPERATING AND CAPITAL RESERVES – Operating Reserves continue to be accumulated each period. The 4% Capital Reserve has been deferred until operating reserves accumulated.

Rosemount Valley Suites

Balance Sheet
As of Jul 31, 2026

	Total
Assets	
Current Assets	
Cash and Cash Equivalent	
Caisse Populaire	72,228.91
Undeposited Funds	0.00
Total for Cash and Cash Equivalent	\$72,228.91
Accounts Receivable (A/R)	
Accounts Receivable (A/R)	-11,715.86
Total for Accounts Receivable (A/R)	-\$11,715.86
Caisse Shares	10.00
Due From Descon	0.00
Total for Current Assets	\$60,523.05
Total for Assets	\$60,523.05
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable (A/P)	
Accounts Payable (A/P)	18,933.60
Total for Accounts Payable (A/P)	\$18,933.60
Deferred Revenue	23,797.00
Total for Current Liabilities	\$42,730.60
Total for Liabilities	\$42,730.60
Equity	
Owner Draw	-90,000.00
Retained Earnings	96,459.01
Profit for the year	11,333.44
Total for Equity	\$17,792.45
Total for Liabilities and Equity	\$60,523.05

Rosemount Valley Suites

Profit and Loss
July 2026

	Total
Income	
Air Conditioning Income	530.00
Laundry Income	660.00
Parking Income	380.00
Rent Income	25,227.00
Total for Income	\$26,797.00
Gross Profit	\$26,797.00
Expenses	
Alarm, Internet, Telephone	445.45
Bank charges	12.00
Laundry Service Charges	181.57
Management Fees	1,710.39
Repairs and Maintenance	
On Site Cleaner	400.00
On Site Super	300.00
Total for Repairs and Maintenance	\$700.00
Utilities	
Gas	528.59
Hydro	2,122.39
Water	2,395.34
Total for Utilities	\$5,046.32
Total for Expenses	\$8,095.73
Other Expenses	
Mortgage Interest	15,938.38
Total for Other Expenses	\$15,938.38
PROFIT	\$2,762.89

DATE: MONDAY SEPTEMBER 14, 2026

10.1

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT Council of the Town of Mattawa adopt By-Law Number 26-17 which is a by-law to amend Policy 3 of By-law No. 24-10 Governance Policies and Procedures of Council.

THE CORPORATION OF THE TOWN OF MATTAWA

BY-LAW NUMBER 26-17

BEING a by-law to amend By-law No. 24-10 being the governance policies and procedures of Council.

WHEREAS Section 5 (3) of the Municipal Act, 2001 S.O. 2001, c25 as amended, provides that a municipal power shall be exercised by by-law;

AND WHEREAS the Council of the Corporation of the Town of Mattawa deems it necessary to implement policies and procedures for the governance of Council and its meetings;

AND WHEREAS Council deemed it necessary to amend By-law No. 24-10, Policy 3 – Council Meetings of the Governance Policies in order to change several aspects of running the meetings of Council and its committees.

NOW THEREFORE the Council of the Town of Mattawa enacts as follows:

1. **THAT** By-law No. 24-10 Governance Policies and Procedures of Council be amended by the replacement of Policy 3 – Council Meetings with the attached Policy 3.
2. **THAT** By-law No. 25-12 hereby be repealed.
3. **THAT** this By-law shall come into full force and effect upon the date of its passing.

READ A FIRST and SECOND TIME, this 14th day of September, 2026.

READ THIRD TIME and FINALLY PASSED, this 14th day of September, 2026.

Mayor

Clerk

POLICY 3 Council Meetings

(September 22, 2025)

Council and its committees / boards will conduct their meetings in a predictable and standard manner that provides for the effective governance of the Mattawa municipality and reflects the Council's compliance with the laws of Ontario. Unless otherwise determined by Council, all meetings are open to the public.

PROCEDURES

3.1 AGENDAS

3.1.1 PREPARATION

The Clerk shall draft the forthcoming agendas for all Council and Committee meetings for the endorsement of the Chair and approval by Council or Committee by:

1. Emailing all Members of Council one week preceding a next meeting to request agenda items:
 - a. To be returned two days later by 5:00pm and
 - b. In the required format (Appendix 3.1.2)
2. Ensuring correspondence and petitions received from the public and meriting attention are, at the Clerk's discretion, included in the same or subsequent agenda
3. Including any staff reports related to an agenda item
4. Listing every by-law on the agenda by identifying number, followed by a brief description of the intent of the by-law and a copy of the proposed by-law.
 - a. New by-laws of an urgent nature, requiring an immediate decision may be considered.
5. Sharing the current draft agenda with the Chair prior to said meeting
6. Distributing the draft agenda and supporting documents by email to the membership by that Thursday, 5:00pm
7. Accepting, at the Clerk's discretion, a notice received of new business from a Member or a delegation after Wednesday, 12:00 noon to:
 - a. Include the item on the agenda as an addendum for
 - b. A motion to address the new business or delegation at said meeting
8. Recording the Chair's acknowledgement of a written notice of motion received during a meeting and
 - a. Including the motion on the agenda for a subsequent meeting.

3.1.2 FORMATS

As reflected in agenda formats, the Clerk shall ensure draft agendas are proposed in a standard format for the following:

- Council Meetings:
 - Regular
 - Committee of the Whole
 - Special
- Closed Meetings

The Clerk shall draft flexible agendas for Ad Hoc Committee meetings pursuant to their Terms of Reference.

3.1.3 ADOPTION

As the agenda is being considered for adoption, the membership may approve a motion by a majority vote to:

- Adopt the agenda, or
- Alter the order of business at said meeting, or

- Accept an addition to the agenda, or
- Delete an item, or
- Defer and item.

The Chair may not exclude any matter from a distributed agenda or rule any item out of order until that item is placed before the Council or Committee.

3.1.4 DEFERRAL

The membership shall determine by resolution its action on agenda items not addressed during a meeting. (Procedure 3.10.1)

3.2 CONVENING MEETINGS

3.2.1 OCCURRENCE OF MEETINGS

The time and place listed below can be altered by a 2/3 majority vote of Members attending provided that:

- Adequate notice of the change is posted on the municipal website, and
- The location is within the boundaries of the municipality.

All meetings shall occur at the Dr. S. F. Monestime Municipal Council Chambers.

Prior to the commencement of the first Regular Meeting following a new Council's Inauguration, the Clerk, in consultation with the Head of Council, shall:

- Establish for Council and Committee meetings, the seating arrangement for Members during the term of that Council, and
- Designate the seating arrangement for the media, municipal staff and the public at Council meetings

Any person who contravenes the established seating arrangement shall be subject to censure by the Chair pursuant to Procedure 3.10.1

3.2.2 MEETING DATES

The following meetings will be re-scheduled to the business day following a statutory holiday.

Inaugural Meeting

The Clerk shall follow the Municipal Elections Act, 1996 with regards to the Inaugural meeting and shall conduct the meeting on the first business day of the new term of Council.

The meeting shall consist of the administering of the declarations of office and oaths of allegiance.

The Head of Council will deliver the Inaugural speech and there will be no other business conducted at this meeting.

Regular Meetings of Council:

- 6:00pm on the second & fourth Monday of each month except for:
 - Only on the second Monday of the month of July, August and December

Special Meetings

1. The Head of Council may, at any time, summon an open or closed Special Meeting for a specified purpose by:
 - Ensuring the Clerk provides a notice of the Meeting to Members a minimum of twenty-four (24) hours before the meeting.
2. Upon receiving a petition by majority of Council, the Clerk shall summon an open or closed Special Meeting for the purpose set out in the petition by providing a Notice of the Meeting to Members a minimum of twenty-four (24) hours before the Meeting.
3. No business other than that specified in the notice shall be addressed.

Committee of the Whole

Shall meet at 6:00pm on the third Monday of each month, excluding July, August and December.

AD HOC Committees

Pursuant to their Terms of Reference at any time that is not in conflict with a meeting of Council or its Committees.

3.2.3 NOTICE OF MEETINGS

The Clerk shall, as required, email notice of each meeting to:

- All Council Members
- All Committee Members
- The Chief Administrative Officer, and
- Managers and senior staff of the Town of Mattawa

AND

- For open meetings, post the Notice on the municipal:
 - Website
 - Facebook, and
 - Mattawa App.

The notice shall:

- State the time, date and place of the meeting,
- Provide:
 - An agenda, and
 - Needed documents that have not been previously available to those being notified
- Not provide an agenda or documents for a closed meeting.

For special meetings, the Head of Council will identify additional persons for the Clerk who will:

1. Email notice as above, and
2. If necessary, attempt notice by telephone or personal service.

Failure of any person to receive notice of a meeting shall not affect the legitimacy of the meeting or its outcomes.

3.2.4 NON-ATTENDANCE

Any Member of Council or committee of Council shall, if possible, notify the Clerk, Deputy Clerk or CAO of non-attendance by phone or email at least 1 hour before a scheduled meeting.

3.2.5 CANCELLATION OF MEETINGS

The Chair or Clerk will:

1. Cancel a meeting of Council or a Committee when:
 - a. A lack of quorum is confirmed
 - b. An emergency or disaster supersedes the need for a meeting
 - c. There is no business to be addressed and
2. Notify the Members accordingly.

3.3 QUORUM

3.3.1 MINIMUM

The quorum required to commence and continue a meeting of Council or a committee shall be more than 50% of its members.

Procedure 3.11 applies if quorum is not maintained.

3.3.2 CONFLICT OF INTEREST

When a member declaring a conflict-of-interest (Procedure 5.3) results in less than the number constituting a quorum, the remaining number of Members shall be deemed to constitute a quorum, provided such number is not less than two.

Guideline 3.3.2

3.4 ELECTRONIC PARTICIPATION

When in-vivo participation is not feasible, Members of Council or a committee shall use electronic conferencing (IE: Microsoft Teams, GoToMeetings, Zoom etc.):

- Preferably with a visual connection or as a lesser alternative ...
 - With an audio connection and
- They shall
 - If possible, notify the clerk 24 hours prior to the meeting, and
 - Connect to the meeting 15 minutes prior to the meeting.

AND

Members are limited to 12 virtual meetings per calendar year. While attendance at all meetings is encouraged and supported, compensation for electronic participation will not be provided for any meetings beyond this limit.

Members participating electronically during meetings shall:

- Count as quorum
- Have the right to vote pursuant to Procedure 3.5.1
- Unless approved otherwise by the Chair, remain online for the entirety of the meeting to maintain quorum and merit full remuneration.

When matters are to be addressed in a closed meeting, Members shall:

- Attend the meeting in-vivo if notified prior to a meeting, or
- If participating electronically:
 - Disconnect themselves from the meeting

- Remain, at their discretion, in the online waiting room to wait for re-connection at the end of the closed session
- Merit remuneration for the duration of the entire meeting.

The Clerk will ensure microphones are muted for public participants unless

- They are recognised by the Chair

The Chair and the Clerk will conduct the meetings as otherwise normally, pursuant to procedures 3.5 “decisions by council or committee” and 3.6 “minutes”.

3.5 DECISIONS

3.5.1 REPORTS TO COUNCIL OR COMMITTEE

When a report from a delegation or employees is itemised on an agenda, the Chair shall:

1. Introduce the report to Members
2. Invite the presenter to speak to the report
3. Invite comments or questions from the Members
4. Accept the report as tabled and included in the minutes, and
5. Proceed as required by procedures 3.5.2 and 3.5.4

A By-law presented to Council shall:

- Be introduced by a motion specifying the title of the by-law
- Introduce the subject matter in the form of a typed report with recommendation and all agreements and schedules
 - Given the nature of the subject and at the discretion of the CAO and/or Clerk the report may be introduced verbally,
- There shall be no incomplete draft by-law except as may be required to conform to accepted procedures or to comply with provisions of any Act
- Be given first, second and third reading in a single consolidated motion unless provincial legislation requires individual readings.

In the event a majority of Council wishes to further review a proposed by-law or additional public comment is desired, the approval shall be deferred to a subsequent meeting by a motion.

Any proposed by-law may be referred to the CAO, Clerk, a Committee or the Solicitor for review and comment.

Every by-law enacted by Council shall be:

- Numbered and dated
- Sealed with the seal of the Corporation
- Signed by the Mayor and Clerk
- Maintained by the Clerk in a secure location
- Posted on the Mattawa Website

3.5.2 VOTING

Council approves all By-Laws by majority vote

All votes are open unless cast during In Camera meetings

All voters are recorded pursuant to their votes.

The Chair shall be the last to cast a vote

The Chair shall call for a vote:

- With a simultaneous show of hands, or firstly by the voice of a Member participating by phone, and
- Any Member, may request the vote to be recorded by the Clerk who shall request the vote of each Member, starting with the Member who requested the recorded vote.

3.5.3 VICE CHAIR

The Deputy Mayor shall replace the Head of Council and a Vice Chair shall replace a committee Chair as needed.

If the Head of Council and Deputy Mayor or Committee Chair and Vice Chair are absent at the commencement of a meeting:

1. The Clerk shall call the meeting to order and
2. The Members present shall appoint one of their own as temporary Chair
3. Upon arrival during the meeting the formal Chair will automatically replace the temporary Chair to assume their duties.

3.5.4 DUTIES OF CHAIR

The Chair shall

- Preside over the conduct of the meeting to preserve good order and decorum
- Rule on:
 - Points of order
 - Questions of privilege
 - Points of information and
 - All questions relating to the meeting's process

Pursuant to a meeting's agenda the Chair of a meeting shall address the motions reflected therein by:

- Opening discussion on an information item by directing the Member and seconder filing the motion to speak to its content,

or

- Calling for a vote on a motion not requiring debate by:
 1. Directing the Member filing the motion to speak to its content
 2. Calling for a vote and ensuring:
 - 1) The motion at hand is clearly stated
 - 2) All discussion on the motion is terminated
 - 3) The Chair:
 - a. First calls the other Members to vote to be registered and follows with the Chair's vote
 - b. Ensures all Members present register a vote, or
 - c. Registers a non-vote as against the motion, and
 - d. Announces the results of the vote

or

- Opening the meeting to debate on a motion requiring a debate by
 1. Ceding the Chair to an alternate Member for the duration and closure of a debate if
 - a. The Chair chooses to participate in the debate or
 - b. The Chair leaves the Council chamber when in conflict of interest (procedure 5.3)

2. Speaking to the matter as Chair before the start of the debate
3. Directing the Member or delegate filing the motion to speak to its content
4. Directing the seconder to the motion to speak
5. Recognising each Member wishing to speak to the motion
6. Soliciting a reply from the mover of a main motion
7. Confirming, any changes to the motion
8. Closing the debate with comments, and
9. Calling for a vote and ensuring:
 - A. The motion at hand is clearly stated
 - B. All discussion on the motion is terminated
 - C. The Chair:
 - 1) First calls the other Members to vote to be registered and follows with the Chair's vote
 - 2) Ensures all Members present register a vote, or
 - 3) Registers a non-vote as against the motion, and
 - 4) Announces the results of the vote

3.5.5 APPEAL ON RULING

Should a Member appeal a ruling by the Chair:

1. The Member shall table a motion to appeal and explain the reason for the appeal
2. The Chair shall:
 - a. Reject the appeal with reasons, or
 - b. Call for a recorded vote without debate and
 - i. Accept or reject the appeal as determined by the vote

3.5.6 RECONSIDERATION

Once a motion has been carried, or lost, a Member who voted with the prevailing side may move for reconsideration either during the same meeting or at a subsequent meeting.

If such a motion is seconded, the Chair shall open a debate on the motion to reconsider and the debate will be resolved by

- A simple majority vote if addressed during the same meeting, or by
- A 2/3 majority vote if addressed during a subsequent meeting.

3.6 MINUTES

Pursuant to their approved agendas, the Clerk shall record without note or comment:

- The start and end times of meetings, and
- The proceedings in a standard format for Council and Committee meetings
- Each Member's vote when a vote has been called
- A written notice of motion received during a meeting once declared as read by the Chair.

The Clerk shall ensure the minutes of closed meetings are secured to be adopted at the next scheduled, closed meeting

The Clerk shall record the attendance of the membership as follows:

- For adjournments - Members present at the expiration of the fifteen (15) minute time limit
- Temporary absence during a meeting - Member with time of departure and return

- Late arrivals – Member and time of arrival
- Early departure – Member and time of departure
- Electronic arrival - Member and time of arrival – with notification to the Chair
- Early departure from electronic presence – Member and time of departure with notification to the Chair
- A Council Member visiting a committee as a non-member of that committee as a, “visiting Council Member”.

The Clerk shall ensure live recordings of meetings are:

- Posted on the Town of Mattawa YouTube channel, or
- When possible, live streamed on the channel, with
 - Reference on the Town of Mattawa social media Pages.

3.7 CLOSED MEETINGS

Closed meetings are restricted to Members of Council or a Committee and they may include, by invitation, any persons who are deemed to be relevant to the subject at hand.

3.7.1 REASONS

All or part of a Council, Committee or Board of Council meeting shall be closed to the public:

- If the subject matter being considered involves:
 - A. The security of the property of the municipality or local board;
 - B. Personal matters about an identifiable individual
 - C. A proposed or pending acquisition or disposition of land
 - D. Labour relations or employee negotiations;
 - E. Litigation or potential litigation,
 - F. Advice and information that is subject to solicitor-client privilege,
 - G. A matter respecting closed meetings under another Act;
 - H. Information explicitly supplied in confidence by Canada, a province or territory or their Crown agency;
 - I. A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality
 - J. A trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value;
 - K. A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board
 - L. A request under the Municipal Freedom of Information and Protection of Privacy Act,
 - M. An ongoing investigation by the Ombudsman

Prior to commencing an In Camera meeting, the Chair shall ask the non-participants to retire to a location beyond the hearing of the meeting room.

3.7.2 CONDITIONS

All or part of a Council, Committee or a Board of Council meeting may be closed to the public:

- If the following conditions are **both** satisfied:

- The meeting is held for the purpose of educating or training the Members.
- At the meeting, no Member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, Board of Council or committee.
- To give direction to staff or consultants by consensus of Members present.

3.7.3 TRANSITION TO AND FROM

During a meeting of Council, a Committee or board of Council, a Member wishing to recess into an In Camera session on an agenda item being addressed by the Chair shall require a two-thirds vote on a motion to:

- Either defer a matter to the agenda of a closed session or
- Immediately recess to a closed session

Before all or part of a meeting is closed to the public, the Council or a Committee shall state by resolution the fact of the closed meeting and the general nature of the matter to be considered.

A meeting of Council, a Committee or board shall not be closed to the public during the taking of a vote unless:

- The Municipal Act requires a meeting to be closed to the public
- The vote is for:
 - A procedural matter, or
 - Giving directions or instructions to officers, employees, agents or persons retained by the municipality

3.7.4 CONDUCT

A Member may speak more than once during a closed meeting provided that all Members have spoken in turn.

The Chair shall not entertain a motion to adjourn during a closed meeting.

Upon completion of the closed session the Chair shall:

- Reconvene in public session, and
- Provide a verbal report to the public on the disposition of items discussed without revealing any confidential information, and
 - The Clerk shall note the outcome of said disposition.

AND

- No person participating in a closed meeting shall disclose the content of the matter or substance of the deliberations unless expressly authorized to do so by Council or committee or as required by law.

3.8 NOTICE OF MOTION

Pursuant to procedure 3.1.1, a Notice of Motion may be submitted to the Clerk by a Member

1. Before the Clerk's Agenda deadline to be included on the agenda under the item "Motions"
2. After the deadline, but prior to a meeting to be included on the agenda as an addendum requiring a 2/3 vote for inclusion on the meeting's agenda

3. During a meeting to be read by the Chair or declared as read, recorded by the Clerk and deferred to the agenda of a subsequent meeting.

The submission of a written notice of Motion does not require:

- A seconder at the time of submission, or
- The presence of the Motion's author during the meeting when the Motion is read.

Every motion included on a meeting's agenda with or without debate must be moved and seconded at said meeting and first addressed by the mover.

3.9 POINTS OF ORDER

A member who believes a rule is being contravened shall:

1. Call for recognition by the Chair on a "Point of Order", and then
2. Clearly explain what and how a rule is being contravened

The Chair, upon responding to a Point of Order shall:

1. Rule upon the alleged contravention to
2. Determine the rule is not contravened and
 - a. Resume the matter at hand, or
 - b. Accept the explanation and accordingly adjust the proceedings on the matter at hand
3. Call for a vote if the ruling is appealed (Procedure #3.5.5)
4. Confirm the results of the vote and
 - a. Resume the matter at hand, or
 - b. Adjust the proceedings by applying the rule as previously questioned

3.10 CONDUCT OF MEMBERS AND VISITORS

3.10.1 MEMBERS, EMPLOYEES AND VISITORS

Members, Employees and visitors shall:

- Obey the procedural rules or the decisions of the Chair
- Respectfully acknowledge the Chair and address all remarks to the Chair
- Not:
 - Speak disruptively aloud during a meeting
 - Speak unless recognised by the Chair
 - Interrupt a Member while speaking except to raise a point of order.
 - Display signs or placards or engage in behaviour that may disrupt debate.
 - Disrupt a vote being taken and until the result is declared
 - Speak to the motion after a vote has been called and registered.
 - Speak disrespectfully to and of others
 - Be accompanied by a pet that is not registered as a support aid.

The Chair shall:

- Restrict questions and supplementary comments to items specific to an agenda item, motion or presentation
- Determine if the conduct of a Member, employee or visitor is improper and, if, so
 - Expulse the person from the meeting or exclude the person from future meetings, and
 - Adjourn the meeting without any motion if such person refuses to leave – until said person leaves.

3.10.2 MEMBERS

In addition to the above, Members shall not:

- Speak more than once on a matter or for more than 10 minutes unless:
 - Questioned by another Member
 - To offer an additional explanation
 - Granted leave by the membership
- Engage in private conversation while in the Council Chamber that interrupts the proceedings of Council;
- Speak on any subject other than the subject in debate
- Enter the meeting while a vote is being taken.
- Leave their seat while a vote is being taken and until the results are declared.
- Where a matter has been discussed in closed session, disclose the content of the matter or substance of deliberations, except as required by law.

Presentations

A member presenting to Council on behalf of a Council committee shall remain at the Member's Chair, but:

- A Member presenting on behalf of a delegation, shall take a position away from the Council table.

If a Member persists after having been called to order by the Chair, the Chair shall:

- Forthwith put the motion: "that such Member be ordered to leave his or her seat for the duration of the meeting of the Council".
- Entertain a vote without amendment, adjournment or debate or
- If the Member apologizes at any time, that Member may, by undebated and unanimous vote of Council, be permitted to retake the Member's seat.

3.11 ADJOURNMENT

A motion to adjourn a meeting by any Member shall be in order unless:

- Another Member is in possession of the floor.
- A vote has been called
- Votes are being recorded by the Clerk

The Chair shall adjourn a meeting when:

- A lack of quorum for a meeting is confirmed 15 minutes after the scheduled commencement time
- The Chair has called a recess for lack of quorum that lasted more than 15 minutes
- Quorum has been reduced below 2 Members when Members have been recused by declarations of Conflict of Interest
- A meeting is in session at the hour of 9:00pm
 - Unless a 2/3 majority vote supports a continuation
- A meeting is in session at the hour of 10:00pm
 - After which the Chair shall call a special meeting if needed within 24 hours
- A person ordered to leave a meeting does not leave.

3.12 DELEGATIONS

3.12.1 EARLY RESOLUTION

The Chief Administrative Officer (CAO) or the Clerk shall:

- Determine if an attempt has been made to resolve an administrative or operational matter with the appropriate Department Head, or
- Refer the delegation to the same as needed

3.12.2 REQUEST

Provided that earlier attempts at resolution have failed and subject to the exception below, any person shall be allowed to ask the Clerk for a hearing by Council as a delegation as follows:

- Prior to 12:00 p.m. (Noon) on Wednesday of the week preceding the meeting of Council,
 - In writing, electronically or by hard copy as:
 - Printed, typewritten or legibly written;
 - Clearly setting out the matter at issue and the request being made of Council;
 - Indicating an electronic presentation or otherwise
 - Signed by the name of the writer; and
 - Containing the mailing address, street address, telephone number and email address (where possible) of the writer, and
 - In the case of a petition:
 - Signed by at least two (2) citizens resident in the municipality;
 - Setting out the civic address of each petitioner; and
 - Indicating the name of a spokesperson, his or her mailing address, street address, telephone number and email address (where possible).

Exception: Where a public hearing is held by a Committee pursuant to the Municipal Act, no person shall be permitted to appear otherwise before Council in respect of that matter.

The Clerk's decision on the request to add, deny or defer the matter to an agenda shall be final.

3.12.3 PRESENTATION BY DELEGATION

A delegation shall present its submission to Council or a Committee as follows:

- As indicated on the meeting's agenda
- Electronically, upon prior approved by the Clerk
- Within a 10-minute time frame unless extended or reduced by the Chair
- With the use of visual aids provided that arrangements have been made with the Clerk 1 day prior for the required equipment
- Without
 - speaking disrespectfully of any person;
 - using offensive language; and/or
 - speaking on any subject other than the one at hand
- By withdrawing from the delegation table upon the Chair calling the discussion as concluded.

The Clerk shall advise the meeting when there is one (1) minute remaining.

After the presentation, the membership and Department Heads shall:

- Each member of Council be limited to only questions of the presenter
- Address questions of Department Heads
- Not enter into debate with the delegation respecting the presentation

Each presentation will automatically be included on the next regular meeting or committee of the whole agenda under Old Business so that members of Council may take the time to come to a conclusion on the presentation itself.

The Clerk shall send a letter to the presenter after the meeting to advise that the presentation will be discussed by members of Council at the next regular meeting or committee of the whole and follow up with Council's directive, if required.

3.12.4 LIMITATIONS

There shall be not more than four (4) delegations at any meeting.

The Chair shall:

- Curtail any discussion on the delegation's matter for misconduct
- Determine when the delegation is concluded.

A delegation, once heard, shall not be entitled to be heard either at Council or a Committee on substantially the same matter for a period of twelve (12) months from the date of its first hearing – unless:

Council's decision to deal with a matter is not concluded or substantive changes in the circumstances surrounding the matter have occurred.

3.13 QUESTIONS FROM THE FLOOR PERTAINING TO THE AGENDA

On a regular meeting agenda, questions from the floor shall be limited to what is pertaining to the agenda put forth to Council during the adopted meeting agenda.

Members of the public shall:

- Be allowed a follow-up to said question if not fully answered by a member of Council
- Ask a question to any member of Council, not just Head of Council
- Not enter into a debate with members of Council once response provided

This question period shall be limited to 20 minutes and Chair can extend time, if required.

GUIDELINE

3.3.2

Municipal Conflict of Interest Act, [section 7](#) states:

7 (1) Where the number of members who, by reason of the provisions of this Act, are disabled from participating in a meeting is such that at that meeting the remaining members are not of sufficient number to constitute a quorum, then, despite any other general or special Act, the remaining number of members shall be deemed to constitute a quorum, provided such number is not less than two. R.S.O. 1990, c. M.50, s. 7 (1).

DATE: MONDAY SEPTEMBER 14, 2026

14.0

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT Council proceed In Camera (Closed) session pursuant to section 239(2) of the Municipal Act, 2001, as amended at _____ p.m. in order to address the following:

- Item #14.2 Mattawa Landfill Update all under litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board.

DATE: MONDAY SEPTEMBER 14, 2026

15.1

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT the regular meeting reconvene at _____ p.m.

DATE: MONDAY SEPTEMBER 14, 2026

17.1

THE CORPORATION TOWN OF MATTAWA

MOVED BY COUNCILLOR _____

SECONDED BY COUNCILLOR _____

BE IT RESOLVED THAT this regular meeting adjourn at _____ p.m.