



AGENDA

Regular Council Meeting

Monday, June 29, 2026 @ 4:30 PM

Council Chambers

	Page
1. *PUBLIC NOTICE*	
Planning Advisory Committee Meeting at 4:30 p.m.	
Special Meeting of Council to follow directly after the Planning Advisory Committee Meeting	
1.1. Minor Variance Application 59Z-2026-01	5 - 11
Application of the proposed Minor Variance is to request relief from Section 16.2 e)v.	
Notice of Public Meeting Minor Variances	
IMG 0002	
Adams, Lucas&Nicole application	
2. CALL TO ORDER	
2.1. The meeting of Council will be called to order at _____ p.m. by the Reeve.	
3. MOMENT OF REFLECTION	
4. TERRITORIAL ACKNOWLEDGEMENT	
The Township of Chapple is located on the traditional lands of the Anishinaabeg, within Treaty No. 3 Territory, Indigenous Peoples have cared for this land for generations before us, and the history and traditions continue to shape our region today. We are grateful to live and work here, and we are committed to building respectful relationships and supporting reconciliation in our community.	
5. ADDITIONS TO AGENDA	
6. ADOPTION OF AGENDA	
6.1. Adoption of agenda for the Regular Meeting of Council of June 29, 2026	
7. DECLARATION OF INTEREST	
Members shall disclose any pecuniary interest, direct or indirect, in accordance with the Municipal Conflict of Interest Act.	
8. DELEGATIONS	
8.1. No scheduled delegations	
9. MEETING MINUTES	
9.1. Minutes - Special Meeting of Council - June 22, 2026	12 - 13
Special Council - 22 Jun 2026 - Minutes - Pdf	
9.2. Minutes - Regular Meeting of Council - June 24, 2026	14 - 18
Regular Council - 24 Jun 2026 - Minutes - Pdf	
10. BUSINESS ARISING	
10.1. Blue Box Materials (BBM's) program going live in our community	19 - 75

That Council receive the information regarding the transition of the Blue Box Program to producer responsibility and direct Administration to review the draft Depot Operations Agreement with Circular Materials and bring the finalized draft back to Council for final review for approval.

[Briefing Note - Blue Box Program](#)

[Attachment 3 - 2026 ON Eligible Materials List](#)

[Attachment 1 - EC Depot Operations Agreement Template](#)

[Attachment 2 - OOTM Depot Operations Briefing](#)

11. REPORTS

- 11.1. AMBIS 76 - 78
[May 2026 Building Stats - CHAPPLE](#)
[May 2026 Building Stats - AMBIS](#)
- 11.2. DRRSB 79 - 81
District of Rainy River Services Board - 2025 Annual Report can be viewed using this link
<https://rrdssab.ca/wp-content/uploads/2026/05/2025-Annual-Report-FINAL.pdf>
[DRRSB Letter IRCC final May 22 2026](#)
- 11.3. Recreation
- During the recent heavy rain event, the roof in the Large Hall experienced active leaking, with water entering through the ceiling area surrounding the suspended heaters. Staff (Mykenzie) cleaned up the water; however, visible moisture damage to the ceiling and drywall was observed.
- Council may want to consider preparing a preliminary plan to repair and outline potential facility renovations to improve accessibility, user-friendliness, and overall functionality of the the community hall.
- Council to provide direction to administration.
- 11.4. Heritage - no report
- 11.5. Public Library Board 82 - 87
[May 2026 Librarian's Report](#)
[April 30 2026 Regular EPL Board Minutes](#)
- 11.6. Fire Department - no report
- 11.7. Health and Safety - no report
- 11.8. Drainage - no report
- 11.9. Rainy River District Municipal Association - no report
- 11.10. Public Works Superintendant 88 - 93
[PWD2026-06](#)
[Briefing Note Roads Ranking](#)
[Chapple Central Rd. - ranking map](#)
[Chapple North Rd.-ranking map](#)
[Chapple South Rd. ranking map](#)
- 11.11. CAO/Clerk- Treasurer 94 - 101
[email_responsetoJWilson](#)
[CAO Report to Council - June 29, 2026](#)

11.12.	Water Treatment Plant Report	102 - 107
	Copy of Chapple - Monthly Report - May 2026	
12.	ADOPTION OF REPORTS	
12.1.	Adoption of Reports	
13.	IN-CAMERA	
13.1.	BE IT RESOLVED that the Municipal Council of the Corporation of the Township of Chapple hereby agree to go in-camera at _____ p.m. as authorized under Section 239 of the Municipal Act, 2001 for the following purpose:	
	- Personal matter about an identifiable individual, including municipal employee;	
	- Labour relations or employee negotiations; employee salary review, vacation time carry overs (short listing for receptionist position, summer students)	
	- Litigation or potential litigation, including matters before administrative tribunals affecting the municipality (Jim Wilson Road Drain Agreement)	
	- Advice subject to a solicitor-client privilege, including communications	
13.2.	Return to Open Session at:	
	Administration shall proceed as per directive of in-camera	
14.	RESOLUTIONS AND BY-LAWS	
14.1.	Donation to Riverside Health Care - Lights, Camera Diagnosis Campaign to purchase MRI for the Fort Frances Hospital.	
	Recommendation to Council	
	That Council authorize a municipal donation to the Riverside Foundation MRI fundraising campaign, with the funds to be withdrawn from the Community Development Fund, and that Administration bring forward the required resolution for approval.	
15.	CORRESPONDENCE	
15.1.	Remote Area Border Crossing (RABC)	108 - 110
	Info sheet - RABC transition to telephone reporting email_June3,2026RABCProgram	
15.2.	NWHU - BYOB Events	111 - 116
	NWHU Briefing Note - BYOB Events	
15.3.	Protecting Ontario's Streets and Communities Act, 2026 (Bill 119)	117
	234-2026-1746_HOC_Bill 119 Notification Letter English SIGNED	
15.4.	Ministry of Infrastructure	118 - 119
	Gibson	
16.	MISCELLANEOUS CORRESPONDENCE AND MINUTES OF OTHER BOARDS AND COMMITTEES	
16.1.	Affirming Outdoor Education as Essential	120 - 121
	R 151-2026 Affirming Outdoor Education as Essential	
16.2.	AMCTO	122 - 289

[2025 Annual Report FINAL](#)
[AGM Package - 2026_0](#)

- 16.3. Amendments to Health & Safety 290 - 294
[Letter of Support - Request for Provincial Legislation Amendments Health and Safety Concerns](#)
[RC26117 - Request for Provincial Legislation Amendments, Health and Safety Concerns](#)
- 16.4. NOMA 295 - 300
[MEDIA RELEASE - NOMA meets Prime Minister Carney - June 1 - FINAL](#)
[MEDIA RELEASE - NOMA Travels to Ottawa for Highway 11 17 Meetings - June 1 2026 - FINAL](#)
[MEDIA RELEASE - NOMA FONOM ROMA meet Federal Transport Minister - Jun 2 2026 - v2](#)
- 16.5. Opposing Proposed Changes to FIPPA 301 - 319
[2021_001](#)
[2026-208](#)
[Appendix A Town of Bruce Mines Bill 97](#)
[Appendix B Prince Edward County re Bill 97 Bill 97 FIPPA](#)
[GH Resolution 2026-377 Changes to FIPPA.](#)
[RC26106 - Opposing proposed changes to the Freedom of Information and Protection of Privacy Act](#)
[Res End Opposition to change to FIPPA](#)
[SGRESO~1](#)
- 16.6. Proposed Harmonization of Municipal Roads 320 - 321
[UCLG Resolution No. CC-098-2026 Support for MEA](#)
- 16.7. Provincial Municipal Framework Review 322 - 324
[Halton Hills Resolution re Provincial Municipal Framework](#)
[Shuniah - Resolution 203-26 Support Halton Hills Resolution re Provincial Municipal Framework](#)
17. ADJOURNMENT
- 17.1. Next Council Meeting of Council - Wednesday, July 22, 2026

THE CORPORATION OF THE TOWNSHIP OF CHAPPLE (the "Municipality")



NOTICE OF COMPLETE APPLICATION AND STATUTORY PUBLIC MEETING AND COUNCIL MEETING FOR ONE PROPOSED MINOR VARIANCES TO THE ZONING BYLAW

TAKE NOTICE that the Council of the Municipality will hold a statutory public meeting of the Planning Advisory Committee followed by a Council Meeting on **Wednesday, June 17, 2026, at 6:00 p.m.** in the Council Chambers at 54 Barwick Road, Barwick, ON, POW 1A0 regarding one proposed Minor Variance to the Zoning By-law under Section 45 of the *Planning Act*, R.S.O 1990, c. P. 13, as amended.

APPLICANT: Nicole and Lucas Adams

LOCATION: 113 French's Road, Emo, ON POW 1E0

THE PURPOSE AND EFFECT of the proposed Minor Variance is to request relief from Section 16.2 e) v. to:

- a) Reduce the minimum setback requirement from 7.5 metres (24.6 feet) to 3 metres (10 feet) along the eastern property line to allow easier access to lake. Current set back of 7.5 m does not work to allow access or room between cabin and the new 2 storey proposed house with attached garage being built to replace two storey lodge.

PUBLIC MEETING You are entitled to attend this meeting in person to express your views about this application or you may be represented by counsel for that purpose. If you are aware of any person interested in or affected by this application who has not received a copy of this notice, you are requested to inform that person of this meeting. If you wish to make written comments on this application, they may be forwarded to the committee at the address shown below.

FAILURE TO ATTEND If you do not attend the meeting, it may proceed in your absence and, except as otherwise provided in the *Planning Act*, you will not be entitled to any further notice in the proceedings.

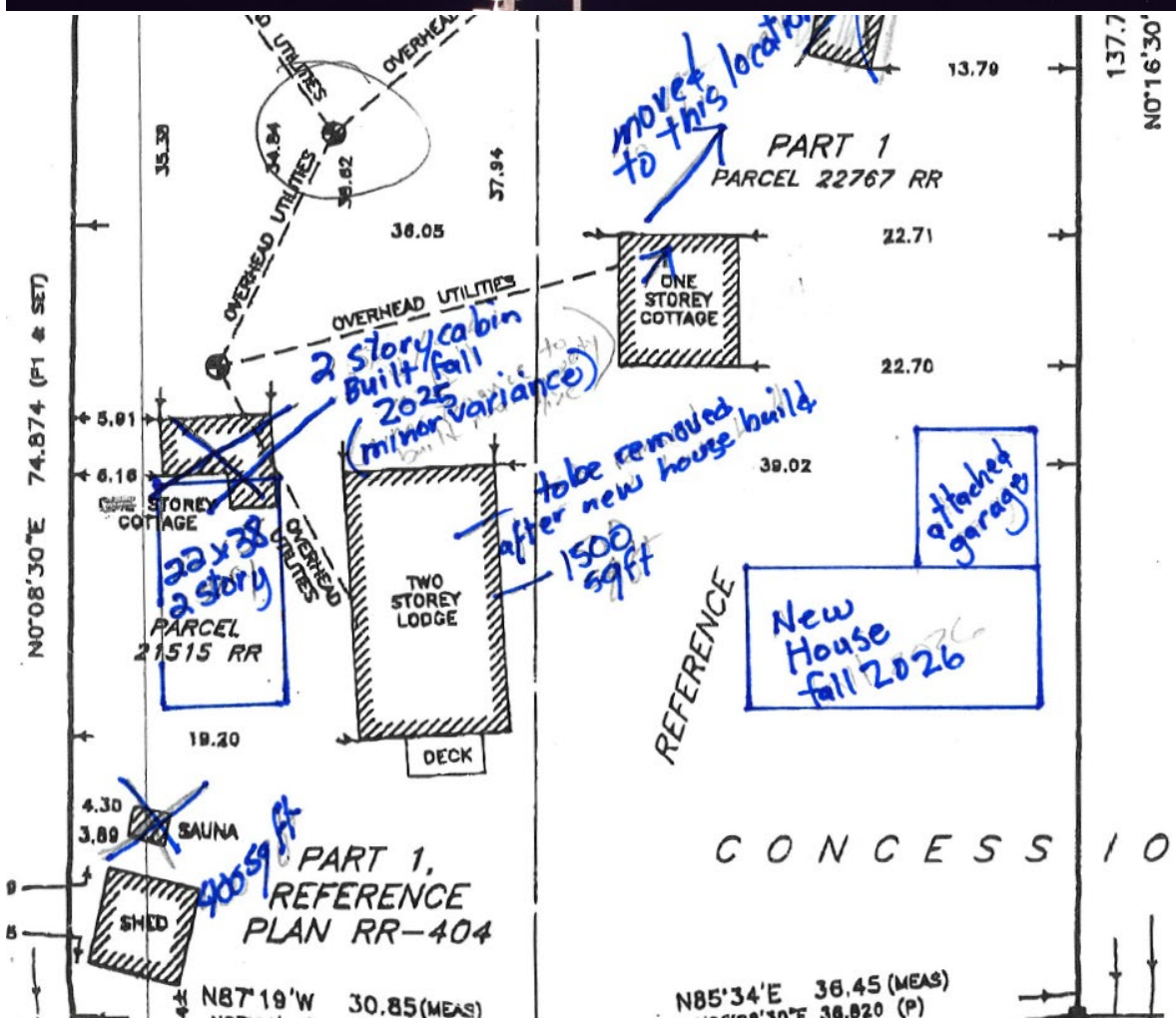
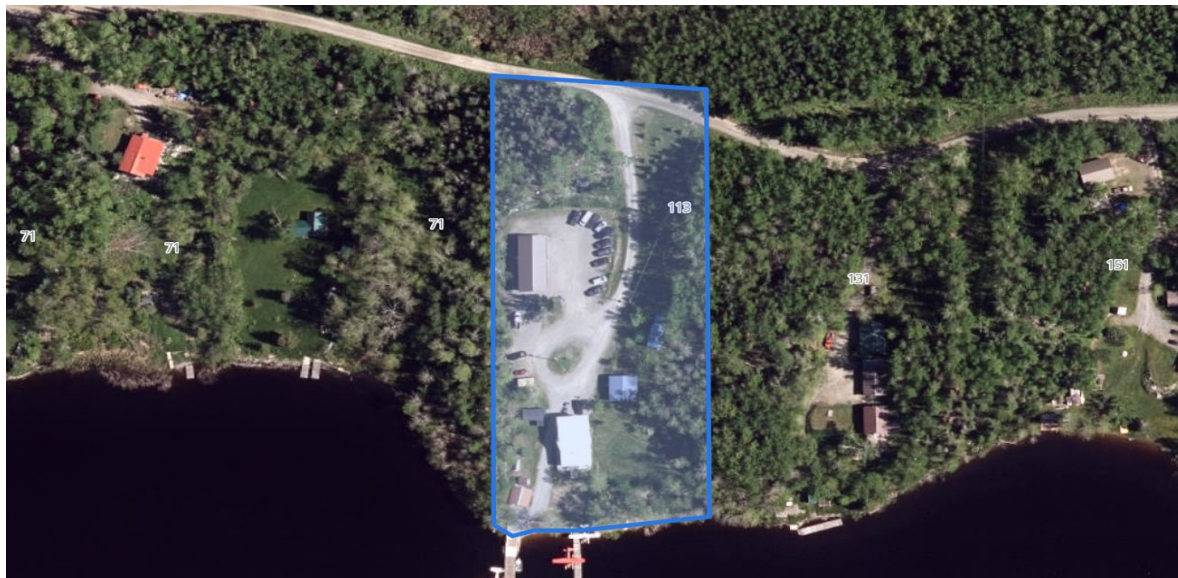
NOTICE OF DECISION If you wish to be notified of the decision of the Committee in respect of this application, you must submit a written request to the Committee. This will also entitle you to be advised of a possible Ontario Municipal Board hearing in the event the decision on this application is appealed.

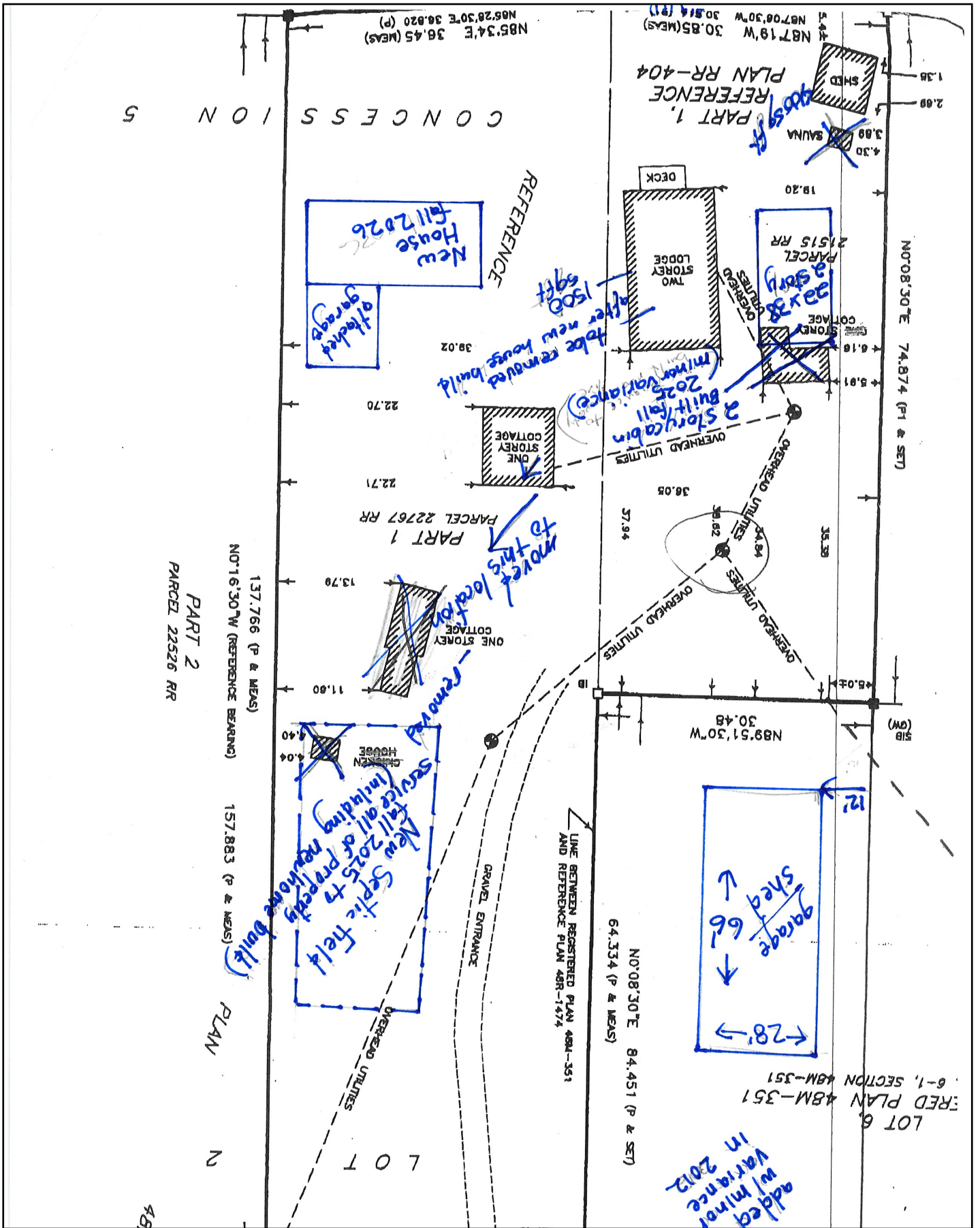
ADDITIONAL INFORMATION relating to the proposed Minor Variance is available by contacting the CAO/Clerk Treasurer at 807-487-2354 or by visiting: www.chapple.on.ca

DATED AT the Municipality this 8th day of May, 2026. Signed, Cindy Nielson, CAO/Clerk Treasurer

54 Barwick Road, Barwick, Ontario, POW 1A0. tel: 807-487-2354 email: cao@chapple.on.ca .

Figure A





APPLICATION FOR

File No.

MINOR VARIANCE - s. 45 (1) PERMISSION - s. 45 (2)

The undersigned hereby applies to the Committee of Adjustment for the
 under section 45
 (name of municipality)
 of the Planning Act for relief, as described in this application, from By-law No. (as amended).

NAME OF OWNER Lucas Nicole Adams	NAME OF AGENT (if applicant is an agent authorized by the owner)
ADDRESS 113 Frenchs Road	ADDRESS
Emo, Ontario POW1ED	
TELEPHONE 807-482-1388	TELEPHONE

OFFICIAL PLAN - current designation of the subject land:

**Part 5 Con S PT PT BRKN LOT 2 PLAN 48M351 PT LOT 6 RP RR404 Part 1
 RP 48R1474 Part 1+9 RP 48R4355 Part 1 PALS 2155 and 22767 Sec
 Roll number 592404000112800 Rural.**

*RP RR404 Part 1
 22767 Sec*

ZONING BY-LAW - current zoning of the subject land:

Rural

RELIEF - nature and extent of relief from the zoning by-law:

**want to build new home approx 3 meters (10'-15') from
 East property line to create separation from cabin on
 property and create a better access to the lake**

REASON why the proposed use cannot comply with the provisions of the zoning by-law:

**plan to live in current home on property and tear down after new home
 build - create a much wider and useable access to lake frontage**

*tear down after new home
 lake frontage*

LEGAL DESCRIPTION of subject land (such as the municipality, concession and lot numbers, registered plan and lot numbers, reference plan and part numbers and name of street and number):

see above

Note: See reverse of page 3 for details of sketch required.

DIMENSIONS OF LAND affected:

Frontage: **67m** Depth: **178m** Area: **2.9 acres**

ACCESS - Access to the subject land is by:

Provincial highway Municipal road - seasonal
 Municipal road - year round Right-of-way
 Other public road (specify) Water

WATER ACCESS - Where access to the subject land is by water only:

Docking facilities (specify) Parking facilities (specify)

distance from subject land distance from subject land

distance from nearest public road distance from nearest public road

EXISTING USES of the subject land: **LENGTH OF TIME** the existing uses of the subject land have continued:

home + tourism business 40+ years approx

EXISTING BUILDINGS - STRUCTURES - Where there are any buildings or structures on the subject land, indicate for each:

TYPE: home *to be removed after new home build fall 2016 steps* DATE CONSTRUCTED: 1950Z

Front lot line setback: 60'4" Height in metres: 2 story

Rear lot line setback: 52'4" Dimensions: 33x58

Side lot line setback: 80' Floor area: 1900 sq ft

Side lot line setback: 100

TYPE: cabin DATE CONSTRUCTED: fall 2005

Front lot line setback: 65'4" Height in metres: 2 story w/ walkout

Rear lot line setback: 52'0" Dimensions: 22x38

Side lot line setback: 10' Floor area: 836

Side lot line setback: 188

cabin 1980Z front - 140' rear - 420' side - 30' side - 164' 1 story 20x26 520 sq ft

attach additional page if necessary

PROPOSED USES of the subject land:

same shop/garage built 2016 28x66 1848 sq ft

front - 262' rear - 240' side 12' side 180'

PROPOSED BUILDINGS - STRUCTURES - Where any buildings or structures are proposed to be built on the subject land, indicate for each:

TYPE: home Front lot line setback: 60'4" Height in metres: 2 story w/ walkout basement

Rear lot line setback: Dimensions: approx 35 x 70

Side lot line setback: Floor area: approx 2400 sq ft living space + 500-1200 sq ft attached garage (size to be determined after quote)

TYPE: Front lot line setback: Height in metres:

Rear lot line setback: Dimensions:

Side lot line setback: Floor area:

Side lot line setback:

attach additional page if necessary

DATE - Subject land was acquired by current owner on: April 2001

WATER is provided to the subject land by:

Publicly-owned/operated piped water system

Lake or other water body

Privately-owned/operated individual well

Other means (specify)

Privately-owned/operated communal well

SEWAGE DISPOSAL is provided to the subject land by:

Publicly-owned/operated sanitary sewage system

Privately-owned/operated individual septic system

Privately-owned/operated communal septic system

Other means (specify)

new fall of 2025 to accommodate new home build and cabins on property

STORM DRAINAGE is provided to the subject land by:

Sewers Ditches Swales Other means (specify)

OTHER APPLICATIONS - If known, indicate if the subject land is the subject of an application under the Act for:

Approval of a plan of subdivision (under section 51) File # Status


Consent (under section 53) File # Status

Previous application (under section 45) File # Status


AUTHORIZATION BY OWNER

I, the undersigned, being the owner of the subject land, hereby authorize

to be the applicant in the submission of this application.



Signature of witness



Signature of owner

April 20, 2026

Date

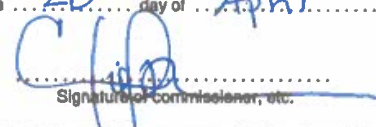
DECLARATION OF APPLICANT

I, Lucas Adams of the Township of Chapple in the District of Rainy River


solemnly declare that:

All the statements contained in this application and provided by me are true and I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath.

DECLARED before me at the village of Barwick in the District of Rainy River this 20 day of April 2026



Signature of Commissioner, etc.

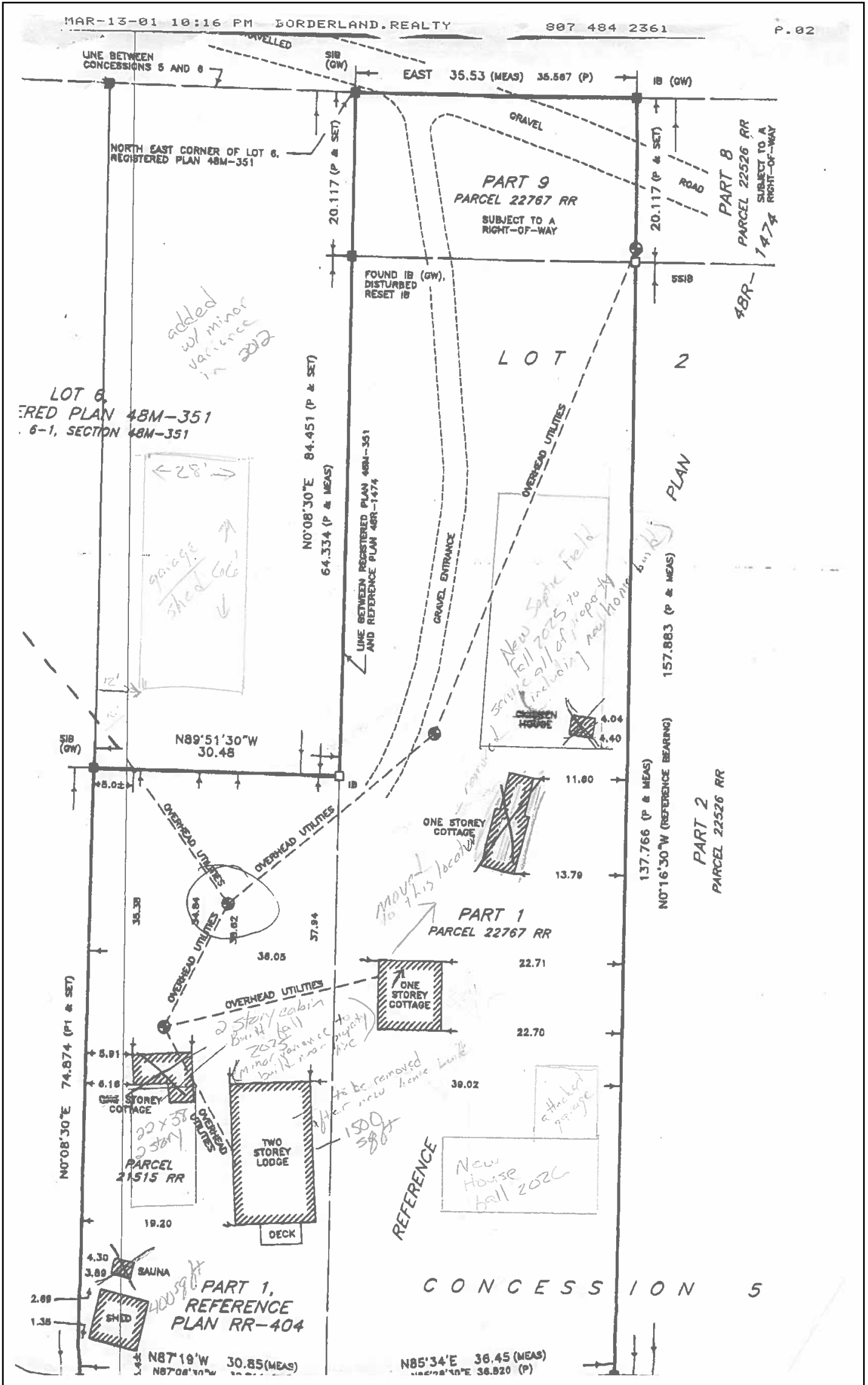


Signature of applicant

CINDY NIELSON
CAO/CLERK-TREASURER
TOWNSHIP OF CHAPPLE
COMMISSIONER FOR TAKING AFFIDAVITS

It is required this application be accompanied by a fee of \$ 200.00 in cash or by cheque made payable to the Treasurer of the

Personal information contained on this form, collected pursuant to the Planning Act, will be used for the purpose of responding to the initial application. Questions should be directed to the Freedom of Information and Privacy Coordinator at the Institution conducting the procedures under the Act.





**Township of Chapple
MINUTES
Special Council Meeting
Monday, June 22, 2026 at 7:00 PM**

The Special Council meeting of the Corporation of the Township of Chapple was held on Monday, June 22, 2026 at 7:00 PM in the Council Chambers, Barwick Ontario.

COUNCIL PRESENT: Reeve - James Gibson, Councillor - Laura McCormick, and Councillor -
STAFF PRESENT: Vaughan Wilson
CAO/Clerk-Treasurer - Cindy Nielson

1. CALL TO ORDER

1.1 Meeting called to order at 7:06 p.m.

2. MOMENT OF REFLECTION

3. TERRITORIAL ACKNOWLEDGEMENT

The Township of Chapple is located on the traditional lands of the Anishinaabeg, within Treaty No. 3 Territory, Indigenous Peoples have cared for this land for generations before us, and the history and traditions continue to shape our region today. We are grateful to live and work here, and we are committed to building respectful relationships and supporting reconciliation in our community.

4. ADOPTION OF AGENDA

4.1 Approval of agenda for the Special Meeting of Council of June 22, 2026 as presented

RES-7-2026

Moved by Vaughan Wilson, Seconded by Laura McCormick

BE IT RESOLVED that Council hereby approve the agenda of the Special Meeting of Council as part of the review of its Official Plan and Zoning By-Law Review

CARRIED.

5. DECLARATION OF INTEREST

5.1 None declared

6. Review the Official Plan & Zoning By-Law

Notice of Special Meeting of Council - Under Section 26(3) of the Planning Act.

6.1 A review of its Official Plan. The purpose of this meeting is to discuss the revisions that are required to the current official plan, which was adopted in 2013 and to review proposed new zoning by-law.

7. DELEGATIONS

7.1 7:00 p.m. - Jaime Posen and Patricia Warren, FOTENN

8. ADJOURNMENT

8.1 Council hereby adjourns at 8:35 p.m.

RES-8-2026

Moved by Laura McCormick, Seconded by Vaughan Wilson

BE IT RESOLVED that Council hereby adjourns at 8:35 p.m.

CARRIED.

REEVE

CAO/Clerk Treasurer



**Township of Chapple
MINUTES
Regular Council Meeting
Wednesday, June 24, 2026 at 5:00 PM**

The Regular Council meeting of the Corporation of the Township of Chapple was held on Wednesday, June 24, 2026 at 5:00 PM in the Council Chambers, Barwick Ontario.

COUNCIL PRESENT: Reeve - James Gibson, Councillor - Trish Neilson, Councillor - Robert Barron,
STAFF PRESENT: and Councillor - Laura McCormick
CAO/Clerk-Treasurer - Cindy Nielson

1. CALL TO ORDER

1.1 The meeting of Council called to order at 5:01 p.m. by the Reeve.

Members of the public in attendance included:
Josh Wilson
Bernie Zimmerman

2. MOMENT OF REFLECTION

3. TERRITORIAL ACKNOWLEDGEMENT

The Township of Chapple is located on the traditional lands of the Anishinaabeg, within Treaty No. 3 Territory, Indigenous Peoples have cared for this land for generations before us, and the history and traditions continue to shape our region today. We are grateful to live and work here, and we are committed to building respectful relationships and supporting reconciliation in our community.

4. ADOPTION OF AGENDA

Addition to Agenda - Councillor Neilson requested an addition to the agenda to provide a briefing on the Riverside Health Care Meeting on June 3, 2026.

4.1 Adoption of agenda for the Regular Meeting of Council of June 24, 2026

RES-75-2026

Moved by Laura McCormick, Seconded by Robert Barron

BE IT RESOLVED that Council hereby approve the agenda for the Regular Meeting of Council on June 24, 2026

CARRIED.

4.2 **Riverside Health Care** - Councillor Neilson reported that the Riverside Health Care Lights, Camera Diagnosis campaign is currently approximately \$60,000

short of its fundraising goal to support the purchase of an MRI unit for the Fort Frances Hospital.
Council held a brief discussion regarding the possibility of making a donation on behalf of the Township.
Direction was given to Administration to bring this matter forward at the next regular meeting for further consideration.

5. DECLARATION OF INTEREST

Members shall disclose any pecuniary interest, direct or indirect, in accordance with the Municipal Conflict of Interest Act.

5.1 None declared.

6. DELEGATIONS

6.1 5:10 p.m. - Mike Canfield, MNP - Financial Statement

Copies of the Townships Consolidated Financial Statements can be found on Chapple's website.

7. MEETING MINUTES

7.1 Minutes - Regular Council Meeting May 27, 2026

RES-76-2026

Moved by Laura McCormick, Seconded by Robert Barron

BE IT RESOLVED that Council hereby approve the minutes from the Regular Meeting of Council of May 27, 2026

CARRIED.

7.2 Special Council Meeting - June 22, 2026

Tabled till next council meeting.

RES-77-2026

BE IT RESOLVED that Council hereby approve the minutes from the Special Meeting of Council of June 22, 2026

TABLED

8. BUSINESS ARISING

8.1 Ontario Regulation 284/09 Report

Ontario Regulation 284/09 allows municipalities to exclude certain **non-cash expenses**—such as amortization, post-employment benefits, and landfill closure costs—from their annual budgets, provided Council receives and adopts a report explaining the exclusions and their long-term financial impacts.

RES-78-2026

Moved by Laura McCormick, Seconded by Trish Neilson

BE IT RESOLVED that Council of the Township of Chapple hereby acknowledges receipt of the report titled Expenses Excluded from the 2026 Budget, as prepared by the CAO/Clerk-Treasurer, and THAT the report be adopted in accordance with the requirements of Ontario Regulation 284/09, which permits municipalities to exclude certain non-cash expenses—specifically amortization, post-employment benefits, and landfill closure/post-closure costs—from the annual budget estimates.

CARRIED.

8.2 Final Budget Review

RES-79-2026

Moved by Robert Barron, Seconded by Trish Neilson

BE IT RESOLVED that Council hereby approve the 2026 General Budget and the 2026 Recreation Budget as presented with a 5% increase to tax levy.

CARRIED.

9. ACCOUNTS FINANCIAL STATEMENT

9.1 General Accounts

RES-80-2026

Moved by Laura McCormick, Seconded by Trish Neilson

That the General financial statement be accepted and the following accounts be paid:

<i>GENERAL (22396 - 22400)</i>	<i>\$1,642.05</i>
<i>GENERAL (22401 - 22403)</i>	<i>\$9,840.55</i>
<i>GENERAL (22404 - 22413)</i>	<i>\$ 79,206.46</i>
<i>GENERAL (22414 - 22416)</i>	<i>\$ 5,962.45</i>
<i>GENERAL (22417 - 22421)</i>	<i>\$ 27,361.99</i>
<i>GENERAL (22422 - 22426)</i>	<i>\$ 167,491.66</i>

PRE-AUTH OCWA (June 2026) \$ 15,927.17
PRE-AUTH VISA (Apr 25- May 24, 2026) \$ 5,263.90

PAYROLL (Payrun 980) \$ 21,733.83
PAYROLL (Payrun 981) \$ 3 85.25
PAYROLL (Payrun 983) \$ 21,261.88
PAYROLL (Payrun 984) \$ 1,341.88

Total: \$ 3 57,419.07

CARRIED.

9.2 Recreation Accounts

RES-81-2026

Moved by Laura McCormick, Seconded by Robert Barron

That the Recreation financial statement be accepted and the following accounts be paid:

REC (3521 - 3524) \$4,300.00
REC (3525) \$ 779.02
REC (3526) \$ 100.00
PRE-AUTH (Hydro, Bell, Enbridge, TBayTel) \$ 1,266.64

Total: \$ 6 ,445.66

CARRIED.

10. RESOLUTIONS AND BY-LAWS

10.1 By-law 1881 - A By-law to Levy and Collect Property Taxes for the Year 2026

RES-82-2026

Moved by Robert Barron, Seconded by Trish Neilson

BE IT RESOLVED that By-Law 1881, being a by-law of the Corporation of the Township of Chapple to provide for the adoption of tax rates and tax rations and to further provide for penalty and interest in default of payment thereof for

2026, be read and finally passed this 24th day of June 2026

CARRIED.

10.2 Adoption of Audited Financial Statements for 2025

RES-83-2026

Moved by Laura McCormick, Seconded by Trish Neilson

BE IT RESOLVED that The Township of Chapple approve the audited financial statements (2025) as presented by MNP LLP.

CARRIED.

11. ADJOURNMENT

11.1 Special Meeting needs to be scheduled for the purpose of addressing the remaining items not dealt with on the June 17, 2026 Regular Meeting agenda.

Meeting date to be Monday, June 29, 2026 to begin at 4:30 p.m.

11.2 Next Council Meeting of Council - Wednesday, July 22, 2026

RES-84-2026

Moved by Laura McCormick, Seconded by Robert Barron

BE IT RESOLVED that Council hereby adjourn at 7:02 p.m. to meet again for regular meeting of Council on July 22, 2026.

CARRIED.

REEVE

CAO/Clerk Treasurer

Briefing Note

To: Reeve & Council

From: Cindy Nielson, CAO/Clerk-Treasurer

Date: June 29, 2026



Ontario Regulation 391/21 (Blue Box)

Ontario Regulation **391/21 (Blue Box)**, under the *Resource Recovery and Circular Economy Act, 2016*, shifts responsibility for Ontario's Blue Box recycling system from municipalities to **producers**. Producers are now required to provide Blue Box collection services to eligible municipal and First Nation communities and to manage blue box materials in accordance with provincial diversion requirements.

The Regulation transitioned **395 existing Blue Box programs** to producer responsibility between **2023 and 2025**, based on the province's Blue Box Transition Schedule. Municipalities and communities **not included** in that schedule were placed on the **Outside Transition Schedule**.

Under **Section 56** of the Regulation, communities not originally listed in the Transition Schedule could become eligible for producer-run Blue Box services by submitting required information to the **Resource Productivity and Recovery Authority (RPRA)** by **December 31, 2024**. Eligible communities included municipalities, Local Services Boards, and First Nations that met the regulatory criteria.

Communities added to the **Outside Transition Schedule** will receive producer-provided Blue Box collection services beginning no later than **January 1, 2026**, ensuring consistent, province-wide access to recycling services. Municipalities on this schedule are no longer responsible for operating or funding Blue Box collection once producer services commence.

Circular Materials (CM), the producer responsibility organization administering Ontario's Blue Box system, has confirmed that in preparation for the launch of residential Blue Box services in communities on the **Outside Transition Schedule**, it will provide **monthly compensation** to municipalities for operating required residential Blue Box depot(s). This funding is intended to offset municipal costs related to the **collection, consolidation, and management** of eligible Blue Box materials received at the depot. CM will also cover the costs of **bin rentals** and **hauling services**, with payments made directly to the contracted service provider.

To ensure compensation is in place when producer-run services begin, CM requires the municipality to execute a **Depot Operations Agreement** at least **60 days**

prior to the program going live. CM has offered to meet virtually to review the agreement, address questions, and gather required information in advance of implementation.

Since CM must cover the full cost of depot operations, a fair rate for the Township to charge could include:

- **Land use / site hosting costs** (if the municipality incurs any)
- **Staffing or supervision costs** (if municipal staff are involved)
- **Utilities, maintenance, snow removal, security, or access costs**
- **Administrative overhead** related to reporting or compliance

CM already covers **bin rental and hauling** directly through their contractors, so those are *not* part of the municipal rate.

Circular Materials is offering \$300 per month (\$3,600 per year) plus \$0.35 per resident equating to approximately \$6.00 per year.

The ideal locations for the recycling bins would be the Township's landfill sites; however, our current Environmental Compliance Approvals (ECAs) do **not** permit recycling activities at either landfill. As a result, the bins cannot be placed at those sites without first amending the permits, which would delay implementation.

To ensure residents have convenient access to recycling services while remaining fully compliant with our existing approvals, I recommend the following alternative locations:

- **North Fire Hall** – to serve the northern portion of the community
- **Municipal Garage/Office** – to serve the southern portion of the community

These locations provide safe, accessible, and centrally situated options that allow the Township to implement the recycling program immediately while avoiding any contravention of our landfill ECAs.

Recyclable material list

Paper/fibre



Material & examples	What to know	
	<p>Cardboard boxes</p> <p>Pizza boxes, direct mail boxes, moving boxes, shoe boxes.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Flatten. No larger than 60 x 60 cm.
	<p>Boxboard</p> <p>Cereal boxes, tissue boxes, egg cartons, rolls from toilet paper and paper towel.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Flatten. <input checked="" type="checkbox"/> Empty.
	<p>Paper</p> <p>Any colour, including flour bags, prescription bags, paper produce bags.</p> <p>Notebooks, white or coloured loose paper, file folders, other printed materials.</p> <p>Community newspapers, flyers, brochures and magazines.</p> <p>Greeting cards and envelopes, gift boxes.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Empty. <input checked="" type="checkbox"/> Place shredded paper in a tied clear plastic bag. <input checked="" type="checkbox"/> Separate from plastic bags used to cover items, remove elastic bands. <input checked="" type="checkbox"/> Remove rope handle from bags. <input checked="" type="checkbox"/> Do not include soft or hard covered books/novels.

For details on what goes where, visit circularmaterials.ca/ON.

Recyclable material list

Paper/fibre




Material & examples	What to know	
	<p>Paper laminate packaging Pet food bags, food service paper bags, and plates.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Empty.
	<p>Paper laminate packaging Spiral cans, cookie dough package, ice cream containers, and hot and cold beverage cups.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Empty. <input checked="" type="checkbox"/> Remove lids.
	<p>Cartons Beverage cartons, juice and milk cartons, coffee creamers, and sugar cartons, soup and sauce cartons.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Empty. <input checked="" type="checkbox"/> Lids on. <input checked="" type="checkbox"/> Do not include alcoholic beverage containers.

For details on what goes where, visit circularmaterials.ca/ON.

Recyclable material list

Plastic




Material & examples	What to know	
   	<p>Plastic containers Laundry detergent and household cleaner jugs, shampoo, body wash, salad dressing, condiment, dish soap, mouth wash bottles, plastic beverage bottles.</p> <p>Food trays, salad, yogurt, peanut butter, bakery and egg containers, plastic cups, plastic tubs and lids.</p> <p>Toothpaste tubes, deodorant, hand cream tubes.</p> <p>Small item packaging, hand sanitizer bottles, plant pots.</p>	<ul style="list-style-type: none"><input checked="" type="checkbox"/> Empty.<input checked="" type="checkbox"/> Lids on.<input checked="" type="checkbox"/> Do not include alcoholic beverage containers.

For details on what goes where, visit circularmaterials.ca/ON.

Recyclable material list

Plastic



Material & examples	What to know	
	<p>Flexible plastic packaging</p> <p>Bags used for dry cleaning, bread, newspapers and flyers. Overwrap (paper towel & toilet paper, beverage containers). Coffee bags or deli pouches, chip bags, bubble wrap, snack wrappers, cereal liner bags, plastic gift bags.</p>	<p><input checked="" type="checkbox"/> Empty.</p>
	<p>Foam packaging</p> <p>Meat trays, takeout containers, cups, plates, bowls, foam packaging.</p>	<p><input checked="" type="checkbox"/> Empty.</p> <p><input checked="" type="checkbox"/> Remove film wrap and absorbent pads from meat trays.</p>

For details on what goes where, visit circularmaterials.ca/ON.

Recyclable material list

Metal




Material & examples	What to know	
	<p>Metal</p> <p>Food cans, metal lids, cookie, coffee and tea tins, beverage cans.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Empty. <input checked="" type="checkbox"/> Do not include alcoholic beverage containers.
	<p>Aluminum (foils and trays)</p> <p>Aluminum foil, pie plates, frozen food trays.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Empty. <input checked="" type="checkbox"/> Ball up aluminum foil.
	<p>Aerosol containers</p> <p>Food spray, hairspray, air fresheners, shaving cream, deodorant.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Empty. <input checked="" type="checkbox"/> Lids on.

For details on what goes where, visit circularmaterials.ca/ON.

Recyclable material list

Glass



Material & examples	What to know
 <p>Glass containers</p> <p>Clear and coloured glass. Food containers, jars and bottles, cosmetic containers, spice bottles, oil and vinegar bottles, non-alcoholic glass beverage containers.</p>	<ul style="list-style-type: none"><input checked="" type="checkbox"/> Empty.<input checked="" type="checkbox"/> Lids off.<input checked="" type="checkbox"/> Do not include alcoholic beverage containers.

For details on what goes where, visit circularmaterials.ca/ON.



**ELIGIBLE COMMUNITY
DEPOT OPERATIONS AGREEMENT**

Number 2025 -●

SAMPLE



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This Agreement (this "Agreement") is entered into as of _____ ("Effective Date")

Between

<insert EC Name>, a **[corporation incorporated under the laws of Ontario]**, having a place of business at <insert address> ("Contractor")

And

Circular Materials, a federal not-for-profit corporation, having a place of business at 1 St. Clair Avenue West, Suite 700, Toronto ON, M4V 1K6, operating as Circular Materials Ontario ("CMO")

RECITALS

WHEREAS, CMO is the administrator of the common collection system for Blue Box Material; and

WHEREAS, CMO issued an offer to the Contractor in connection with the collection of Blue Box Material at Depots; and

WHEREAS, Contractor and CMO (each a "Party", and collectively the "Parties") jointly desire to enter into this Agreement respecting the collection of Blue Box Material at Depots for the applicable Eligible Community; and

WHEREAS the Contractor agrees to provide the Work in accordance with the terms and conditions of this Agreement;

NOW, THEREFORE, in consideration of the promises, mutual covenants, and agreements contained herein, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties acknowledge and agree to all covenants, terms and conditions as stipulated in this Agreement, as follows:

1. Beginning on the Eligible Community Service Commencement Date listed in Exhibit 3, the Contractor shall perform the Work required by this Agreement for all Depots listed in Exhibit 2.
2. Unless terminated in accordance with this Agreement, the time period during which the Work required by this Agreement is to be performed is from the Eligible Community Service Commencement Date listed in Exhibit 3 until January 1, 2029. CMO and the Contractor may, by Change Order, extend this Agreement for up to three (3) further periods of one (1) year each. The initial term and any such additional term or terms are herein referred to as the "Agreement Term".
4. The full compensation for the Work under this Agreement shall be as set forth in Exhibit 4, which excludes Value Added Taxes. Value Added Taxes are payable by CMO to the Contractor on the price of this Agreement.



5. In the event of the termination of this Agreement, CMO shall only pay for the Work authorized by this Agreement which is performed prior to the termination date. For the purposes of clarity, CMO shall not be liable to make any other payments in connection with this Agreement as a result of such termination.
6. Attached and forming an integral part of this Agreement are the following exhibits:
 - (i) Exhibit 1 – Scope of Work and Other Provisions;
 - (ii) Exhibit 2 – Depots in Eligible Communities;
 - (iii) Exhibit 3 – Service Commencement Dates; and
 - (iv) Exhibit 4 – Compensation.

[Remainder of Page Intentionally Left Blank]



IN WITNESS WHEREOF, the terms and conditions of this Agreement are acknowledged and agreed to by the Parties as of the date first listed above.

[Contractor]

By: _____
Name:
Title:

By: _____
Name:
Title:

We have authority to bind the Contractor.

Circular Materials Ontario

By: _____
Name: Allen Langdon
Title: CEO

I have authority to bind CMO.

EXHIBIT 1: SCOPE OF WORK AND OTHER PROVISIONS**ARTICLE 1
DEFINITIONS****1.1 Definitions**

"AGREEMENT TERM" has the meaning set out in Section 2 of this Agreement.

"APPLICABLE LAW" means any federal, provincial, municipal, local, domestic or foreign law, rule, statute, subordinate legislation, regulation, by-law, order, ordinance, protocol, code, guideline, treaty, policy, notice, direction or judicial, arbitral, administrative, ministerial or departmental judgment, award, decree, treaty, directive, or other requirement or guideline published or in force at any time which applies to or is otherwise intended to govern or regulate any Person (including any Party), property, transaction, activity, event or other matter, which in any way applies to the Work under this Agreement or any Party, including any rule, order, judgment, guideline, directive or other requirement or guideline issued by any governmental or regulatory authority. Applicable Law shall include privacy laws, the (Ontario) *Freedom of Information and Protection of Privacy Act*, the (Ontario) *Municipal Freedom of Information and Protection of Privacy Act*, the (Canada) *Competition Act*, the (Ontario) *Environmental Protection Act*, the *Ontario Water Resources Act*, the (Ontario) *Dangerous Goods Transportation Act*, the (Ontario) *Occupational Health and Safety Act*, the (Ontario) *Resource Recovery and Circular Economy Act, 2016* and the Regulation.

"BLUE BOX MATERIAL" has the meaning set out in the Regulation.

"BUSINESS DAY" means any day from Monday to Friday inclusive, excluding statutory holidays in the province of Ontario.

"CHANGE NOTICE" has the meaning set in Section 8.8(a) of Exhibit 1.

"CHANGE ORDER" has the meaning set in Section 8.8(f) of Exhibit 1.

"COLLECTION" means the receipt of Blue Box Material from an Eligible Source at a Depot.

"COLLECTION SERVICES" means the Work required by this Agreement.

"CONTRACT PRICE" means the total price payable under this Agreement, as set forth in Exhibit 4.

"CONTRACTOR DEFAULT" means a failure of the Contractor to comply with the requirements of this Agreement.

"COST ESTIMATE" has the meaning set out in Section 8.8(b) of Exhibit 1.

"DEPOT" means a depot listed in Exhibit 2 or a New Depot.

"EFFECTIVE DATE" has the meaning set out in the recitals to this Agreement.



“ELIGIBLE COMMUNITY” has the meaning set out in the Regulation.

“ELIGIBLE COMMUNITY SERVICE COMMENCEMENT DATE” means the applicable date on which the Work commences in an Eligible Community.

“ELIGIBLE SOURCES” means, collectively, (i) eligible sources as defined in the Regulation and (ii) sources agreed by the Parties to be eligible sources for the purposes of this Agreement.

“EQUIPMENT” means all machinery, apparatus and other items used in completing the Work.

“HAZARDOUS WASTE” means: (i) a hazardous and special product or HSP as defined by Ontario Regulation 449/21 under the (Ontario) Resource Recovery and Circular Economy Act, 2016; or (ii) a hazardous waste as defined in Revised Regulations of Ontario 1990, Regulation 347 under the (Ontario) Environmental Protection Act.

“HOUSEHOLD” means (i) a Residence, (ii) a dwelling unit contained within the type of facility described by section (a) of the definition of “facility” in the Regulation and (iii) households agreed by the Parties to be households for the purposes of this Agreement.

“LEGISLATIVE CHANGE” means changes in Applicable Law, including repeal, replacement or amendment of an Applicable Law, including the Regulation, that give rise to the Work (or any part thereof) no longer being required or necessary, as determined by CMO in its sole and absolute discretion.

“LOSSES AND CLAIMS” means liabilities, claims, demands, losses, costs, expenses, damages, orders, penalties, actions, suits and other proceedings (including legal fees and disbursements).

“MANAGER” means the manager of this Agreement identified by CMO, from time to time, in writing.

“NEW DEPOT” means a new depot as agreed to by the Parties for the purposes of this Agreement.

“NON-BLUE BOX MATERIAL” means material that is not Blue Box Material.

“PERSON” means any individual, partnership, limited partnership, joint venture, syndicate, company or corporation with or without share capital, trust, trustee, executor, administrator or other legal personal representative, and any federal, provincial or municipal government, regulatory authority, agency, tribunal, commission, board or department of any such government or entity however designated or constituted.

“PRIME” means the Bank of Canada’s target for the overnight (interest) rate, as posted from time to time.



“PROMOTION AND EDUCATION MATERIAL” means promotion and education materials developed by CMO or the Contractor in respect of the Blue Box Material.

“PROMOTION AND EDUCATION SERVICES” means promotion and education services described in Section 4.1 of Exhibit 1.

“REGULATION” means Ontario Regulation 391/21 under the (Ontario) *Resource Recovery and Circular Economy Act, 2016*.

“RESIDENCE” has the meaning set out in the Regulation.

“RESIDENTIAL DEPOT OPERATION COSTS” has the meaning set out in Exhibit 4.

“SINGLE STREAM” means Stream 1 and Stream 2 materials combined.

“STREAM 1” has the meaning set out in Section 3.2(e)(i) of Exhibit 1.

“STREAM 2” has the meaning set out in Section 3.2(e)(ii) of Exhibit 1.

“SUBCONTRACTOR” means a subcontractor employed by the Contractor pursuant to Section 3.5 of Exhibit 1.

“TRANSITION DATE” means the transition date for an Eligible Community set forth in the document of the (Ontario) Ministry of Environment, Conservation and Parks entitled “Blue Box Transition Schedule” dated June 1, 2021 and amended December 15, 2022 and February 23, 2024, as revised from time to time.

“UNUSUALLY SEVERE ADVERSE WEATHER CONDITIONS” means unusually severe adverse weather conditions at the place of the Work which:

- (i) are different from those normally and customarily experienced at the place of the Work (as documented by weather data from Environment Canada) over the past twenty (20) years taking into consideration severity, duration and time of year conditions; and
- (ii) preclude the safe performance of the Work.

“VALUE ADDED TAXES” means such sum as shall be levied upon any portion or all of the Contract Price (“Taxable Portion”) by the federal or any provincial government and is computed as a percentage of the Taxable Portion and includes the Goods and Services Tax, the Harmonized Sales Tax, and any similar tax, the collection and payment of which have been imposed on the Contractor by Canadian or provincial tax legislation.

“WORK” means the performance of services including the supply of all materials, Equipment, labour, facilities, supervision, services, permits, licenses, or approvals required to complete the Contractor’s obligations under this Agreement, including any Change Orders agreed to by the Parties.



1.2 Interpretation

- (a) Whenever inconsistent in the context, words used in the present tense include the future tense whenever the sense requires.
- (b) The words authorized, directed, required, requested, approved, ordered, sanctioned, and satisfactory, unless some other meaning is obvious from the context, shall mean respectively authorized, directed, required, approved, or sanctioned by or satisfactory to CMO or its appointed representative.
- (c) Where the word “including” or “includes” is used, it means “including (or includes) without limitation”.
- (d) The word may in this Agreement denotes permissive.
- (e) The words shall and will in this Agreement denote imperative.
- (f) Any capitalized term used in this Agreement that is not defined in Section 1.1 of Exhibit 1 or elsewhere in this Agreement will, if applicable, have the meaning set out in the Regulation or otherwise will have the generally accepted industry or technical meaning given to such term.
- (g) Words importing the singular number will include the plural and vice versa, and words importing the use of any gender will include the masculine, feminine and neuter genders.
- (h) The headings in this Agreement are solely for convenience of reference and will not be used for purposes of interpreting or construing the provisions hereof.
- (i) Unless otherwise provided for herein, all monetary amounts referred to herein will refer to the lawful money of Canada.
- (j) When calculating the period of time within which or following which any act is to be done or step taken pursuant to this Agreement, the date which is the reference date in calculating such period will be excluded. If the last day of such period is not a Business Day, then the time period in question will end on the first Business Day following such non-Business Day.
- (k) Any references in this Agreement to any law, by-law, rule, regulation, order or act of any government, governmental body or other regulatory body, including any Applicable Law, will be construed as a reference thereto as amended or re-enacted from time to time or as a reference to any successor thereto.
- (l) This Agreement shall constitute the entire agreement between the Parties and shall supersede all prior agreements, understandings, negotiations, and discussions, oral or written, between the Parties.



1.3 Managed Contract

- (a) The Parties acknowledge and agree that this Agreement may be managed for CMO by a Manager. As of the Effective Date, CMO identifies RLG Systems Canada Inc. or one or more of its affiliates ("RLG") as the Manager. Notwithstanding any other provision in this Agreement, CMO may identify, in writing, its rights under this Agreement, in whole or part, that may also be exercised, or enjoyed, by the Manager.
- (b) The Manager:
 - (i) shall receive copies of documents provided to CMO or that may be requested by CMO and may request copies of documents;
 - (ii) shall be notified, along with CMO, pursuant to Sections 1.5 and 1.6 of Exhibit 4 and Section 8.9(b) of Exhibit 1; and
 - (iii) may provide notice to the Contractor pursuant to Section 7.3(d) of Exhibit 1.



ARTICLE 2 SCOPE OF COLLECTION SERVICES

2.1 Scope of Collection Services

- (a) The Contractor shall provide Collection Services, including receiving Blue Box Material from Eligible Sources at each Depot and storage of Blue Box Material at each Depot in a manner that meets or exceeds the standards, level, scope and quality of collection services the Depot (or, for a New Depot, a similar Depot) received immediately prior to the Transition Date and complies with the terms of this Agreement.
- (b) Without limiting the generality of the foregoing, the Collection Services shall meet the applicable requirements of the Regulation, including Sections 24 and 25.
- (c) The Contractor shall retain responsibility for, and control of, Blue Box Material at a Depot from receipt from Eligible Sources through to pick up by CMO or a contractor identified by CMO from time to time.
- (d) Ownership of the Blue Box Material received at a Depot shall not transfer to the Contractor.
- (e) All Applicable Law shall be complied with by the Contractor in the performance of all portions of the Work. The Contractor is familiar with all Applicable Law.
- (f) If, during the Agreement Term, there is a change in Applicable Law which is in effect as of the Effective Date that results in a material impact on the performance of any act required by this Agreement, the Parties shall renegotiate the provisions of this Agreement using a Change Order pursuant to Section 8.8 of Exhibit 1. If the Parties are unable to agree on the revised terms and conditions either Party may submit the dispute to arbitration in accordance with the provisions of this Agreement.



ARTICLE 3 COLLECTION SERVICE PROVISION

3.1 Addition or Removal of Depots

CMO and the Contractor may add New Depots or remove existing Depots, and make related revisions to the relevant exhibits, by Change Order.

3.2 Blue Box Material to be Collected

- (a) The Contractor will receive Blue Box Material delivered by Eligible Sources to a Depot.
- (b) The Contractor will use best efforts to reduce the quantity of Non-Blue Box Material in collected Blue Box Material to no more than four percent (4%) by weight.
- (c) If the average amount of Non-Blue Box Material in collected Blue Box Material picked up by CMO, or a contractor identified by CMO from time to time, from the Depots in any rolling six (6) month period exceeds four percent (4%), the Contractor will, within ninety (90) calendar days, prepare and implement a plan, working collaboratively with CMO, that includes strategies and supporting measures to mitigate the amounts of Non-Blue Box Material. If improvement does not occur within ninety (90) calendar days after the start of the plan execution, the Contractor will work with CMO to identify and implement additional changes and to adopt best practices recommended by CMO.
- (d) The Contractor will use best efforts to not collect Blue Box Material containing Hazardous Waste.
- (e) If Blue Box Material is collected from Eligible Sources in an Eligible Community listed in Exhibit 3 in two streams, the separation of the two streams is as follows:
 - (i) Stream 1 – Paper Products and the following types of Paper Packaging:
 - paper laminates
 - kraft paper carry-out bags
 - kraft paper - non-laminated
 - corrugated cardboard
 - boxboard and other paper packaging
 - (ii) Stream 2 – Plastic Packaging, Metal Packaging, Glass Packaging and the following types of Paper Packaging:
 - gable top containers
 - aseptic containers



3.3 Labour Disruption

- (a) If there is a lawful or legal strike, lockout, or work slowdown or other lawful or legal labour disruption or job action during the term of this Agreement (the "Lawful LD Period"), the Contractor shall, during the Lawful LD Period, conditional on the municipal council's approval of the Contractor's overall labour disruption contingency plan if council approval is required, make best efforts to encourage Eligible Sources who cannot access the depot(s) because of the Lawful LD, to separate and retain their Blue Box Material during the Lawful LD Period.
- (b) If the Contractor's employees engage in an unlawful or illegal strike, lockout, or work slowdown or other unlawful or illegal labour disruption or job action during the term of this Agreement (the "Unlawful LD Period") that remains unresolved for a period of 30 calendar days, CMO may deem a Contractor Default to have occurred.
- (c) Notwithstanding any provision in this Agreement to the contrary, during the LD Period, the Contractor will not invoice CMO for the cost of collecting the Blue Box Material from Eligible Sources that do not receive collection services pursuant to this Agreement.

3.4 Access to the Work

- (a) Without limiting the generality of any other provision in this Agreement, at all times requested by CMO or the Manager during operating hours upon at least 48-hours notice, the Contractor shall, at no expense to CMO or the Manager, provide CMO, the Manager and their respective professional advisors, auditors and consultants, and any Person authorized by CMO or the Manager with access to the Work (including the staff performing the Work and the Equipment being used to perform the Work) to monitor, observe and review any Work (including the staff performing the Work and the Equipment being used to perform the Work) being performed, provided that such access is not a health and safety risk to the Contractor's staff, or to CMO's or the Manager's respective personnel, and the Contractor shall, and shall cause the Subcontractors to, provide, and cooperate with CMO or the Manager in providing, such access. The Contractor shall provide access to such Work (including the staff performing the Work and the Equipment being used to perform the Work) whenever and wherever it is in progress and the Contractor shall provide sufficient, safe and proper facilities in respect of such access. Without limiting the generality of the foregoing, during such access, CMO or the Manager may monitor the Work (including the staff performing the Work and the Equipment being used to perform the Work) provided that such monitoring, observing or reviewing of the Contractor's Work or Equipment shall not cause unreasonable delays to the Contractor's performance of the Work.



- (b) If any Work is found by CMO or the Manager, acting reasonably, not to be in accordance with the requirements of this Agreement, the Contractor shall, at no expense to CMO or the Manager, make good such defective Work.
- (c) CMO, and other parties identified by CMO, shall be entitled to use information obtained pursuant to this Section 3.4 of Exhibit 1 for the administration of this Agreement and any internal purposes.

3.5 Subcontractors

- (a) The Contractor may, subject to this Section 3.5, subcontract portions of the Work to Subcontractors. The Contractor shall, and shall cause its Subcontractors to, perform the Work in accordance with the provisions of this Agreement.
- (b) The Contractor shall in all cases be fully responsible to CMO for all of its obligations under this Agreement that are subcontracted to a Subcontractor and for all acts and omissions of all Subcontractors even if such Subcontractor was preselected or approved by CMO.



ARTICLE 4
SCOPE OF PROMOTION AND EDUCATION SERVICE

4.1 Scope of Promotion and Education Services

4.2 The Contractor will have primary responsibility for providing persons associated with Households information about Collection Services, including:

- the location of every depot collection site and its hours of operation;
- a telephone number and email address at which persons may receive responses to questions or concerns relating to collection

4.3 The Contractor shall:

- (i) distribute CMO's Promotional and Educational Materials at the direction of CMO;
- (ii) support local Promotional and Educational events organized by CMO at the direction of CMO; and
- (iii) use messaging and images provided by CMO in the Contractor's Promotion and Education Materials for the purposes of the Collection Services in this Agreement and for no other purpose.

4.4 The number of Households receiving Promotion and Education Services shall be recorded in Section 1.9(a) of Exhibit 4 and may be updated to reflect any Change Orders under this Agreement.



ARTICLE 5 REPRESENTATION AND WARRANTY

5.1 Representations and Warranties

Contractor represents and warrants to and covenants with CMO that:

- (a) it is duly incorporated, validly existing, and in good standing under the laws of its jurisdiction of incorporation, and is duly qualified to do business in all jurisdictions in which qualification is necessary in order to transact its business and perform its obligations set out in this Agreement;
- (b) it has full power, authority, and right to execute and deliver this Agreement, to make the representations, warranties, and covenants set out herein, and to perform its obligations under this Agreement in accordance with its terms. This Agreement has been validly executed by an authorized representative of Contractor, and constitutes a valid and legally binding and enforceable obligation of Contractor and the execution and delivery of this Agreement and the consummation of the matters contemplated by this Agreement have been duly authorized by all necessary corporate and other actions on the part of the Contractor;
- (c) if applicable, it has consulted with any lower tier municipalities in which the Work will be delivered or members of the Contractor, as the case may be, and obtained any necessary authorization from such lower tier municipalities or members of the Contractor, as the case may be;
- (d) it has and will, at its own expense, procure all permits, certificates and licenses required by Applicable Law for the performance of the Work;
- (e) in performing its obligations under this Agreement, the Contractor shall exercise the standard of care, skill, judgment and diligence that would normally be provided by an experienced and prudent contractor supplying similar services and work; and
- (f) it is a registrant within the meaning of Part IX of the *Excise Tax Act* and shall provide CMO with its harmonized sales tax ("HST") number.



**ARTICLE 6
RECORD KEEPING AND REPORTING REQUIREMENTS**

6.1 Record Keeping and Reporting Requirements

- (a) The Contractor shall provide an inventory of Equipment for each Depot prior to the Eligible Community Service Commencement Date and shall submit an updated inventory of Equipment for each Depot on an annual basis.
- (b) The Contractor shall retain records for the Blue Box Material that is collected including a record of the number of containers picked up by CMO or a contractor identified by CMO, or the Manager, from time to time and the date on which the containers were picked up. The Contractor will provide a copy of the Contractor's records if requested by CMO or the Manager.

SAMPLE



**ARTICLE 7
FAILURE TO PERFORM, REMEDIES, TERMINATION**

7.1 Responsibility for Damages/Indemnification

- (a) Contractor Indemnity
 - (i) The Contractor shall indemnify and hold harmless CMO, the Manager and their respective officers, directors, employees, agents and representatives (collectively, the "CMO Indemnitees") from and against any and all Losses and Claims brought against, suffered, sustained or incurred by the CMO Indemnitees, directly or indirectly arising out of this Agreement attributable, wholly or in part, to:
 - (A) bodily injury, sickness, disease or death or to damage to or destruction of tangible property occurring in or on the premises or any part thereof and as a result of activities under this Agreement;
 - (B) any negligent acts or omissions by, or willful misconduct of, the Contractor, its officers, agents, servants, employees, licensees or subcontractors, including failing to exercise the standard of care, skill judgment and diligence required pursuant to Section 5.1(e) of Exhibit 1;
 - (C) failure to comply with, or breach of, any of the Contractor's obligations under this Agreement;
 - (D) damages caused by the Contractor, its officers, agents, servants, employees, licensees or subcontractors, or arising from the execution of the Work, or by reason of the existence or location or condition of Work or any materials, plan or Equipment used thereof or therein, or which may happen by reason of the failure of the Contractor, its officers, agents, servants, employees, licensees or subcontractors to do or perform any or all of the several acts or things required to be done by them under this Agreement;
 - (E) any assessment (including compliance orders and administrative penalties) or allegations of non-compliance under the Regulation or the (Ontario) *Resource Recovery and Circular Economy Act, 2016* directly attributable, in whole or in part, to the acts or omissions of the Contractor, its officers, agents, servants, employees, licensees or subcontractors, except to the extent such assessment is attributable to the negligence, willful misconduct or breach of this Agreement by CMO;



- (F) any failure or delay by CMO to submit any required report or other information to the registry, as defined in the (Ontario) *Resource Recovery and Circular Economy Act, 2016* resulting from the acts or omissions of the Contractor, its officers, agents, servants, employees, licensees or subcontractors;
 - (G) any failure of the Contractor, its officers, agents, servants, employees, licensees or subcontractors to comply with the (Ontario) *Occupational Health and Safety Act* (or the regulations thereunder);
 - (H) any finding or declaration that a CMO Indemnitee is an "employer" for the purposes of the (Ontario) *Occupational Health and Safety Act* in connection with a breach of the (Ontario) *Occupational Health and Safety Act* (or the regulations thereunder) by the Contractor, its officers, agents, servants, employees, licensees or subcontractors in connection with the Work; or
 - (I) any fines, penalties or orders of any kind that may be levied or made in connection therewith pursuant to the (Ontario) *Environmental Protection Act*, the *Ontario Water Resources Act*, the (Ontario) *Dangerous Goods Transportation Act* or other similar Applicable Law, whether federal or provincial, due to the presence of, or exposure to, or release of (including any spill discharge, escape, emission, leak, deposit, dispersion, or migration into the environment) any hazardous materials, contaminants or pollutants in, into or through the natural environment in relation to the Work.
- (ii) Without limiting the generality of any other provision in this Agreement, the Contractor shall indemnify and hold the CMO Indemnitees harmless from and against any and all Losses and Claims brought against, suffered, sustained or incurred by the CMO Indemnitees attributable to, wholly or in part, any acts or omissions either in negligence or nuisance whether wilful or otherwise by the Contractor, its officers, agents, servants, employees, licensees or subcontractors.
- (iii) Notwithstanding any other provision in this Agreement, indemnification by the Contractor pursuant to this Section 7.1(a) of Exhibit 1 shall include claims, demands, actions, suits and other proceeding by Persons against the CMO Indemnitees for consequential, indirect, incidental, special, exemplary, punitive or aggravated damages, loss profits or revenues or diminution in value.
- (iv) The Contractor acknowledges that CMO holds the benefit of any provision in this Agreement, including under this Section 7.1(a) of



Exhibit 1, that is expressly intended to extend to include the Manager, as a third-party beneficiary, as trustee and agent for the Manager. CMO shall be entitled to enforce the rights of the Manager, as a third party beneficiary, under such provisions.

(b) CMO Indemnity

CMO shall indemnify and hold harmless the Contractor, and its respective elected officials, officers, directors, employees, agents and representatives (the "Contractor Indemnitees") from and against any and all Losses or Claims brought against, suffered, sustained or incurred by the Contractor Indemnitees, directly or indirectly arising out of this Agreement attributable, wholly or in part, to any negligent acts or omissions by, or willful misconduct of, CMO, its officers, agents, servants, employees, licensees or contractors (other than the Contractor).

7.2 Limited Liabilities

- (a) Subject to Section 7.2(b) of Exhibit 1, the total cumulative liability of the Contractor to CMO for all Losses and Claims of any kind with respect to this Agreement, whether based on tort, negligence, contract, warranty, strict liability or otherwise shall be the total amount of the Contract Price paid to the Contractor for the Work, provided that in the first twelve (12) months after the Effective Date, such total cumulative liability shall be the greater of (i) the total amount of the Contract Price paid to the Contractor for the Work and (ii) CMO's reasonable estimate of the Contract Price expected to be paid to the Contractor for the Work during the first twelve (12) months after the Effective Date (the "Contractor Liability Threshold").
- (b) The Contractor Liability Threshold and Section 7.2(a) of Exhibit 1 shall not apply to any Losses and Claims arising out of, or in consequence of, any one or more of the following for which there shall be no limit of liability:
- (i) all costs to complete the Work, in accordance with this Agreement that are in excess of Contract Price; and
 - (ii) indemnification by the Contractor as set out in Section 7.1(a) of Exhibit 1.
- (c) Subject to 7.2(d) of Exhibit 1, the total cumulative liability of CMO to the Contractor for all Losses and Claims of any kind with respect to this Agreement, whether based on tort, negligence, contract, warranty, strict liability or otherwise shall be the total amount of the Contract Price paid to the Contractor for the Work, provided that in the first twelve (12) months after the Effective Date, such total cumulative liability shall be the greater of (i) the total amount of the Contract Price paid to the Contractor for the Work and (ii) CMO's reasonable estimate of the Contract Price expected to be paid



to the Contractor for the Work during the first twelve (12) months after the Effective Date (the “CMO Liability Threshold”).

- (d) The CMO Liability Threshold and Section 7.2(c) of Exhibit 1 shall not apply to any Losses and Claims arising out of, or in consequence of, indemnification by CMO as set out in Section 7.1(b) of Exhibit 1 for which there shall be no limit of liability.

7.3 Force Majeure

- (a) Subject to Section 7.3(b) of Exhibit 1, “Force Majeure Event” means any event or circumstance beyond the reasonable control of either CMO or the Contractor (other than a lack of funds or other financial reason) including the following:
 - (i) Unusually Severe Adverse Weather Conditions; and
 - (ii) riots, war, rebellion, sabotage and atomic or nuclear incidents.
- (b) A Force Majeure Event shall not include the following events or circumstances:
 - (i) weather conditions that are not Unusually Severe Adverse Weather Conditions;
 - (ii) an electricity system outage, unless the electricity system outage affects an entire Eligible Community and persists for at least forty-eight (48) hours and is caused by a Force Majeure Event;
 - (iii) unavailability of, or delays in delivery or breakage of, or shortage of, Equipment or materials, unless such unavailability, delays, breakage or shortage are caused by a Force Majeure Event;
 - (iv) the quantity of Blue Box Material collected or received differs from the Contractor’s expectations;
 - (v) delay or other failure arising out of the nature of the Work to be done, or from any normal difficulties that may be encountered in the performance of the Work, having regard to the nature thereof;
 - (vi) if and to the extent the Party seeking to invoke the Force Majeure Event has caused the applicable Force Majeure Event by its (and, in the case of the Contractor, Subcontractor’s) fault or negligence; or
 - (vii) if and to the extent the Party seeking to invoke the Force Majeure Event has failed to use reasonable efforts to prevent or remedy the Force Majeure Event, so far as possible and within a reasonable time period.



- (c) A Party that experiences a Force Majeure Event shall use all commercially reasonable efforts to end the Force Majeure Event, ensure the effects of the Force Majeure Event are minimized and resume full performance under this Agreement.
- (d) In the event that either CMO or the Contractor shall be unable to fulfil, or shall be delayed, or shall be prevented from the fulfilment of, its obligation under this Agreement by reason of a Force Majeure Event, then either Party shall forthwith notify the other in writing and CMO shall:
 - (i) terminate this Agreement or any affected Statements of Work as soon as reasonably practicable in writing and without any further payments being made; and
 - (ii) perform, or engage others to perform, the obligations under this Agreement that are impacted by the Force Majeure Event; or
 - (iii) authorize the Contractor to continue the performance of this Agreement in writing with such adjustments and/or amendments as required by the existence of the Force Majeure Event and as agreed upon by both Parties acting reasonably. If the Parties cannot agree upon the adjustments and/or amendments, it is agreed by the Parties that this Agreement shall be immediately terminated with no further obligations by either Party.

For clarity, the Contractor shall not be entitled to be paid for obligations under this Agreement that it does not perform as a result of a Force Majeure Event.

- (e) For the purposes of clarification and notwithstanding any other provision in this Agreement, the Contractor shall be solely responsible for maintaining all Work, including collection services, as applicable, in all circumstances that are not Force Majeure Events, in compliance with the requirements of this Agreement.

7.4 Agreement Termination

- (a) Any termination of this Agreement or termination of the Contractor's right to perform the Work (or any part thereof) by CMO shall be without prejudice to any other rights or remedies CMO may have.
- (b) Without prejudice to any other right or remedy CMO may have under this Agreement, CMO may terminate this Agreement or terminate the Contractor's right to perform the Work (or any part thereof) as follows:
 - (i) notwithstanding any other section of this Agreement, if there is a Legislative Change, immediately, upon written notice being provided to the Contractor;



- (ii) if there is a Contractor Default and the Contractor has failed to cure such Contractor Default within fifteen (15) Business Days after receipt of notice of such Contractor Default, or within such other time as mutually agreed between the Parties, immediately, upon written notice being provided to the Contractor; and
 - (iii) if the Parties cannot agree upon a Change Order upon thirty (30) days' written notice being provided to the Contractor.
- (c) If CMO terminates this Agreement as noted above, CMO is entitled to:
- (i) Take possession immediately of all the Blue Box Material;
 - (ii) Withhold any further payments to the Contractor until the completion of the Work; and
 - (iii) Recover from the Contractor, any loss, damage, and expense incurred by CMO by reason of the Contractor's default under Sections 7.4(b)(ii) or 7.4(b)(iii) of Exhibit 1, which may be deducted from any monies due, or becoming due, to the Contractor.
- (d) For clarity, if CMO terminates this Agreement because of a Legislative Change or pursuant to Section 7.4(b)(iii) of Exhibit 1, then, subject to the other provisions of this Agreement, CMO shall only be required to pay the Contractor for the Work performed prior to the date of termination, less any amounts already paid for Work performed, and not for lost profits.

7.5 Remedies

- (a) The rights and remedies of CMO as set forth in any provision of this Agreement, including Section 7.4 of Exhibit 1, shall not be exclusive and are in addition to any other rights or remedies provided by law or in equity or otherwise.
- (b) The exercise of any remedy provided by this Agreement does not relieve the Contractor from any liability remaining under this Agreement.
- (c) CMO may take such steps as it considers necessary to remedy any breach of contract and any damages or expenditures thereby incurred by CMO plus a reasonable allowance for overhead may be collected by deduction or set-off pursuant to Section 7.4(b) of Exhibit 1.
- (d) No waiver of any right or obligation of either Party hereto shall be effective unless in writing, specifying such waiver, and executed by the Party against whom such waiver is sought to be enforced. Except as otherwise set forth in this Agreement, no failure to exercise, or delay in exercising, any rights, remedy, power or privilege arising from this Agreement shall operate or be construed as a waiver thereof, nor shall any single or partial exercise of any



right, remedy, power, or privilege hereunder preclude any other or further exercise thereof or the exercise of any other right, remedy, power, or privilege. A waiver by either Party of any of its rights under this Agreement on any occasion shall not be a bar to the exercise of the same right on any subsequent occasion or of any other right at any time.

7.6 Disputes

- (a) If there is a dispute between CMO and the Contractor as to their respective rights and obligations, the Parties shall use the following dispute resolution procedures to resolve such dispute:
 - (i) The Parties shall attempt to resolve the dispute through informal discussions with the assistance of the Manager;
 - (ii) If, after a period of ten (10) Business Days, either Party believes the dispute will not be resolved through informal discussion, the dispute shall be referred by the Parties to non-binding mediation whereby the fees and expenses of the mediator will be divided equally (i.e., 50/50) between CMO and the Contractor. The mediator will be appointed jointly by the Parties; and
 - (iii) If the Parties are unable to resolve the dispute within a period of thirty (30) calendar days after the first mediation session, the dispute shall be resolved through binding arbitration in accordance with Section 7.7 of Exhibit 1.

7.7 Arbitration

- (a) As provided for in Section 7.6(a)(iii) of Exhibit 1, disputes shall be resolved through binding arbitration in accordance with the Arbitration Act, 1991, S.O. 1991, c.17 ("Arbitration Act"), as amended from time to time.
- (b) CMO and the Contractor shall agree on an arbitrator within ten (10) Business Days after either Party receives notice from the other Party. If the Parties fail to agree, either Party may apply to a court of competent jurisdiction for the appointment of an arbitrator in accordance with the Arbitrations Act, as amended.
- (c) No one shall be named or act as an arbitrator who is interested in any way financially in this Agreement or in the business affairs of either Party or has been directly or indirectly involved to settle the matter.
- (d) The arbitrator is not authorized to make any decision inconsistent with this Agreement, nor shall the arbitrator modify or amend any of this Agreement terms.



- (e) The Parties agree that the award made by the Arbitrator shall be final and binding and shall in all respect be kept and observed.
- (f) The arbitrator, or arbitral tribunal, will apportion the costs of the arbitration to the Parties.
- (g) The Contractor shall be deemed to abandon the matter if no arbitrator has been appointed within six (6) months of CMO's receipt of the notice specified in Section 7.7(b) of Exhibit 1.
- (h) No matter may be submitted to arbitration except in accordance with the above provisions.

7.8 Choice of Forum

Any legal suit, action, litigation, or proceeding of any kind whatsoever in any way arising out of, from or relating to this Agreement shall be instituted in the courts of the City of Toronto, Ontario, and each Party irrevocably submits to the exclusive jurisdiction of such courts in any such suit, action, litigation or proceeding. Service of process, summons, notice, or other document by mail or personal service to such Party's address set forth herein shall be effective service of process for any suit, action, litigation or other proceeding brought in any such court. Each Party agrees that a final judgment in any such suit, action, litigation, or proceeding is conclusive and may be enforced in other jurisdictions by suit on the judgment or in any other manner provided by law. The Parties irrevocably and unconditionally waive any objection to the venue of any action or proceeding in such courts and irrevocably waive and agree not to plead or claim in any such court that any such action or proceeding brought in any such court has been brought in an inconvenient forum.



ARTICLE 8 STANDARD CONDITIONS

8.1 Governing Laws

This Agreement will be interpreted and governed by the laws of the Province of Ontario.

8.2 Compliance with Laws and Permits

- (a) The Contractor shall comply in all material respects with Applicable Laws and shall perform and complete the Work, and cause the Work to be performed and completed, in accordance with and in compliance with all Applicable Laws, including all Applicable Laws related to the environment and health and safety. If there is a conflict between the standards required by Applicable Laws, then Contractor shall perform and complete the Work in compliance with the higher or more rigorous standard.
- (b) The Contractor shall obtain, and shall ensure Subcontractors obtain, all permits, permissions, licences, and approvals required to perform the Work.

8.3 Assignment

This Agreement enures to the benefit of and is binding upon the Contractor and CMO and their successors and permitted assigns. The Contractor shall not assign, transfer (including a change in control of Contractor), convey or otherwise dispose of this Agreement, including any rights or obligations under this Agreement, or its power to execute such Agreement, without the prior written consent of CMO.

8.4 Contractor to Make Examinations

The Contractor has made its own examination, investigation, and research regarding proper methods of providing the Work and all conditions affecting the Work under this Agreement, and the labour, Equipment and materials needed thereon, and the quantity of the work to be performed. The Contractor agrees that it has satisfied itself based on its own investigation and research regarding all such conditions, that its conclusion to enter into this Agreement was based upon such investigation and research, and that it shall make no claim against CMO because of any of the estimates, statements or interpretations made by any officer or agent of CMO that may be erroneous.

8.5 Access to Records

- (a) The Contractor shall maintain in its designated local office full and complete operations, customer and service accounts, and records, as applicable to the Work, including records related to Collection Services and Promotion and Education Services, in each case in accordance with the Regulation (collectively, the "Records") that at any reasonable time shall be open for inspection and copying for any reasonable purpose by CMO or the Manager. CMO or the Manager shall be allowed access to the Records for audit (including, as applicable



to the Work, for an audit of practices and procedures implemented in respect of Part VI of the Regulation in accordance with Section 67 of the Regulation) and review purposes.

- (b) The Contractor shall make available copies of records for Blue Box Material picked up by CMO under this Agreement on request within two (2) Business Days of the request by CMO or the Manager.
- (c) All records related to this Agreement, including the Records, shall be maintained, and access granted pursuant to this Section 8.5 of Exhibit 1, throughout the term of this Agreement and for at least five (5) years thereafter.

8.6 Insurance

- (a) The Contractor shall at its own expense obtain and maintain for the term of this Agreement:
 - (i) Commercial general liability insurance on an occurrence basis for an amount not less than five million (\$5,000,000) dollars per each occurrence, five million (\$5,000,000) dollars general aggregate and a two million (\$2,000,000) dollars products-completed operations aggregate limit. The policy shall include CMO and the Manager as additional insureds with respect to the Contractor's operations, acts and omissions relating to its obligations under this Agreement, such policy to include non-owned automobile liability, bodily injury, property damage, contractual liability, owners and contractors protective, products and completed operations, contingent employers liability, cross liability and severability of interest clauses;
 - (ii) Automobile liability insurance for an amount not less than five million (\$5,000,000) dollars per occurrence on forms meeting statutory requirements covering all owned, non-owned, operated, hired, and leased vehicles used in connection with this Agreement. The policy shall be endorsed to provide contractual liability coverage;
 - (iii) Environmental impairment liability insurance (on a claims made or occurrence made basis), covering the work and services described in this Agreement including coverage for loss or claims arising from contamination to third party property damage, bodily injury, cleanup costs and legal defense during the execution of this Agreement. Such policy shall provide coverage for an amount not less than two million (\$2,000,000) dollars and shall remain in force for twelve (12) months following completion of work; and
 - (iv) "All risks" property insurance in amounts sufficient to fully cover, on a replacement cost basis without deduction for depreciation, any building in which the Work is being performed and the Equipment contained therein and



all other property owned by the Contractor or by others located therein including equipment, furniture and fixtures.

- (b) The Contractor shall not commence work until documentation evidencing the insurance requirements of the Contractor, have been filed and accepted by CMO. The documentation shall be certificates of insurance if purchased from a third party or evidence of self-insurance if applicable.
- (c) The Commercial General Liability policy is to contain, or be endorsed to contain, the following provisions:
 - (i) The Contractor's insurance coverage shall be the primary insurance with respect to CMO, the Manager and their respective officers, directors, employees, agents and representatives. Any insurance, self-insurance, or insurance pool coverage maintained by CMO or the Manager shall be more than the Contractor's insurance and shall not contribute with it;
 - (ii) Coverage shall state that the Contractor's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability; and
 - (iii) Policies for the above must be kept continuous throughout the term of this Agreement. If any of the above policies are being cancelled, the Contractor shall notify CMO and the Manager in writing at least thirty (30) calendar days prior to the effective date of cancellation. The Contractor shall provide proof of renewal or replacement of any other policies of insurance, on or before the expiry date, at the request of the CMO or Manager. CMO reserves the right to request such higher limits of insurance or other types of policies appropriate to the Work as CMO may reasonably require.
- (d) All coverages for Subcontractors shall be subject to the same insurance requirements as stated herein for the Contractor.

8.7 Changes to Agreement

- (a) Changes to this Agreement may only be made in writing signed by duly authorized representatives of both Parties.
- (b) No Party shall have any obligation with respect to the implementation of a Change Order unless or until the Parties have reached agreement in writing.

8.8 Change Management

- (a) CMO shall be entitled to propose changes, alterations and/or amendments to the Work including removing all or a portion of the Work under any Statements of Work. If CMO deems it prudent to require a change in the Work, CMO shall notify



the Contractor of the proposed change in the Work in writing ("Change Notice"). Without limiting the foregoing, CMO may issue a Change Notice using the Manager.

- (b) A Change Notice shall describe the change in the Work in sufficient detail to enable the Contractor to calculate and provide a change in cost estimate (the "Cost Estimate"), if any. The Contractor agrees that the Cost Estimate shall be provided in writing to CMO within a period of fifteen (15) Business Days or other timeline agreed to with CMO in writing from the date of receipt of the Change Notice.
- (c) The Cost Estimate shall include but is not limited to the following as it relates to the change in Work:
 - (i) A comment on whether relief from compliance with Contractor's obligations under this Agreement is required;
 - (ii) Any impact on Contractor's ability to meet its obligations and the terms and conditions set out in this Agreement;
 - (iii) Any amendment that may be required to be made to the terms and/or conditions of this Agreement; and
 - (iv) Any change in the Contractor's costs.
- (d) As soon as practicable after CMO receives the Cost Estimate, the Parties shall act in good faith to resolve the issues set out in the Cost Estimate and Change Notice, including providing evidence that the Contractor has used best efforts, such as (where practicable) the use of competitive quotes with its subcontractors to minimize any increase in costs and maximize any reduction in costs, demonstrating that any expenditure to be incurred or avoided has been determined in a cost effective manner, and any other evidence deemed appropriate by the Contractor and CMO, acting reasonably.
- (e) If the Contractor does not intend to use its own resources to implement any change in the Work, subject to prior written approval of CMO, the Contractor may subcontract the required resources with the objective of ensuring that it obtains best value for money when procuring any Work, services, supplies, materials, or Equipment required in relation to the change in the Work.
- (f) If the Parties agree to the Cost Estimate and Change Notice, as may be modified, amended or altered by the Parties, the Parties shall document the applicable changes to this Agreement ("Change Order") in respect of such modified, amended or altered Cost Estimate and Change Notice within five (5) Business Days after the Contractor receives confirmation from CMO that such Cost Estimate and Change Notice are accepted. For clarity, the Cost Estimate and



Change Notice shall not be implemented, unless and until, the Parties have entered into a Change Order in respect of such Cost Estimate and Change Notice.

- (g) Any change in the Work that causes, or is expected to cause, the Contractor's costs or any subcontractor's costs to decrease shall be treated as a benefit to the Contractor with the expectation and understanding that CMO will also realize a proportional financial benefit in an amount to be negotiated in good faith between the Parties. If such an understanding cannot be reached, the Parties agree to resolve the difference through the dispute resolution provisions set out in this Agreement.
- (h) Contractor's Proposed Change in the Work:
- (i) If the Contractor seeks to propose a change in the Work in accordance with an express entitlement in this Agreement, it must notify CMO in writing. The Contractor, in proposing a change in the Work, agrees to provide CMO with the following information and details in writing:
- A description of the proposed change in the Work in sufficient detail, to enable CMO to evaluate it in full;
 - Reasons in support of the Contractor's proposed change in Work;
 - Set out the details and implications of the change in the Work, including any anticipated change in the costs of providing the Work by the Contractor;
 - Indicate whether a variation to the Contract Price is proposed (and, if so, provide a detailed Cost Estimate of such proposed change); and
 - Identify an appropriate timeframe for the implementation of the change in Work.
- (ii) CMO agrees that it shall, in a timely manner, and in any event no later than fifteen (15) Business Days, evaluate the Contractor's proposed change in the Work, considering all relevant issues, including whether:
- A change in the Contract Price will occur;
 - The change affects the quality of the Work or the likelihood of successful delivery of the amended Work;
 - The change will interfere with any relationship of CMO with third parties;
 - The financial strength of the Contractor is sufficient to perform the change; and



- The change materially affects the risks or costs to which CMO is exposed.
- (iii) If CMO accepts the Contractor's proposed change in the Work, the change in the Work shall be set out in a Change Order documenting all changes to the scope of Work and/or terms and conditions of this Agreement. Where CMO accepts the Contractor's change proposal CMO shall notify the Contractor in a timely manner.
- (iv) If CMO rejects the Contractor's change proposal, CMO shall provide written reasons outlining the basis upon which the change in Work is not accepted by CMO.
- (v) Unless CMO specifically agrees to an increase in the Contract Price in writing, there shall be no increase in price because of a change in the Work proposed by the Contractor.
- (vi) Any change in the Work proposed by the Contractor that causes or that is expected to cause the Contractor's costs or any subcontractor's costs to decrease shall be treated as a benefit with expectation that CMO will also realize a proportional financial benefit in an amount to be negotiated in good faith between the Parties. The Parties agree to take all reasonable steps to negotiate the proportional financial benefit in good faith, failing which the Parties agree to resolve the difference through the dispute resolution provisions set out in this Agreement.
- (i) Except as specifically confirmed in writing by the Parties in accordance with this Section 8.8 of Exhibit 1, all Work shall remain unaltered and shall be performed in accordance with the terms and conditions of this Agreement.

8.9 Conflicts and Omissions

- (a) Neither Party to this Agreement shall take advantage of any apparent error or omission in this Agreement. Any Work not herein specified which is necessary for the proper performance and completion of any Work contemplated, which may be implied as included in this Agreement, shall be done by the Contractor as if such Work had been specified and shall not be construed as a variation of the Work.
- (b) If the Contractor discovers any provision in this Agreement which is contrary to, or inconsistent with any Applicable Law, the Contractor shall forthwith report the inconsistency or conflict to CMO in writing and shall not perform the Work impacted by such inconsistency or conflict until it receives instructions from CMO.



8.10 Duty to Notify

If the Contractor becomes aware of any problem and/or condition which may adversely affect the performance of the Work, or the ability of the Contractor to conform with any requirements for the term of this Agreement, then the Contractor shall promptly, and in no event more than two (2) Business Days after becoming aware of same, notify CMO, in writing, of such occurrence and of the nature of the relevant problem or condition in sufficient detail to permit CMO to understand the nature and scope thereof. In any event, the Contractor will provide such written progress reports to CMO as reasonably requested by CMO but not less frequently than monthly unless otherwise agreed to in writing by CMO.

8.11 Confidentiality Covenant

- (a) Confidential Information means information of or relating to a party (the "Disclosing Party") that is designated as confidential or that reasonably should be understood to be confidential given the nature of the information and the circumstances of disclosure and has or will come into the possession or knowledge of the other party (the "Receiving Party") whether such information is or has been conveyed verbally or in written or other tangible form, and whether such information is acquired directly or indirectly such as in the course of discussions or other investigations by the Receiving Party. Without limiting the foregoing, Confidential Information includes all technical, financial and business information, ideas, concepts or know-how, or relating to Work performance and Work delivery and the terms of this Agreement. Confidential Information does not include information that: (i) was already known to the Receiving Party, without obligation to keep it confidential, at the time of its receipt from the Disclosing Party; or (ii) is or becomes available to the public other than as a result of a breach hereof by the Receiving Party; provided that the foregoing exceptions will not apply with respect to any personal information that is subject to privacy laws ("Confidential Information").
- (b) The Receiving Party shall:
- (i) take all measures reasonably required to maintain the confidentiality and security of the Confidential Information of the Disclosing Party;
 - (ii) not use or reproduce Confidential Information for any purpose, other than as reasonably required to exercise or perform its rights or obligations under this Agreement;
 - (iii) not disclose any Confidential Information other than to employees, agents or subcontractors of the Receiving Party ("Representatives") to the extent, and only to the extent, they have a need to know the Confidential Information in order for Receiving Party to exercise its rights or perform its obligations under this Agreement and who are bound by a legal obligation to protect the received Confidential Information from unauthorized use or disclosure; and

- (iv) be responsible for any breach of this Agreement by any of its Representatives.
- (c) Notwithstanding the above, the Receiving Party may disclose Confidential Information of the Disclosing Party to the extent required by a court of competent jurisdiction or other governmental authority or otherwise as required by Applicable Law, provided that, unless prohibited by Applicable Law, the Receiving Party gives the Disclosing Party an opportunity to oppose the disclosure or to seek a protective order protecting such Confidential Information prior to any such disclosure.
- (d) Upon expiry or termination of this Agreement, or upon request by the Disclosing Party, the Receiving Party will return to the Disclosing Party, or irrecoverably destroy, any Confidential Information of the Disclosing Party.
- (e) Contractor will not access, collect, use, disclose, dispose of or otherwise handle information of or about individuals that is subject to Applicable Laws relating to privacy ("Privacy Laws") in the performance of its obligations under this Agreement, except: (i) to the extent necessary to perform the Work; (ii) in accordance with all Privacy Laws; and (iii) in a manner that enables CMO to comply with all Privacy Laws, including that the Contractor will obtain appropriate consents from the applicable individuals to allow Contractor and CMO to exercise their rights and to perform their obligations under this Agreement as they relate to such information. Unless prohibited by Applicable Law, Contractor will immediately notify CMO of any demand, or request by a third party (including any government or a regulatory authority) for the disclosure of any information of CMO which is subject to Privacy Laws, and, to the maximum extent permitted by Applicable Law, will oppose, seek judicial relief of and appeal any such demand or request. Contractor will immediately notify CMO if Contractor becomes aware that Contractor has failed to comply with Privacy Laws in connection with of this Agreement.
- (f) Each Party agrees and acknowledges that any violation of this Section 8.11 of Exhibit 1 may cause irreparable injury to the other Party and that, in addition to any other remedies that may be available (in law, in equity or otherwise), the injured Party shall be entitled to seek an injunction, specific performance or other equitable relief against the threatened breach of this Section 8.11 of Exhibit 1 or the continuation of any such breach, without the necessity of proving actual damages or posting any bond or other security.

8.12 Severability

- (a) If, for any reason, any part, term, or provision of this Agreement is held by a court of the Province of Ontario to be illegal, void or unenforceable, the validity of the remaining provisions shall not be affected, and the rights and obligations of the Parties shall be construed and enforced as if this Agreement did not contain the particular provision held to be invalid.



- (b) If it should appear that any provision hereof conflicts with any statutory provision of the Province of Ontario or Government of Canada, said provision, which may conflict therewith, shall be deemed inoperative and null and void insofar as it may be in conflict therewith, and shall be deemed modified to conform to such statutory provisions.

8.13 Survival

All provisions of this Agreement which expressly or by their nature survive the expiry or termination of this Agreement shall survive the expiry or termination of this Agreement, including the following: Section 7.1 (Responsibility for Damages/Indemnification), Section 7.2 (Limited Liabilities), Section 7.4 (Agreement Termination) and Section 8.11 (Confidentiality Covenant), all of Exhibit 1.

8.14 Further Assurances

Each Party shall, at its expense, do, execute and deliver, or cause to be done, executed and delivered, such further acts and documents as the other Party may reasonably request from time to time for the purpose of giving effect to this Agreement or carrying out the intention or facilitating the performance of the terms of this Agreement.

8.15 Revisions to this Agreement

Except as otherwise expressly stated in this Agreement, no amendment, supplement, modification or waiver or termination of this Agreement and, unless otherwise specified, no consent or approval by any Party, is binding unless executed in writing and signed by an authorized representative of each Party. Notwithstanding the foregoing, CMO may propose any revisions to this Agreement necessary to comply with amendments to the Regulation or other notices, interpretations, rulings, directives or other communications issued pursuant to the Regulation (collectively, "Communications"), and CMO will provide the Contractor with written notice of such proposed revisions as soon as reasonably practicable. Such revision shall automatically have effect from the date of the Change Order, if any, related to such Communications. CMO shall make commercially reasonable efforts to consider and respond to reasonable written feedback related to such revisions received from the Contractor within thirty (30) calendar days of receiving such feedback.

8.16 Counterparts

This Agreement may be executed in counterparts, each of which shall be deemed an original and which, taken together, shall constitute one and the same instrument. Each counterpart of this Agreement may be executed by electronic signature. CMO and the Contractor shall execute and deliver such further and other documents and do and perform such further and other acts or things as may be necessary or desirable to give full effect to this Agreement.



8.17 Notice

Unless expressly stated otherwise, any notice, request, consent, claim, demand, waiver or other communication required or permitted to be given in connection with this Agreement must be given in writing and will be given by hand or sent by courier or emailed, in each case addressed as follows, and will be deemed to have been received on the day of receipt if by hand or courier, or if given by email three (3) Business Days after confirmation of email transmission.

To CMO:

Circular Materials Ontario
1 St. Clair Avenue West, Suite 700
Toronto, ON M4V 1K6
Attention: Manager, Procurement & Vendor Management

Email: procurement@circularmaterials.ca

With a copy to Manager:

RLG Systems Canada Inc.
175 Bloor Street East, 9th Floor, South Tower
Toronto, ON M4W 3R8
Attention: Catherine McCausland

Email: Catherine.McCausland@rev-log.com

To Contractor:

[Contractor]
[Address Line 1]
[Address Line 2]
Attention: ●

Email: ●



EXHIBIT 2: DEPOTS IN ELIGIBLE COMMUNITIES

Eligible Community	Depot Name	Street Address	City	Postal Code	Days of Operation per Calendar Month	Hours of Operation per Day

***NOTE: CMO holds no responsibility or liability for actual information that is different from the information presented in this Exhibit.**

SAMPLE



EXHIBIT 3: SERVICE COMMENCEMENT DATES

The table included below lists the Eligible Community Service Commencement Date when services, forming the Work described by this Agreement are to commence in each Eligible Community.

Eligible Community	Eligible Community Service Commencement Date

SAMPLE



EXHIBIT 4: COMPENSATION

- 1.1 All amounts in this Agreement are in Canadian funds.
- 1.2 The Contractor shall submit an invoice to CMO within fifteen (15) days of the end of a month in respect of the Contract Price for the Work performed during such calendar month.
- 1.3 CMO shall pay the Contract Price for the Work performed during a calendar month, in accordance with this Agreement, on the 45th calendar day after the end of such calendar month, provided that an invoice has been received and if such day is not a Business Day then CMO shall make such payment on the next Business Day.
- 1.4 The Contractor shall be entitled to interest upon any amounts owing for more than thirty (30) calendar days on account of delay in payment by CMO, until payment of the unpaid amount. The interest shall be simple interest payable monthly at a rate of one percent (1%) per annum plus Prime.
- 1.5 Where the Contractor disputes the amount of a payment, the Contractor shall issue a written notice to CMO describing the reasons for the disputed amount.
- 1.6 The Contractor shall inform CMO of any payment errors that result in overpayment by CMO in a timely manner by issuing a written notice informing CMO of the credit necessary to correct such error in the next payment or, if the overpayment is in respect of the last payment, by issuing a refund to CMO within thirty (30) calendar days.
- 1.7 Except for the applicable Value Added Taxes payable by CMO, all taxes, including any sales, use, excise and similar value added taxes, however denominated or measured, imposed upon the price or compensation under this Agreement, or upon the Work provided hereunder or thereunder, or based on or measured by gross receipts or net income, or measured by wages, salaries or other remuneration of the Contractor's employees, will be solely the responsibility of the Contractor. The Contractor will deposit, or cause to be deposited, in a timely manner with the appropriate taxing authorities all amounts required to be withheld.
- 1.8 In the event there are any monies payable to CMO by the Contractor under the terms of this Agreement, CMO shall invoice the Contractor for such amounts and the Contractor shall pay such amounts to CMO in accordance with such invoice.
- 1.9 For each calendar month during the Agreement Term, the Contract Price for the Work performed in accordance with the requirements of this Agreement shall be calculated as follows:
 - (a) \$0.35 multiplied by ● **[NTD: Set out applicable Households]** (the number Households that receive depot only Promotion and Education Services for such calendar month) and divided by twelve (12); plus



(b) Residential Depot Operation Costs.

For the purposes of this Agreement, “**Residential Depot Operation Costs**” means \$ ● [NTD: Set out applicable monthly price], as adjusted in accordance with this Agreement.

1.10 Total Residential Depot Operation Costs Adjustment

- (a) The Residential Depot Operation Costs for each calendar month of the Agreement Term shall be determined as follows:

Residential Depot Operation Costs = Base Residential Depot Operation Costs + Non-Fuel Price Component Adjustment, where such price adjustment is applicable to the calendar month.

- (b) The “**Base Residential Depot Operation Costs**” is the Residential Depot Operation Costs set out in Section 1.9 of this Exhibit 4.
- (c) The “**Non-Fuel Price Component**” is 100% of the Base Residential Depot Operation Costs.
- (d) For the first calendar month immediately following the first annual anniversary of the Eligible Community Service Commencement Date and for each subsequent annual anniversary, the “Non-Fuel Price Component Adjustment” shall be (1) the Non-Fuel Price Component multiplied by (2) the percentage change in the CPI Index, as most recently published, since the Eligible Community Service Commencement Date. The Non-Fuel Price Component Adjustment will be added to or subtracted, as applicable, from the Base Residential Depot Operation Costs, for such calendar month and for each of the subsequent eleven (11) calendar months.

1.11 CPI Index

For the purposes of this Agreement, “**CPI Index**” means the Consumer Price Index (All items), monthly, not seasonally adjusted – Ontario (Table 18-10-0004-01)(Formerly CANSIM 326-0020) (<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1810000401>).

1.12 Changes to CPI Index

If the applicable publisher materially changes, discontinues or replaces the CPI Index, the CPI Index shall be subject to revisions as agreed by the Parties.



Depot Operations Agreement– Outside Transition Municipal Briefing

Overview discussion — not a legal review

- Explain what the DOA is and why it is needed
- First formal discussion; no decisions required today
- Outcome: align on information needs & next steps
- Questions encouraged; follow-ups will come after
- Identify information needed from the Municipality

Depot Operations Agreement as a Mechanism for Circular Materials to Support Depot Operations

- Regulatory alignment under the Blue Box program
- Applies to residents relying on depots for Blue Box services
- Fair allocation of depot operating costs
- Clear transition from municipal to producer responsibility
- Required before CM can cover eligible depot-related costs



Depot Operations Agreement Expectations

- **Support begins after go-live + signed agreement – does not apply today and is not retroactive**
- **Agreement needed ~60 days before program go-live**
- **Allows time for onboarding, system setup & payment readiness**
- **Advance signing avoids cost gaps for the Municipality where Municipality carries depot costs**



Financial Compensation Details

- **Three streams of compensation:**
 1. **Direct - Monthly payments for eligible depot operations - receiving, consolidation & onsite management**
 2. **Direct - P&E Compensation**
 3. **Indirect - Bin rentals, transportation & hauling paid directly by Circular Materials**
- **Excludes services outside residential Blue Box program**
- **Not covered: non-eligible materials, IC&I beyond scope**
- **Municipality not subsidizing residential depots once active**

Circular Materials

Confidential: This presentation and its contents are confidential and cannot be distributed or reproduced by any medium or in any form for any purpose

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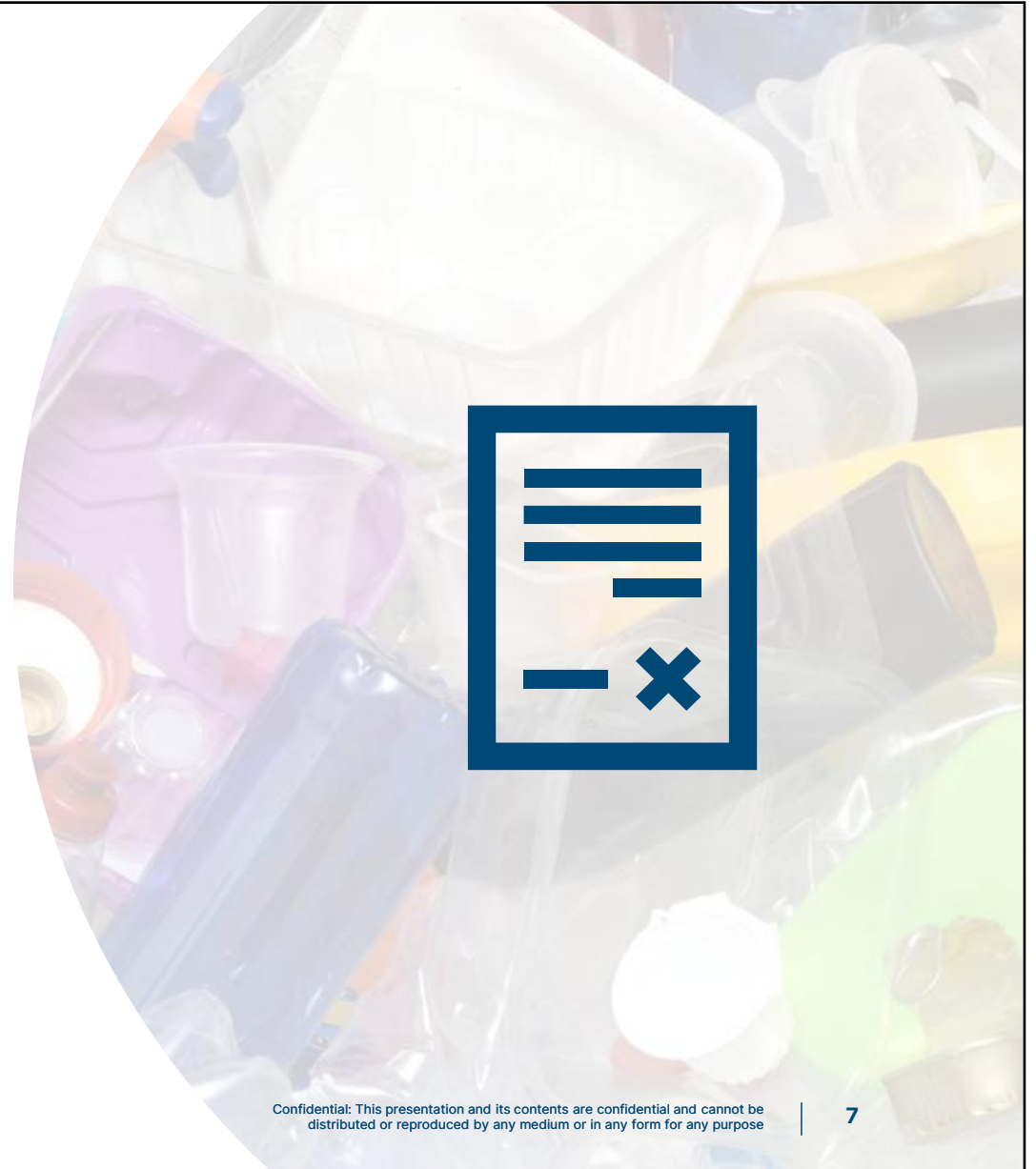
Details Requiring Confirmation

- **Confirm legal name of Municipality for contracting purposes**
- **Confirm number of eligible households relying on depot access - Impacts eligibility & compensation accuracy**
- **Depot locations, hours & operational scope**
- **Ensures compliance with provincial requirements**
- **IC&I management: blended vs. non-blended arrangement**



Execution Process

- **Who will sign the agreement? Confirm agreement signatories**
- **Delegated authority vs. Council approval**
- **Identify upcoming Council dates if applicable**
- **Expected signing timeline after approval**
- **Early clarity aligns signing with program schedule**



Next Steps

- **Verify Environmental Compliance Approval (ECA) allows depot to receive recyclables**
- **Share draft agreement for review**
- **Confirm outstanding municipal details**
- **Align on timing toward execution**
- **Collaborative process — today sets the foundation**





Questions?

Chapple

Summary for Reeve and Council

BUILDING STATISTICS REPORT

Number of Permits Issued in Current Month: 3

May 2026

Permit Fees As Percentage of Construction Values: 1.1%

Month	Permit #	Construction Area (in square metres)	Building Permit Fee	Permit Description	Construction Value	Permit Comments	Building Class (Commercial, Residential or Other)	NOTES
January	None			None				None
February	None			None				None
March	None			None				None
April	26-1	120	\$ 3,229.20	New Dwelling	\$ 313,920.00		R	None
	26-2	353	\$ 6,090.00	New Dwelling	\$ 600,000.00		R	None
May	26-3	48	\$ 110.00	move a building onto property	\$ 2,000.00		O	None
	26-4	94	\$ 2,917.20	New Dwelling	\$ 282,720.00		R	None
	26-5	172	\$ 644.00	3 grain bins	\$ 55,417.00		O	None
June								
July								
August								
September								
October								
November								
December								
Current Month Totals:			\$3,671.20		\$340,137.00			
Year-to-Date Totals:			\$12,990.40		\$1,254,057.00			

Comments: 3 permits were issued this month. Enquiries have been received about on-going construction and new projects. No orders or Provincial Offences charges were issued this month. Reports, inspections and meetings were completed as required.



AMBIS MONTHLY BUILDING PERMIT REPORT - May 2026

M U N	Building Permit Number	Building Class (Commercial, Residential or Other)	Construction Areas in Square Metres	Construction Value	Building Permit Fee
A L B E R T O N	none		none		none
Current Month Totals:			0	\$ -	\$ -
			Year to Date Totals:	\$ 840,627.50	\$ 8,740.90
C H A P P L E	26-3	O	48	\$ 2,000.00	\$ 110.00
	26-4	R	94	\$ 282,720.00	\$ 2,917.20
	26-5	O	172	\$ 55,417.00	\$ 644.00
Current Month Totals:			314	\$ 340,137.00	\$ 3,671.20
			Year to Date Totals:	\$ 1,254,057.00	\$ 12,990.40
L A V A L L E	26-5	R	41	\$11,380.00	\$ 203.80
	26-6	R	19	\$32,800.00	\$ 418.00
	26-7	R	12	\$5,120.00	\$ 141.20
	26-8	O	139	\$90,000.00	\$ 990.00
	26-9	O	98	\$63,600.00	\$ 726.00
Current Month Totals:			309	\$ 202,900.00	\$ 2,479.00
			Year to Date Totals:	\$ 456,240.00	\$ 5,372.00
R A I N Y R I V E R	26-5	R	48	\$ 7,380.00	\$128.80
	26-6	R	15	\$ 3,200.00	\$122.00
Current Month Totals:			63	\$ 10,580.00	\$ 250.80
			Year to Date Totals:	\$ 118,580.00	\$ 1,400.80
AMBIS MONTH TOTAL:				\$ 553,617.00	\$ 6,401.00
AMBIS YEAR TOTAL:				\$ 2,669,504.50	\$ 28,504.10



DISTRICT OF RAINY RIVER SERVICES BOARD

450 Scott Street
Fort Frances, ON
P9A 1H2

Ph: (807) 274-5349
Fax: (807) 274-0678
Toll Free: 1-800-265-5349

• Children's Services • Paramedic Services • Ontario Works • Community Housing

May 22, 2026

The Honourable Lena Metlege Diab, P.C., M.P.
Minister of Immigration, Refugees and Citizenship
Government of Canada
Ottawa, ON

Dear Minister Diab:

Re: Request to Establish a Rural Community Immigration Pilot (RCIP) Site for the Rainy River District Census Division

On behalf of the District of Rainy River Services Board (DRRSB), we are writing to respectfully request that Immigration, Refugees and Citizenship Canada (IRCC) establish an additional Rural Community Immigration Pilot (RCIP) site serving the Rainy River District Census Division.

This is a practical request for a targeted rural immigration pathway that reflects the reality of our district. We are seeking a tool that will help our rural communities retain and attract the workers needed to sustain essential services, support local employers, strengthen affordability, and enable economic growth.

As the legally designated service system manager for the Rainy River District, the DRRSB plans, administers and delivers key human services on behalf of ten municipalities and a large territory without municipal organization. Our responsibilities include children's services system planning, community housing, homelessness prevention, and land ambulance/paramedic services. Our scope of responsibility and deep connections across the district gives us direct knowledge of how workforce shortages employers, service providers and communities across the district.

Rainy River District is one of the most geographically remote areas of Ontario. Our communities do not have passenger air or rail service connecting them to the rest of the province, and Fort Frances - the hub community, is approximately a four-hour drive from Thunder Bay. A Thunder Bay-based immigration pilot is important, but it cannot effectively serve the labour market needs of Fort Frances, Atikokan, Rainy River or the

surrounding municipalities and unincorporated areas. A worker recruited to Thunder Bay does not keep a local business operating or an essential service functioning in the Rainy River District.

This is a different immigration challenge than the one facing larger urban centres. While major cities may be managing growth pressures, Rainy River District is facing the opposite problem: too few workers to sustain the services and economic activity our communities depend on. This request aligns with the rural lens regularly raised by our Member of Parliament, Dr. Marcus Powlowski, who has emphasized that rural communities require a different approach as Canada considers immigration levels and the pressures being experienced in larger centres.

In Rainy River District, immigration is not about adding pressure to an overheated urban system. It is about stabilizing the workforce required to make federal investments in affordability and economic growth work in rural communities.

Child care is one of the clearest examples.

The federal government's investment in affordable child care through the Canada-wide Early Learning and Child Care system has made a meaningful difference for families. Lower parent fees have improved affordability and increased demand for licensed care. This is exactly the kind of federal investment that supports working families, workforce participation, productivity and economic growth.

However, in our communities, affordability alone is not creating access. Across the Rainy River District, shortages of child care staff are limiting the number of licensed spaces that can operate day to day and constraining the expansion of new spaces, even where demand, capital and operating funding are available. In our rural system, one or two staff vacancies can result in room closures or reduced hours. That immediately affects parents' ability to work, employers' ability to retain staff, and communities' ability to attract families.

Child care is critical economic infrastructure. Without child care workers, new spaces cannot open. Without child care spaces, parents cannot reliably work, train, study, take shifts, start businesses or remain in the district. Without parents in the workforce, rural economic growth is constrained.

The same issue extends beyond child care. The Rainy River District needs workers in health care services, skilled trades, transportation, hospitality and grocery retail, administration, and other occupations that keep rural communities functioning.

An RCIP site for the Rainy River District Census Division would provide a clear, locally responsive pathway to permanent residence for workers who choose to build their lives here.

- 3 -

It would help employers like the DRRSB recruit and retain people needed to deliver essential services, support federal investments in affordable child care and housing, strengthen local economies, and improve long-term community sustainability.

We respectfully ask IRCC to work with DRRSB, MP Powlowski, local municipalities, First Nations, employers, settlement partners, the Province of Ontario and community organizations to establish an RCIP site serving the Rainy River District Census Division.

A targeted rural immigration pathway would help stabilize our district and support a remote part of Ontario to remain viable, productive, affordable and able to grow.

Thank you for your consideration. We would welcome the opportunity to discuss this request further.

Sincerely,



Mayor Deb Ewald, Chair
District of Rainy River Services Board



Mayor Andrew Hallikas, Vice-Chair
District of Rainy River Services Board

cc:

Dr. Marcus Powlowski, MP, Thunder Bay—Rainy River
The Honourable Greg Rickford, MPP, Kenora—Rainy River
The Honourable Kevin Holland, MPP, Thunder Bay—Atikokan
Charene Gillies, Chief Administrative Officer, District of Rainy River Services Board
Mayor Rick Dumas, Northwestern Ontario Municipal Association (NOMA)
Mayor Doug Hartnell, Rainy River District Municipal Association (RRDMA)
Ted Gallivan, Deputy Minister of Immigration, Refugees and Citizenship Canada

May 28, 2026

Librarian's Report

Story Time has been picking up. For the month of April we hardly had anyone attend and now we are seeing at least one family per week, with several weeks of having 2 families attend.

Pushing up Daisies Event – May 12 – Mellisa attended this event with a selection of books ranging from planning for palliative care, navigating the long-term care system, will and estate planning, and grief and loss resources for both children and adults. She supplied handouts for participants which was a small addition to her resources. This handout was in regard to Digital executorship; a topic which is becoming increasingly relevant but is easily overlooked. This event had 42 participants in attendance, and 20 community service providers in attendance with resources. After the event, Mellisa was approached and asked if she would consider presenting at next year's event as a keynote speaker-focussing in greater detail on digital executorship.

Training updates – Mellisa has completed Joint Health and Safety Committee training, part one completed in April, part 2 for trainer led education May 20-21.

She has been working on her Ontario Excel Library training as well. Certificates will be emailed to Crystal Gray for retention in her personnel file. The training slowed progress a little through May as Mellisa needed time to dedicate fully to the JHSC training as well as to meet with Ontario Library Services CEO Consultant, Jesse Roberts, to get oriented with the resources and CEO toolkits available.

Grant Applications – the final value of the EASE grant which was submitted was for \$16,118. Final numbers for the paving stones and gravel costs were received before grant submission on May 6. The TPON account we submitted this grant application through is linked entirely to the municipality, I don't know if we will be successful, but it was worth a shot.

A community investment grant application was submitted to New Gold/Couer Mine for \$4726.10. This was for STEM resources and equipment to start an afterschool club for youth and children interested in Sciences and Engineering.

Annual Survey of Libraries – submitted without any complications.

Licensing for Public Movie showing – Discussion around prices and options.

Upcoming Programs – Teddy Bear Picnic – July 7

Welcome Mats workshop – June 13

Wooden Serving Trays – June 27

Summer Student Start Date – June 29

July 1 – Canada Day events

Visitors	April 6-30	May 1-22	Adult Books Borrowed May 19	Junior Books Borrowed May 19
>6	12	9+	139	51
7-14	37	24+	DVD Borrowed	DVD Borrowed
15+	4	1	13	3
Adults	37	10+	Equipment	Ephemeral
Seniors	62	25+	3	1

Emo Public Library Board
Regular Board Meeting Minutes
Thursday, April 30, 2026
Emo Public Library

Minutes of the Regular Meeting of the Board of the Emo Public Library held on Thursday, April 30, 2026.

Present: Lisa Teeple, Kim Veldhuisen, Elaine Hughes, Tamara Robson, Harold McQuaker, Laura McCormick; Crystal Gray, CAO/Clerk-Treasurer; and Mellisa Gallagher, CEO/Librarian.

Absent: Marie-Ann Degroot

1.0 **CALL TO ORDER**

2.0 **DECLARATION OF CONFLICT OF INTEREST** - none

3.0 **APPROVAL OF AGENDA**

26-16 HUGHES-MCCORMICK BE IT RESOLVED that the Emo Public Library Board hereby approves the April 30, 2026 Regular Board Meeting Agenda.

CARRIED

4.0 **APPROVAL OF MINUTES**

26-17 HUGHES-ROBSON BE IT RESOLVED that the Emo Public Library Board hereby approves the minutes of the Regular Board Meeting on March 25, 2026.

CARRIED

5.0 **FINANCIAL REPORT**

The Financial report was shared. Discussion around the successful audit of financial records, the budget to be presented at the next meeting, and a correction noted total changed to 3989.51, with one EFT payment to Enbridge added to resolution.

26-18 VELDHUISEN-HUGHES BE IT RESOLVED that the Emo Public Library Board hereby accepts and approves the Financial Statements and payments as of April 21, 2026.

CARRIED

6.0 **LIBRARIANS REPORT**

a) Spring Fever Days-Carolyn helped Mellisa sort through the books which Nick had culled from circulation. They have created displays and set up the book sale area for ease of access to shoppers. Mellisa also set up several grab-and-go tote bags for sale, each with a different theme.

b) Community Engagement-Mellisa has been working hard to meet with other organizations around the area. She met with Debbie Degroot from the NWHU, Debbie Howson and Cindy Judson from the Grand Finale Seniors Center, Arthur

Heath and Ryan Daw from the Salvation Army, and Dawn Whiting from the Ministry of Tourism, Culture and Gaming.

- c) RRFDC-Volunteer Event-Mellisa attended this event hosted by the Rainy River Futures Development Corps. This event was an opportunity to learn how to attract volunteers to your organization. Though there wasn't a great deal of information that would help us in starting Friends of the Library, there was useful information for event planning.
- d) Pushing up Daisies-May 12 Mellisa will be attending the Pushing Up Daisies event at the Emo Legion. She has will attend with a display board and several resources available for people attending the event. Memory books, Estate planning toolkits, and information around the need for a digital executor will be part of her display, as well as books which can be signed out from our library. Board members noted a wish for resources for children experiencing grief to be shared at this event.
- e) Teddy Bear Picnic-Mellisa and April are planning a Teddy Bear's picnic for a summer kickoff party after school lets out. They are working together to set up crafts and activities, snacks, stories, singing. This event will be held July 7.
- f) Statistics Tracking-Our former tracking method was tallying library users that came in the door, and statistics from the Jasi system regarding our circulation. This works for our annual survey but doesn't identify the demographics of visitors that come in, making it hard to see who we may be missing in the community. Mellisa has a new tracking form modelled after the weekly use of libraries survey for better representation by group. This information will also be used for future grant applications and our strategic planning. At this time the data for monthly reports only has number of visits-the new tracking method will break things down better, and will be used next month.

March 19-31	41 visitors	Equip 3	E-JPIC 3
April 1-22	119 visitors	E-FIC 34	E-LP 6
New Cards	2	E-JEASY 10	E-NFIC 4
		E-JFIC 3	TOTAL - 63

- g) Grant Applications-Sarah Badgley Literacy fund for Rural Ontario Children – applied for \$500 for equipment to run a STEM program after school.
- h) EASE grant – applied for funding to enhance outdoor yard of library for accessibility. This space would work well for arts programs, fellowship groups, as well as in partnership with the Seniors center. This grant submission deadline is May 7, 2026.
- i) Strategic Planning Introduction packages for all Library board members. Included is an overview of roles and responsibilities for an effective board, a worksheet for SWOT analysis, and information about the strategic planning services available through OLS. Members can fill in their observations and send to the library email

for collection.

- j) Thank you to Carolyn Stang. Carolyn has been instrumental in helping me to get oriented in our library. She has taught me how to use the Jasi system; she has helped me to cull many of the unnecessary items from the office and to organize the book sale area. We have cleaned, dusted and disinfected almost everything in the building that accumulated dust during the extended closure of our library. I have a thank-you card for Carolyn, with a small token of my appreciation, signed from the Emo Public Library Board.

7.0 **BUSINESS**

- a) Student Position - Hiring Policy -We have been approved for a summer student position, partially funded by Canada Summer jobs. We must update the Student Job description before hiring. All previous tasks have been collected from former years, and a new appendix will be presented and shared at the next meeting to be voted upon. Budget for this role was discussed; it was already part of our draft budget.

26-19 MCCORMICK-ROBSON BE IT RESOLVED that the Emo Public Library Board agrees to post a student job notice in accordance with the funding approval of 35 hours per week for a term of 8 weeks.

CARRIED

- b) Declaration of Surplus Equipment

26-20 VELDHUISEN-MCQUAKER BE IT RESOLVED that the Emo Public Library agrees to declare the following items as surplus property: 2 acer computers to be destroyed

- 3 computer monitors to be sold
- 2 sets of computer speakers to be sold
- 1 adding machine to be sold
- 2 keyboards and mouses to be sold

CARRIED

- c) Fundraising Activities Updates

- i) Silent Auction – Collection of items and Dates- Discussion around the viability of a silent auction at this time of year brought up other ideas for fundraising. After reviewing ideas within the group it was decided that the library would most successful at hosting a BBQ along front street, during the parade of boats for the upcoming Walleye Tournament. A group chat list was started so that all participants can be updated in real time as things progress. Report for this event will be ready at the next meeting.

- ii) Friends of the Library – Committee formation update – discussion deferred due to planning for BBQ fundraiser.

- d) Membership Policy – User Fees Policy – discussion deferred, policy proposal will be shared at the next meeting.

8.0 **MOTION TO ADJOURN**

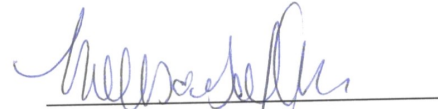
26-21 HUGHES-ROBSON BE IT RESOLVED that the Emo Public Library Board agrees to adjourn the regular meeting of the Emo Public Library and meet again on May 28, 2026 at 5:30 p.m. at the Emo Public Library.

CARRIED

Adjourned at 7:02pm.

Attested By:


Lisa Teeple, Chair


Mellisa Gallagher, CEO/Librarian
Secretary

The Corporation of the Township of Chapple

Matt Morrison

Interim Public Works Superintendent



REPORT#: PWD2026-06

Public Works Report for: June 17, 2026

-
- The Water Haul is continuing but the amount of time the water haul is taking is becoming an issue for the Public Works Department. The water haul takes approximately ½ of a full-time guy's hours to keep the reservoirs full and that is if it is normal use. With the summer heat, many people disregarded the water emergency, which resulted in the water in the reservoirs dropping, almost to the point, where our distribution pumps would have locked out. Luckily, the truck was full, sitting in the shop but we did have to fill the truck once more, to make sure the reservoirs were in a safe range for the rest of the weekend. If we continue with the water haul being part of the Public Works Responsibility, I strongly recommend hiring another full-time operator or a maintenance person with a DZ. I only have 2 1/2 guys for maintaining the roads and taking care of town, as one guy is tied up with the water haul. I already have had 1 complaint and 2 phone calls about roads because the public works was tied up with grading the main roads, as well as fixing roads that were damaged to the point grading could not fix.
 - The complaint that was sent in by letter for the Moulton Rd was checked up on. The road was scheduled to be graded the day I received the letter. It was graded, and then on June 11, 2026, I sent a grader to grade it again. The Property at the end of the road was notified, there fence was on the road allowance and as such, must be removed. As of June 11, 2026, the fence is still on the road allowance.
 - The Morley-Chapple Road saw a dramatic increase of traffic this winter which resulted in multiple issues with the road. 1 culvert had to be replaced, and multiple spots had to be repaired using pit run and covered with A Gravel. It sounds like there will be wood hauled out of there either mid-summer or winter, if the road can't handle it during the summer.
 - The Ralph Wilson South saw a lot of work. I prioritized getting the entrance in for a taxpayer and upgrading the road, so that he could start building. This means some

ditching occurred and the center of the road in four spots were dug out. The whole road was also gravelled. Hopefully the road can handle the increased traffic during the building of the residence, but more work may be required.

- If the budget does not pass, I would ask council to approve the purchase of two loads of calcium for the Barwick rd. I would also like approval to buy the rest of the 3-inch gravel stockpile, that Johnny Judson has previously sold us. The 3-inch gravel will be used in multiple low spots on roads that have sunk in the swamps.
- I was informed about the Westover – Hayes corner brush pile. This corner was a concern before with Charlie, but I believe we did not remove the brush as it was on the property line and there was a fence intertangled in it. I confirmed both concerns.
- The Baseball Diamond water was turned on, and multiple plumbing leaks were found and fixed.
- Some reclaiming was done but more will be done. Specifically, Barwick Rd, Development Rd, Mather Rd. Some small roads will also be done, such as Moulton and Mcullough roads.
- Multiple beaver dams were removed, and our trapper has been keeping on top of any beavers we come across.

Matt Morrison
Interim Public Works Superintendent

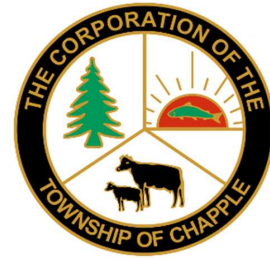
Briefing Note

To: Council

Prepared by: Cindy Nielson, CAO/Clerk-Treasurer
& Matt Morrison, Interim Public Works Superintendent

Meeting Date: June 17, 2026

Subject: Chapple Roads – ranking maps



Purpose

To provide a map of Chapple Township Roads and a ranking system.

Reasoning is based on how populated and the amount of traffic on each road.

This ranking system to help with future planning on the type of maintenance that each road will receive or the amount of construction needed to bring the road up to another rank/standard.

Colour coded Maps and Reasoning behind rankings

Blue 1 – high traffic use / main artery to Sturgeon Creek School

Pink 2 – up to 5 houses / populated / more traffic use

Yellow 3 – less than 5 houses / populated / some traffic use / milk truck route (VanHeyst Road) and Shenston Landfill (Huziak Road)

Orange 4 – maybe 1 house / low traffic use

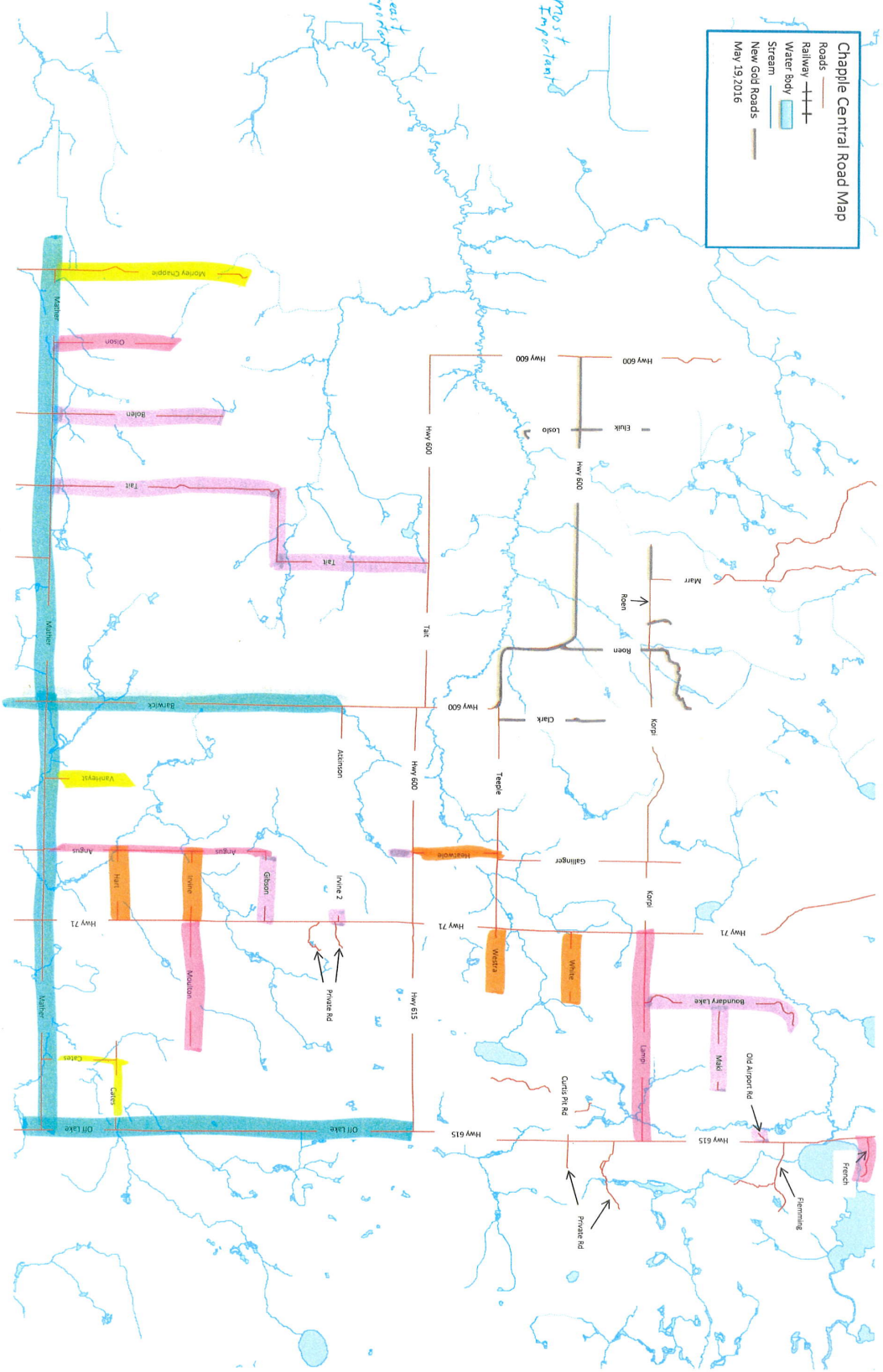
Purple 5 – no houses / maybe cabins / little traffic use

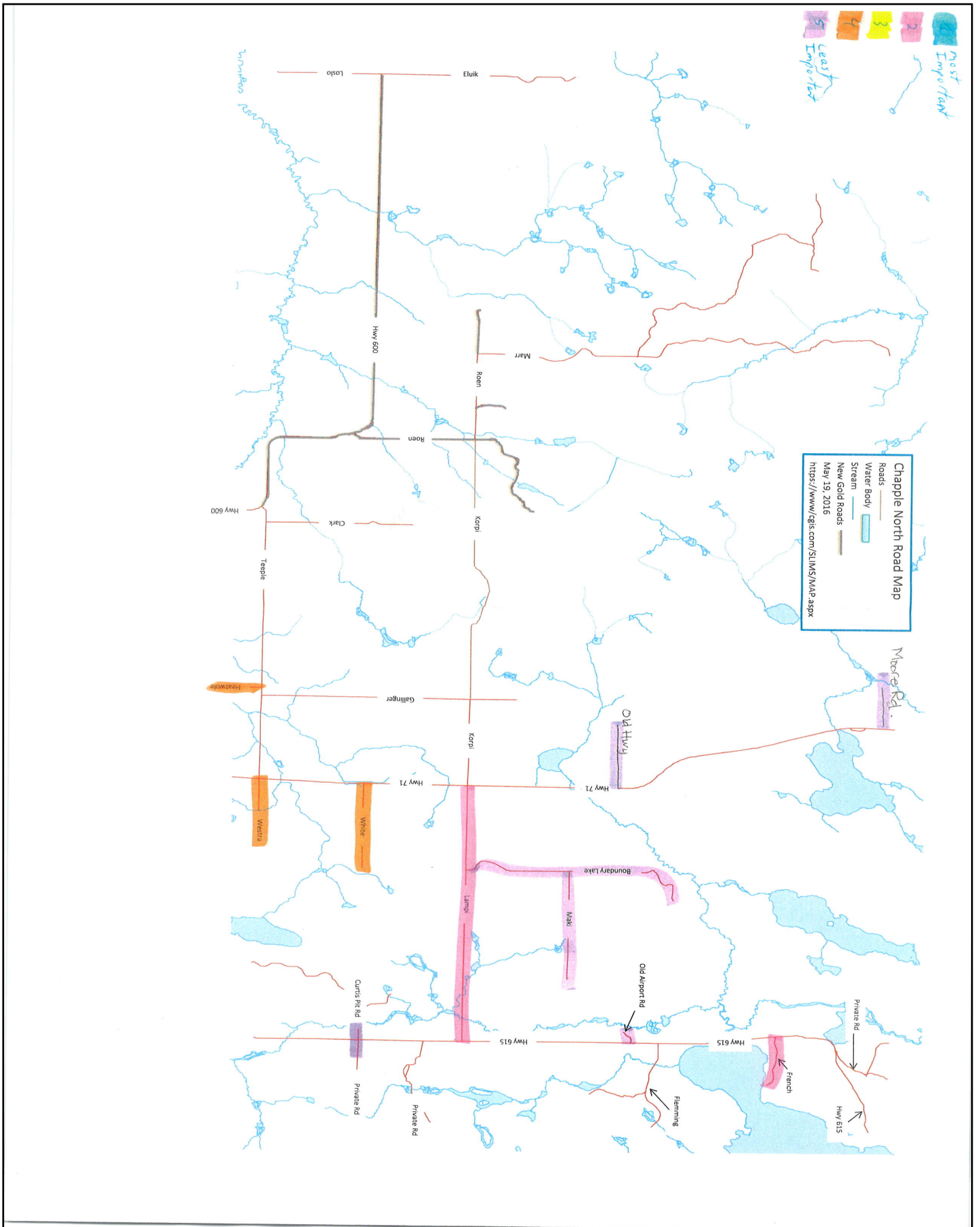
Chaple Central Road Map

- Roads ———
- Railway —+—+—
- Water Body [Blue Shaded Area]
- Stream [Blue Line]
- New God Roads [Red Line]

May 19 2016

Most Important
 1
 2
 3
 4
 5
 Least Important

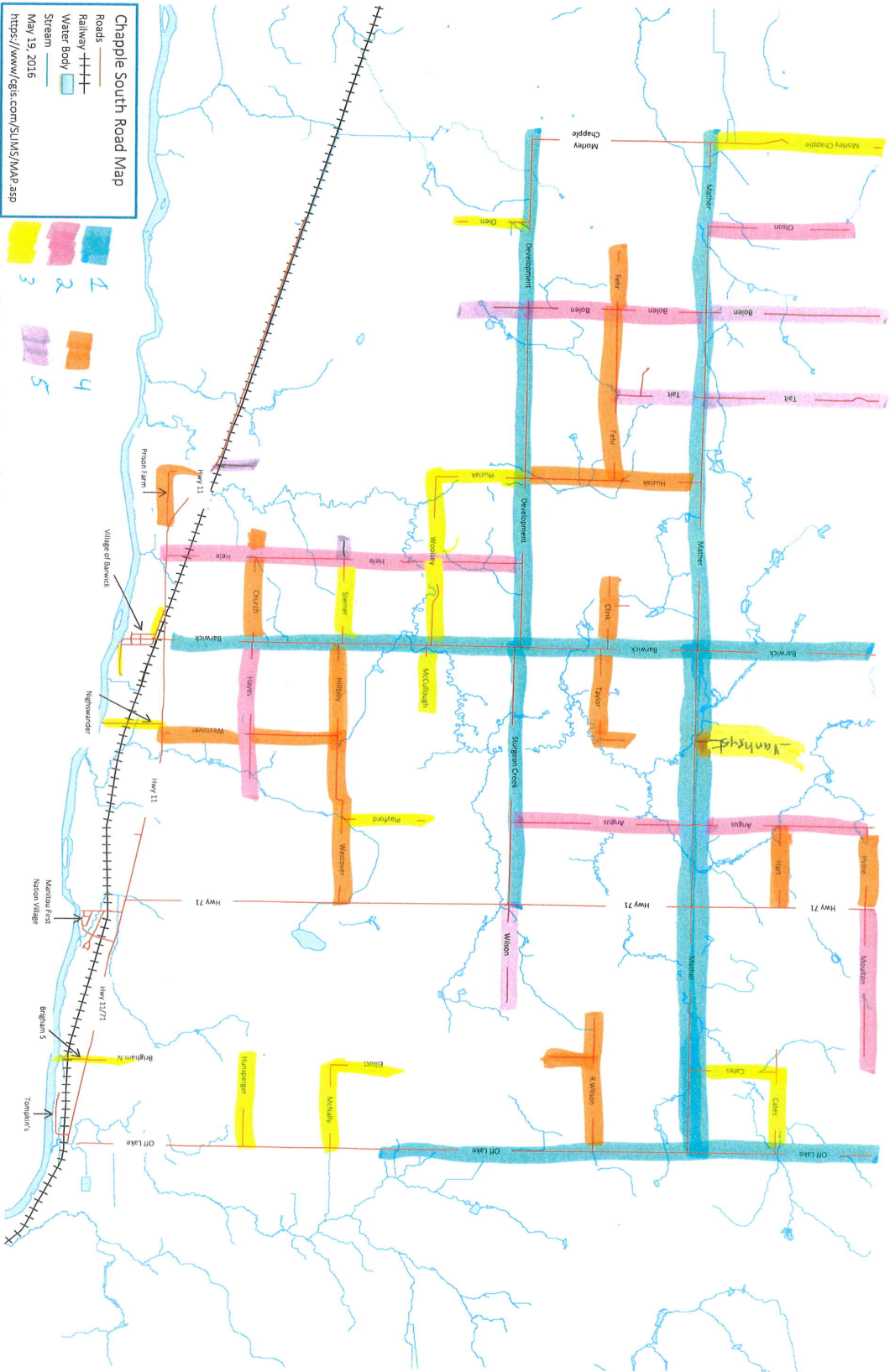




Chapple South Road Map
 Roads
 Railway
 Water Body
 Stream
 May 19, 2016
<https://www.gis.com/SUMS/Map.asp>

- 1
- 2
- 3
- 4
- 5

From 1 to 5. 1 is Important, 5 is Least Important



From: [Cindy Nielson](#)
To: [Josh Wilson](#)
Subject: RE: Grass tender
Date: Friday, June 12, 2026 6:00:00 PM
Attachments: [image001.png](#)

Good afternoon Josh,

Please see my responses below in red... these will be shared with Council at the June 17, 2026, meeting.

Cindy Nielson

CAO/Clerk-Treasurer
The Corporation of the Township of Chapple
54 Barwick Road
Barwick, ON
PoW 1A0

Phone: (807)487-2354 ext. 3
Fax: (807) 487-2406
email: cao@chapple.on.ca

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From: Josh Wilson <NWarborist@outlook.com>
Sent: Sunday, June 7, 2026 12:05 PM
To: Cindy Nielson <cao@chapple.on.ca>
Subject: Re: Grass tender

Hello Cindy and Council,

Yes, thank you. I do see that it has now been posted after work has already commenced and before anyone can react to the applications.

I'd like to start off by referring to the Tender, under the *General Terms and Conditions, section number #2. "2. The lowest submission will not necessarily be accepted, and the Township of Chapple reserves the right to accept/reject any or all responses and/or reissue the tender in its original or revised form."*

This clearly states that council would not be making their decision based on the cheapest bid, yet when making their initial post; decided to literally rank their preferred choices, based on the end price. The winner of which chose not to even put in a price. Under General Terms and Conditions, section number 2 *"The lowest submission will not necessarily be accepted, and the Township of Chapple reserves the right to accept/reject any or all responses and/or reissue the tender in its original or revised form."*

This clause is included to protect the Township's discretion and procurement integrity. It ensures that the Township is not obligated to award a contract solely on the basis of lowest price and may instead consider overall value, compliance, qualifications, and risk. It also preserves the Township's ability to reject submissions that are incomplete, non-compliant, or not in the Township's best interest, and to reissue the tender if market conditions, specifications, or budget considerations require changes. This language is standard in municipal procurement to maintain fairness, transparency, and flexibility in the award process.

Which leads to my second point; *Basis Of Rejection section #5. "5. Tender must not be restricted or modified in any way."*

As not only a bidding contractor, but a taxpayer of this community, the fact that council would allow a bidder to not only submit an uncompleted bid, but one that doesn't even allow you, the treasurer, to be able to forecast what this possibly could end up costing the town is extremely irresponsible. *As per General Terms and Conditions – Rights of the Municipality – 4. "The Township of Chapple reserves the right to request specific requirements not adequately covered in their initial submission and clarify information contained in the tender."*

I in fact reached out to the successful bidder and another bidder to get estimated times to mow each area in the tender so I could compare the submissions against the others. These comparisons were used to identify the lowest submission.

Never mind the fact that this contractor was awarded the tender. The successful bidder completed their submission in accordance with the requirements outlined in the tender. He did not modify the submission form.

On this same note, another contractor also did not properly fill out the tender. By not showing or charging HST this contractor was still allowed to bid and was also ranked better than my own bid. *A contractor is allowed to bid without showing or charging HST if they qualify as a **small supplier** under CRA rules, meaning they earn **\$30,000 or less** in taxable revenues over four consecutive quarters. In that case, they are not required to register for or charge HST, so their bid would still be considered compliant even if it appears lower than bids from HST-registered contractors. The township does not regulate who needs to charge HST as we can not provide tax advice.*

In the end, it should have been quite obvious the tender should have gone out to Carl Steiner, as he was the lowest bid and a local. Being a local should also have serious weight on the decision making to keep funding within the community.

As per By-Law 1834 – being a by-law to provide for the purchase of goods and services by the Township "Part 1: Objective 1.1 This by-law outlines the processes to be followed to obtain the best value when purchasing goods or contracting services for the Township of Chapple."

I would now also like to point out that it has been a full week since the tender has been given out and only some places have been cut and done so poorly. The Cenotaph has been cut by a fed-up, community member as well as the road allowance across from the ice shack. As I am also typing this up, other community members are now going out and cutting the playground as they are all disgusted with how the town looks and rightfully so. The tender now must be changed to start mowing as of May 1st and not June 1st *as per previous grass cutting agreements terms of the agreement can be re-assessed and re-negotiated* as I suggested in a previous email.

Please also note: The times that "Lawn Solutions" has come out to cut grass, he is only here for a maximum of 3 hours meaning the town is most likely being charged at an hourly rate for his travel as well as the wasted time of loading and unloading equipment. The owner was also seen weed whacking at the trailer park at a remarkably slow speed....But why not when it's charged hourly?

When will the next contractor be starting?

Josh Wilson
Tel: 807-271-0774
Email: nwarborist@outlook.com
Mail: P.O Box 24 Barwick, ON P0W1A0



From: Cindy Nielson <cao@chapple.on.ca>
Sent: Wednesday, June 3, 2026 6:28 PM
To: Josh Wilson <nwarborist@outlook.com>
Subject: FW: Grass tended

Good evening Josh,

Tender results have been posted to our website.

Cindy Nielson

CAO/Clerk-Treasurer
The Corporation of the Township of Chapple
54 Barwick Road
Barwick, ON
PoW 1A0

Phone: (807)487-2354 ext. 3
Fax: (807) 487-2406
email: cao@chapple.on.ca

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From: Cindy Nielson
Sent: Tuesday, June 2, 2026 1:18 PM
To: 'Josh Wilson' <NWarborist@outlook.com>
Subject: RE: Grass tended

Hi Josh,

Now that the successful bidder has accepted we will update our site with the

tender results.

Cindy Nielson

CAO/Clerk-Treasurer
The Corporation of the Township of Chapple
54 Barwick Road
Barwick, ON
PoW 1A0

Phone: (807)487-2354 ext. 3
Fax: (807) 487-2406
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From: Josh Wilson <NWarborist@outlook.com>

Sent: Tuesday, June 2, 2026 1:00 PM

To: Cindy Nielson <cao@chapple.on.ca>

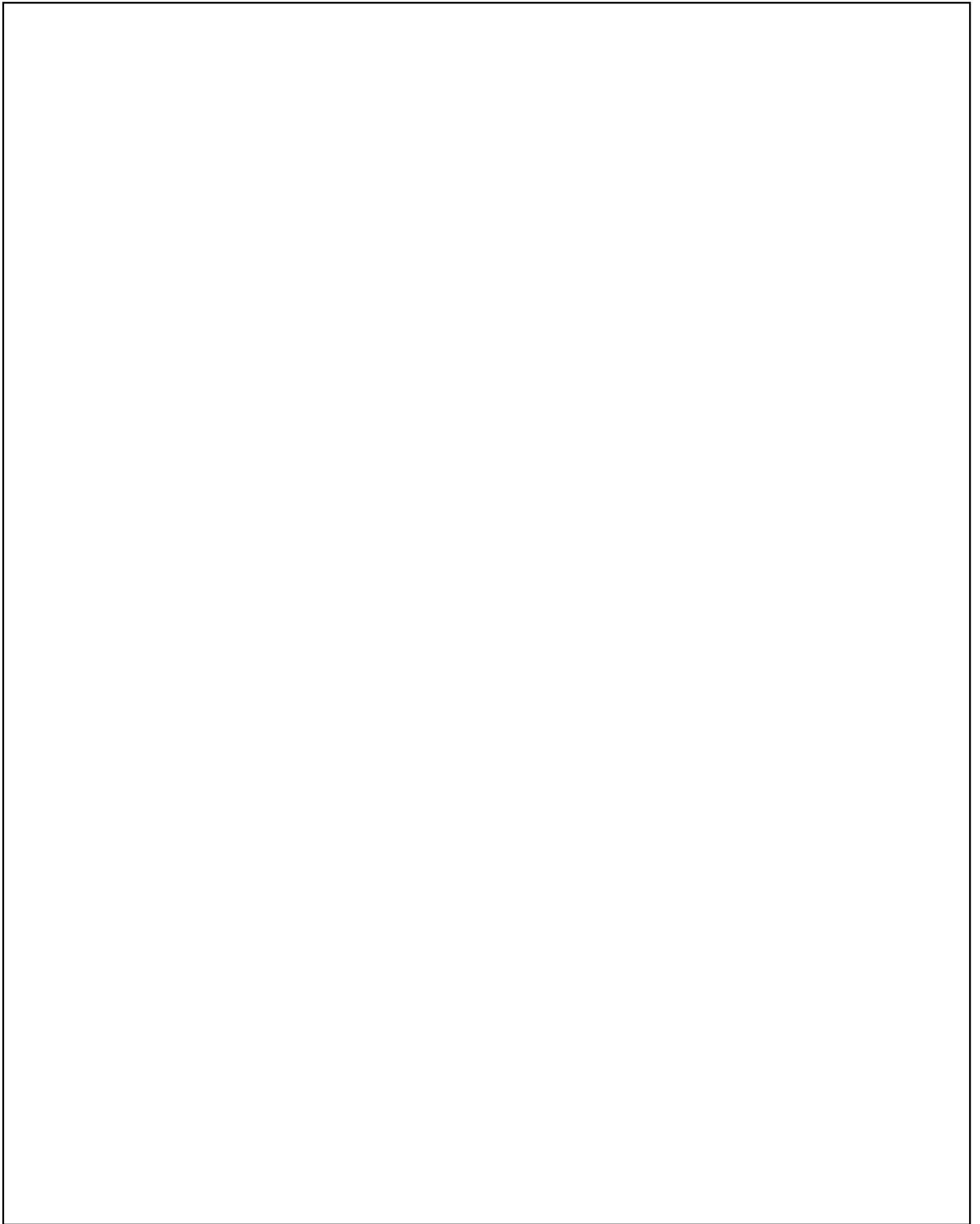
Subject: Grass tended

Good afternoon Cindy,

I was curious as to when tender bids are going to be posted? I'm only seeing ranks but not price amounts.

Thanks, Josh

Get [Outlook for iOS](#)



Report To Council

To: Reeve & Council

From: Cindy Nielson, CAO/Clerk-Treasurer

Date: June 29, 2026



Brigham Road Extension

Administration updated legal counsel. No updates from Brigham's regarding a meeting with their lawyer. Administration will continue to monitor for further correspondence and will provide additional updates as they become available.

Grass Cutting Tender 2026-01

Administration received an email outlining comments and concerns regarding the evaluation and award of Grass Cutting Tender 2026-01, specifically questioning why the tender was awarded to the lowest bidder. CAO responses to each concern have been provided in red for clarity. The tender was awarded in accordance with the Township's procurement process.

Receiving Treated Water from Rainy River First Nations

Letter to permission was submitted June 24, 2026 for approval from the Ministry of the Environment, Conservation and Parks (MECP) to begin hauling **fully treated drinking water** from the newly opened **Rainy River First Nations Water Treatment Plant**.

- The Township will use its MECP-approved water truck.
- Water will be tested for chlorine levels at both loading and unloading to ensure safety and compliance.
- This is an **interim measure** until a long-term solution is in place.

This partnership will help stabilize our water system and improve supply reliability for residents.

Operational Changes at the Chapple/Barwick Water Treatment Plant

Because Chapple is now hauling fully treated water, some of the older pre-treatment equipment at the Chapple/Barwick Water Treatment Plant is no longer needed. In consultation with OCWA, the Township has requested MECP approval to **bypass certain treatment steps** that are not required under the current operating conditions.

These changes will:

- Reduce unnecessary treatment processes
- Support efforts to lower trihalomethane (THM) levels in the system
- Maintain full regulatory compliance

Chlorination and all required water quality monitoring—including THM sampling—will continue.

Pay Equity – updates

Job Evaluations and Preliminary Job Evaluation Rankings have been completed. Consultant would like to meet with Council to review her report and discuss Council’s next step in the Pay Equity Maintenance Review. Recommended date to meet with her would be Tuesday, July 14th time to be determined. Council to confirm their availability.

FYI - Tax Ratio vs. Tax Levy – Key Difference

A tax ratio determines how the total tax burden is distributed between property classes (residential, commercial, industrial, etc.). It is a *relative weighting tool* used to set how much more or less each class pays compared to the residential class. Ratios do not determine how much total revenue the municipality collects — they only determine who pays what share.

A tax levy, on the other hand, is the total amount of money the municipality needs to raise through property taxation to fund its budget. Council sets the levy during the budget process. The levy is the actual dollar amount to be collected from all taxpayers combined.



Chapple Water &
Wastewater
Treatment System
Report for May
2026

Submitted by:
Ontario Clean Water Agency

Facility Description

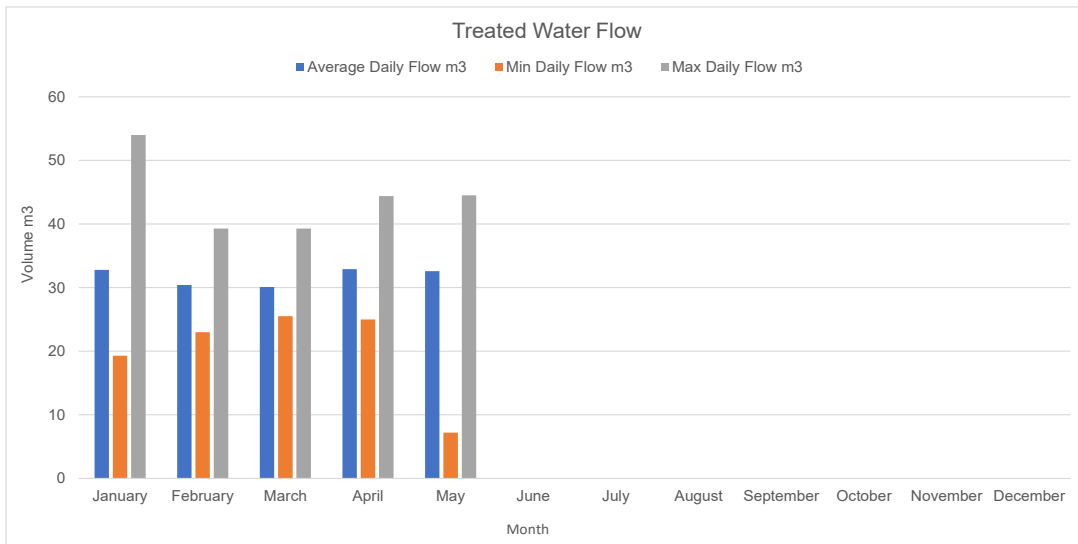
Facility Name: Chapple Water & Wastewater Treatment Operations
 Regional Manager: Patrick Albert (807) 853-0650
 General Manager: Patrick Albert (807) 853-0650
 Operations Manager: Michael Dowhoszya (807) 271-1602
 Operator Mechanics: Michael Dowhoszya, Tristan Dubuc, Kyle Gibbs
 ORO: Kyle Gibbs
 Facility Type: Municipal
 Classification: Large Municipal Residential
 Population Served: 200

Performance Assessment Report - Water

The Chapple Water Treatment System **did not** experience an exceedance in the month of May for THMs. The following charts and graphs detail the raw and treated flows for the treatment system

Treated Distribution Daily Flow Data

Month	Average Daily Flow	Min Daily Flow	Max Daily Flow	Max Allowable per day	Exceeded (Y/N)	Total Treated Flow
	m ³	m ³	m ³	m ³		m ³
January	32.8	19.3	54	90.8	N	1015.9
February	30.4	23	39.3	90.8	N	852.2
March	30.1	25.5	39.3	90.8	N	932.8
April	32.9	25	44.4	90.8	N	985.8
May	32.6	7.2	44.5	90.8	N	968.4
June				90.8	N	
July				90.8	N	
August				90.8	N	
September				90.8	N	
October				90.8	N	
November				90.8	N	
December				90.8	N	
Average	31.76	20.00	44.30			951.02
Total 2025	158.80	100.00	221.50			4,755.10



Raw Water Data

Month	Raw Flow Well #1	Raw Flow Well #2	Raw Flow Well #4	Raw Flow Well #5	Total Raw Flow
	m ³	m ³	m ³	m ³	m ³
January	758.7	110.51	0.33	0.11	869.65
February	774.8	35.01	2.21	0	812.02
March	862	0.49	0	0	862.49
April	806.9	1.6	0.11	0.11	808.72
May	751.09	141.03	0.21	0.51	892.84
June					0
July					0
August					0
September					0
October					0
November					0
December					0
2025 Total	3,953.49	288.64	2.86	0.73	4,245.72

Water Plant Key Operating Parameters - May 2026

Day	Dist. Flow (m ³)	Peak Dist. Flow (l/s)	Treated Min. Cl2 Residual (mg/L)	Dist. Free Cl2 (mg/l)	Max. Filter Turbidity (NTU)	Dist. Turbidity (NTU)	Raw Water pH	Treated Water pH	Average Reservoir Level (m)	Total Dist Pump Run times (hours)
1	32.49	1.5	1.47	1.48	n/a	n/a	7.33	7.64	1.83	4.1
2	34.19	1.79	1.44	1.59	n/a	n/a	7.17	7.49	1.83	4.3
3	33.99	1.71	1.48		n/a	n/a			1.74	4.3
4	33.19	1.59	1.53	1.57	n/a	n/a	7.29	7.47	1.69	4.1
5	31.69	1.64	1.57	1.6	n/a	n/a	7.33	7.65	1.76	4
6	33.29	1.56	1.49	1.53	n/a	n/a	7.34	7.63	1.8	4.2
7	31.79	1.65	1.4	1.46	n/a	n/a	7.28	7.5	1.84	4
8	31.79	1.47	1.29	1.4	n/a	n/a	6.95	7.48	1.94	3.8
9	33.29	1.52	1.28	1.33	n/a	n/a	6.92	7.21	1.97	4.1
10	30.29	1.58	1.26		n/a	n/a			1.89	3.9
11	36.76	1.67	1.28	1.22	n/a	n/a	6.97	7.28	1.86	4.3
12	34.69	1.73	1.32	1.33	n/a	n/a	7.3	7.65	1.85	4.2
13	32.99	1.8	1.21	1.35	n/a	n/a	7.16	7.49	1.88	4.2
14	29.29	1.69	1.26	1.27	n/a	n/a	7.23	7.74	1.9	3.9
15	44.19	2.05	1.2	1.25	n/a	n/a	7.39	7.77	1.95	5
16	31.89	1.77	1.15		n/a	n/a			1.91	4.1
17	25.49	1.46	1.14	1.2	n/a	n/a	7.26	7.45	1.83	3.7
18	7.99	1.84	1.17		n/a	n/a			1.76	4.3
19	31.09	2.34	1.22	1.31	n/a	n/a	7.5	7.98	1.79	4
20	32.39	1.78	1.1	1.18	n/a	n/a	7.36	7.72	1.86	4.1
21	33.89	1.71	0.6	1.08	n/a	n/a	7.35	7.74	1.88	4.3
22	30.79	1.86	0.96	1.08	n/a	n/a	7.34	7.68	1.94	3.9
23	32.29	2.05	0.55	1.2	n/a	n/a	7.2	7.52	1.95	4.2
24	35.29	1.6	1.17		n/a	n/a			1.85	4.4
25	42.89	1.99	1.4	1.47	n/a	n/a	7.29	7.66	1.82	4.8
26	-8.21	1.31	0.97	1.48	n/a	n/a	7.2	7.55	1.8	1.8
27	39.49	1.94	0.82	1.44	n/a	n/a	7.25	7.63	1.76	0.4
28	7.19	1.63	0.72	1.33	n/a	n/a	7.27	7.71	1.74	4.3
29	36.59	2.1	0.73	1.42	n/a	n/a	7.26	7.67	1.74	4.5
30	44.49	1.99	0.81	1.45	n/a	n/a	7.14	7.69	1.69	5.4
31					n/a	n/a				

Water Plant Chemical Usages

Month	Chlorine Used (L)	Chlorine Used (Kg)	CO2 Used (Lb)	Lime Used (Kg)
January	57	68.4	44	68.7
February	55.1	66.12	52	68.1
March	60.8	72.96	60	68.1
April	58.9	70.68	55	90.8
May	60.8	72.96	60	90.8
June				
July				
August				
September				
October				
November				
December				
Average	58.52	70.22	54.20	77.30
2025 Total	292.60	351.12	271.00	386.50

In October of 2025, the Municipality declared a State of Emergency due to failing water source. In response water hauls have been occurring while next steps are being looked at. Details below.

Water Haul Information

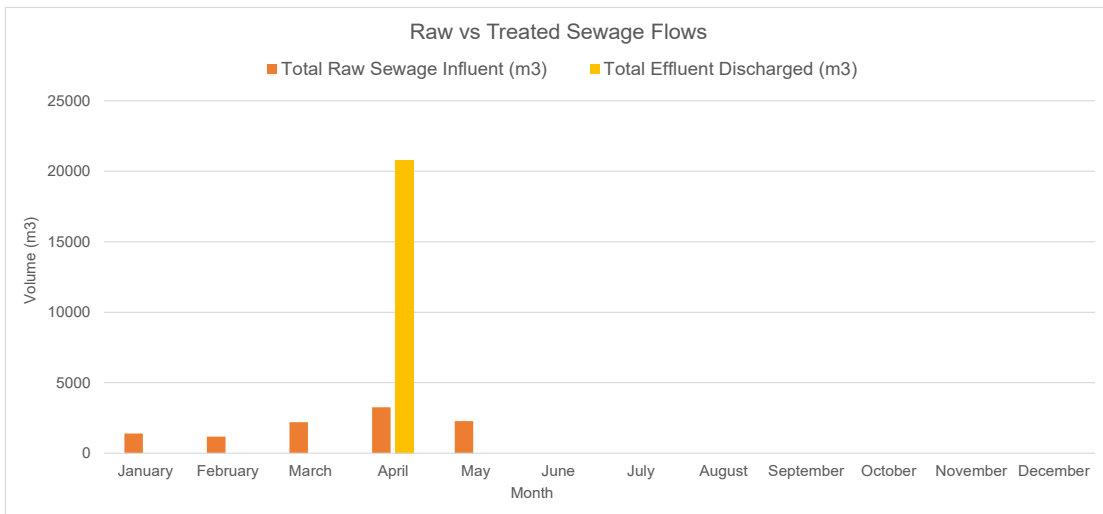
Month	# Loads Delivered	Volume Received (L)
January	11	187000
February	11	187000
March	15	255000
April	21	315000
May	28	420000
June		
July		
August		
September		
October		
November		
December		
Average	#DIV/0!	#DIV/0!
2026 Total	0	0

Performance Assessment Report - Wastewater

Sewage Data

**Note this data does not include the raw influent from the Mill.*

Month	Total Raw Sewage Influent (m3)	Total Raw Bypasses/Spills (m3)	Total Effluent Discharged (m3)
January	1400.4	0	0
February	1182.6	0	0
March	2196	0	0
April	3258	0	20814
May	2284.6	0	0
June			
July			
August			
September			
October			
November			
December			
2025 Total	10,321.60	-	20,814.00



Sewage Pump Run Times

Month	Pump #1 Runtime (hours)	Pump #2 Runtime (hours)	Total Pump Runtime (hours)
January	75.5	0	75.5
February	65.7	0	65.7
March	116.9	0	116.9
April	182.5	0	182.5
May	124	0	124
June			0
July			0
August			0
September			0
October			0
November			0
December			0
2025 Total	564.6	0	564.6

In March 2026, the Municipality began accepting sewage from a man camp. The details below capture the additional volume being dumped. This data is also included in the total raw sewage numbers as it is flowing through the system to the lagoon.

Sewage Dump Information

Month	# Loads Delivered	Volume Received (L)
January	0	0
February	0	0
March	30	510000
April	0	0
May	0	0
June		
July		
August		
September		
October		
November		
December		
Average	#DIV/0!	#DIV/0!
2026 Total	0	0

Compliance Summary

Distribution chlorine residuals were maintained and taken within the proper timelines as per Ontario regulation 170/03. All bacterial sampling was [taken within](#) the proper timelines as per Ontario regulation 170/03, and analytical results were received [with adverse](#) conditions being present (Please refer to all analytical and chains of custodies provided by ALS laboratories). (sodium) All staff members operating the systems are licensed to the required level as per Ontario Regulation 128/04

Bacteriological Sampling Program	May 2026
Total Number of Raw Samples	3
Total # of Distribution System Samples	4
# of Adverse Distribution System Samples	0
Total Number of Treated Samples	0
# of Adverse Treated Samples	1
Other/Special Sampling	1
Raw Sewage	2
Treated Sewage	0
# of Adverse Sewage Samples	0

Occupational Health & Safety

Monthly health and safety inspections were conducted by staff and reviewed by management. There were [no new](#) H&S issues identified in March. Please see capital planning for details.

Inspections & MECP Contact

There was no scheduled MECP inspection during the month of May.

Complaints & Concerns

All customer complaints should be emailed to the facility Managers and copy the email to the PCT's. As an alternative to email, information can be faxed to the Regional office at 807-854-0483.

Mike Dowhoszya - mdowhoszya@ocwa.com
 PCT Group nwopct@ocwa.com

Key Compliance Parameters - THMs

Results in red are exceeding the limit and will be/have been reported as required

Year	Q	Results Average - THM	THM RAA	Results Average - HAA	HAA RAA
		ug/l	ug/l	ug/l	ug/l
2024	1	96.7	112.4	14.7	21.7
	2	91.5	101.3	12.1	18.2
	3	131.5	108.4	17.9	16.7
	4	159.0	119.7	11.9	14.2
2025	1	130.0	128.0	14.6	14.1
	2	111.9	133.1	14.3	14.7
	3	59.9	115.2	8.9	12.4
	4	74.5	94.1	22.2	15.0
2026	1	70.1	79.1	26.6	18.0
	2	97.1	70.9	29.6	21.8
	3				
	4				

Monthly Scheduled Maintenance

Monthly work order summary reports are submitted electronically and can be reviewed. Please feel free to contact us should you have any questions or concerns.

Alarms

There were alarms. Please check alarm call log for details.

Overall Responsible Operator (ORO)

As overall responsible operator for the water and sewage system in Chapple it is imperative that OCWA staff be notified of any activities regarding either of the water systems or wastewater system that affect water quality. Communication between Council, Municipal staff and OCWA is imperative and appreciated as a safeguard for the community, council and OCWA, in maintaining safe water and wastewater systems.

Non-Routine Maintenance Performed

All maintenance activities are captured as work orders and submitted with the monthly reports.

Capital Forecasting

OCWA submits a capital forecast for infrastructure & equipment upgrades in January with detailed budgeting, some of which we deem necessary, others promoting improvement to efficiently operate. The importance of review and discussions leading to timely approvals or omissions is critical in scheduling work in a cost-effective manner, regardless of who is assigned that work. Management would be pleased to sit and review the capital plans and open discussions on line items. The table below highlights some keys capital initiatives for 2025 and onward.

Capital plan to be updated once 2026 budget is approved by Township

Chemical Inventory

Below is a listing of the chemical that was on site, as of [May 3 2026](#).

Chemical	Qty	Container Type	Qty/container
Lime	30	bags	22.7kg each
CO2 - Full	3	cylinder	
CO2 - Partial	2	cylinder	in use
Sodium Hypochlorite	5	declans	20L



Information Sheet: Closure of the Remote Area Border Crossing (RABC) Permit Program and Transition to Telephone Reporting

On December 19, 2025, the Government of Canada announced that the Remote Area Border Crossing (RABC) permit program will officially close on September 14, 2026. As of that date, all travellers entering Canada within remote areas of northern Ontario or the Northwest Angle into Southern Manitoba must report to the Canada Border Services Agency (CBSA) at a port of entry or a designated telephone reporting site.

Program Background

The RABC was established in 1990 as a way for residents and visitors to enter Canada in remote areas far from traditional ports of entry. Prospective travellers would submit an application each year for a permit to enter Canada without having to report upon entry, as long as they met certain conditions. The program was expanded over time and now stretches from the Manitoba border at Lake of the Woods to Cockburn Island southeast of Sault Ste. Marie.

Telephone Reporting

Separately, over the past twenty years, the CBSA has formalized and expanded telephone reporting as the secure option for travellers seeking entry in remote areas across the country, requiring them to report to the CBSA from designated sites every time they enter Canada. It ensures consistent service delivery in the clearance of persons and goods across the country, and provides greater visibility as to when and where people enter Canada. Today, the CBSA offers more than 375 telephone reporting sites nationwide,

including at select marine sites within the current RABC region.

During posted hours of service, travellers dock or land at the reporting site and phone the CBSA to report their arrival, using the number displayed on site. Once released by the CBSA, travellers continue onward to their final destination in Canada. To verify that travellers meet border requirements, the CBSA must be able to access the site during the hours of service.

Reporting Sites



Map: RABC Region

With the closure of the RABC Program, the CBSA is seeking to expand telephone reporting opportunities for travellers. To identify potential new reporting sites in this region, the CBSA is meeting with and collecting input from travellers, communities and stakeholders. The intention is to designate sites that benefit communities, residents and visitors alike. To achieve this goal, the CBSA is considering a wide range of potential locations, including public or private marinas, provincial parks, businesses, as well as private residences.

Each reporting site will need to meet minimum infrastructure and accessibility requirements, and the CBSA will work closely with landowners or operators to ensure these are in place before opening. Sites can be specific to marine conveyances or snowmobiles, and can be open year round, or only during select times of the year.

Once a site is designated, it will be published on the Directory of CBSA Offices and Services.

If you have any additional questions or would like to schedule a follow-up meeting, please contact Melissa Brannagan, Executive Director, Traveller Policy and Program Development (Melissa.Brannagan@cbsa-asfc.gc.ca).

Cindy Nielson

From: RABC Program / PFRE Programme (CBSA/ASFC) <RABC_Program-PFRE_Programme@cbsa-asfc.gc.ca>
Sent: Wednesday, June 3, 2026 3:09 PM
To: Cindy Nielson
Cc: RABC Program / PFRE Programme (CBSA/ASFC)
Subject: Canada Border Services Agency - Telephone Reporting Site location/Agence des services frontaliers du Canada - Emplacement du site déclaration par téléphone: Township of Chapple
Attachments: CBSA Telephone Reporting Site Information.docx; Info sheet - RABC transition to telephone reporting.pdf; Telephone Reporting Signage.xlsx

Good afternoon Cindy,

Thanks again for the opportunity to meet today to discuss potential telephone reporting in Township of Chapple/Barwick. As promised, we wanted to send you a bit more information on the Remote Area Border Crossing (RABC) Program and it's transition to telephone reporting.

Below I've included all the information on what being a designated telephone reporting site (TRS) would look like, as well as the information we would need if you were to decide to become a designated reporting site. We don't have a formal application form to become a TRS, but I have created the attached document to highlight the types of information we would be looking for. If you have any questions about any of these sections please don't hesitate to ask!

The full list of telephone reporting site requirements can be found in our [D-Memo on Telephone Reporting](#) (specifically paragraphs 74 to 76).

I have provided a breakdown of how those requirements could be practically applied for telephone reporting site marine (TRS/M).

- Paragraphs 74 (a-g): Business case – The Business Case would be developed using the information you provide in the attached document.
- Paragraphs 75 (a): provision of a functional and easily accessible telephone, which can include a cellular telephone/telecommunication solution – This just means that we would need to know if cell connectivity is good or not and if we would need to look at a potential workaround.
- Paragraphs 75 (b-d): clear signage identifying the marina as a CBSA TRS/M (provided and paid for by the CBSA) – I've attached examples of the signage for your awareness and would work with you to determine best placement.
- Paragraphs 75 (e): provision of unrestricted marina/site access to the CBSA verification teams to conduct monitoring and verification functions.
- Paragraphs 75 (f): provision of sufficient lighting and secure docks, that ensure the safety of officers and boaters. We can also limit the hours of availability to align with daylight hours to address this requirement (e.g. 07:00-20:00 from May to September).

- Paragraphs 75 (g)/81 (f): provision of a private room/area for the purpose of examinations if requested by an officer – there is no need to provide a dedicated space for CBSA use only. If private space is available in the moment it would be beneficial to the CBSA.
- Paragraphs 76/82: agreement to the above requirements – this also includes the ability to advise the CBSA if there is a desire to change the arrangement.

If you have any questions or would like to have a follow-up call, please don't hesitate.

Thanks and have a great evening,

Lisa



NWHU BRIEFING NOTE	
TOPIC: Bring Your Own Alcoholic Beverage (BYOB) Events: Public Health Considerations for Municipalities	
DATE: June 3, 2026	PAGE: 1 of 6
PREPARED BY: Randi Casey	
INTENDED AUDIENCE: Municipalities	

PURPOSE

To provide municipalities with information regarding recent provincial changes permitting Bring Your Own Alcoholic Beverage (BYOB) events, outline public health considerations associated with increased alcohol availability, and provide evidence-informed recommendations to support municipal decision-making.

ISSUE

Ontario has expanded opportunities for alcohol consumption at outdoor public events through regulatory changes that allow attendees to bring and consume their own alcohol at designated community and cultural events.

Municipalities now have the authority to determine whether and how these events will be permitted within their communities. Given the well-established relationship between alcohol availability and alcohol-related harms, municipalities may wish to consider whether permitting BYOB events aligns with local priorities for community safety and well-being.

BACKGROUND

In March 2026, the Province of Ontario announced changes to alcohol regulations that expand the former tailgate event framework.¹ Eligible outdoor community and cultural events may permit attendees aged 19 years and older to bring and consume their own alcohol within designated event areas, subject to provincial requirements and approvals.

The changes broaden the types of events that may be eligible beyond traditional sporting-event-related tailgate events and may include festivals, fairs, markets, concerts, performances, community celebrations, and other outdoor public gatherings.

The changes do not permit unrestricted public drinking. Alcohol consumption remains limited to designated event areas and is subject to provincial laws related to underage drinking, intoxication, impaired driving, and public safety. Event organizers must also comply with applicable Alcohol and Gaming Commission of Ontario (AGCO) requirements and any municipal approvals, policies, or by-laws.

Municipalities may choose to:

- Prohibit BYOB events;
- Consider requests on a case-by-case basis;
- Establish criteria for eligible events and locations; or
- Delegate authority for event designation through local policies or procedures.



NWHU BRIEFING NOTE	
TOPIC: Bring Your Own Alcoholic Beverage (BYOB) Events: Public Health Considerations for Municipalities	
DATE: June 3, 2026	PAGE: 2 of 6
PREPARED BY: Randi Casey	
INTENDED AUDIENCE: Municipalities	

CURRENT STATUS

Municipalities are responsible for determining whether events meet the criteria for designation as community or cultural events. Municipal designation does not replace other approvals or requirements that may apply to an event, including municipal policies, AGCO requirements, fire and safety requirements, or other applicable approvals.

KEY CONSIDERATIONS

Evidence and Public Health Impact

Alcohol availability is recognized internationally as an important determinant of alcohol consumption and alcohol-related harms.² Research consistently demonstrates that greater physical availability of alcohol is associated with increased alcohol consumption and increased rates of alcohol-related harms. Alcohol consumption is associated with both short-term harms, such as injuries, violence, and impaired driving, and long-term health impacts, including several cancers, liver disease, cardiovascular disease, and mental health harms.

The World Health Organization identifies restrictions on alcohol availability as one of the most effective and cost-effective policy measures for reducing alcohol-related harms at a population level.²

Potential harms associated with increased alcohol availability include:

- Injuries and falls;
- Violence and interpersonal conflict;
- Impaired driving;
- Emergency department visits and hospitalizations;
- Increased demand on police, emergency medical services, and other community services; and
- Long-term chronic disease impacts associated with alcohol consumption.

Local alcohol-related harms in the Northwestern Health Unit region illustrate the disproportionate burden of alcohol-related harm experienced within the region. Among both sexes and all ages, 2024 rates per 100,000 population were:

- Deaths due to alcohol toxicity: 15.5 in NWHU compared with 2.5 in Ontario (6.2 times higher).
- Hospitalizations for conditions entirely attributable to alcohol: 1,188.6 in NWHU compared with 217.3 in Ontario (5.5 times higher).



NWHU BRIEFING NOTE	
TOPIC: Bring Your Own Alcoholic Beverage (BYOB) Events: Public Health Considerations for Municipalities	
DATE: June 3, 2026	PAGE: 3 of 6
PREPARED BY: Randi Casey	
INTENDED AUDIENCE: Municipalities	

- Emergency department visits for conditions entirely attributable to alcohol: 7,448.5 in NWHU compared with 533.4 in Ontario (14.0 times higher).

For each of these indicators, the Northwestern Health Unit region had the highest rate among Ontario public health units.³

Children and Youth

Community events are often attended by children, youth, and families. Permitting alcohol consumption at these events may contribute to the normalization of alcohol use by increasing exposure to drinking behaviours in community settings.⁴

Recent COMPASS⁵ survey results from participating secondary schools in the Northwestern Health Unit region found that in 2025-26:

- 27% of students reported consuming alcohol in the previous 30 days;
- 20% reported binge drinking in the previous 30 days;
- 11% reported riding in a vehicle where the driver had been drinking alcohol in the previous 30 days; and
- binge drinking increased with grade level, reaching 28% among Grade 12 students.

Research suggests that alcohol availability and visibility can influence social norms related to alcohol use.⁴ Community events where alcohol consumption is visible may reinforce perceptions that drinking is a routine and expected part of social gatherings and celebrations. Municipalities may wish to consider whether alcohol service aligns with the purpose and intended audience of events designed primarily for children, youth, and families.

Event Oversight

Traditional licensed events typically include safeguards intended to promote responsible alcohol consumption. Individuals involved in the sale, service, or delivery of alcohol are generally required to complete provincially approved responsible liquor sale, service, and delivery training.⁶⁻⁷

At BYOB events, attendees bring their own alcohol. As a result, there may be fewer opportunities to monitor consumption levels, intervene when individuals become intoxicated, or limit alcohol service.

Municipalities may wish to consider the implications of reduced oversight, including:

- excessive alcohol consumption;
- alcohol-related injuries;
- aggressive or disruptive behaviour;
- impaired driving; and
- increased demands on emergency and enforcement services.



NWHU BRIEFING NOTE	
TOPIC: Bring Your Own Alcoholic Beverage (BYOB) Events: Public Health Considerations for Municipalities	
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PREPARED BY: Randi Casey	
INTENDED AUDIENCE: Municipalities	

Mitigation Strategies

Should municipalities choose to permit BYOB events, the Northwestern Health Unit recommends implementing measures to reduce potential harms and support community safety, including:

- Updating Municipal Alcohol Policies to address BYOB events, including eligibility criteria, approval processes, and organizer responsibilities;
- Considering whether BYOB events are appropriate for family-oriented settings and carefully selecting locations where alcohol consumption will be permitted;
- Requiring event organizers to implement appropriate risk management measures, including plans for monitoring and responding to intoxication;
- Supporting safer transportation through designated driver initiatives, safe ride options, and impaired driving prevention messaging; and
- Monitoring alcohol-related incidents and periodically evaluating municipal policies and event outcomes.

RECOMMENDATION

That municipalities consider whether permitting Bring Your Own Alcoholic Beverage (BYOB) events aligns with local priorities for community safety and well-being.

Based on the available evidence regarding alcohol availability and alcohol-related harms, the Northwestern Health Unit does not support the expansion of alcohol availability through BYOB events.

Should municipalities choose to permit BYOB events, the Northwestern Health Unit recommends implementing evidence-informed mitigation measures to reduce potential alcohol-related harms.

CONCLUSION

Recent provincial changes provide municipalities with new authority to permit alcohol consumption at designated community and cultural events.

From a public health perspective, increased alcohol availability is associated with increased alcohol consumption and alcohol-related harms. Community events where alcohol consumption is visible may reinforce perceptions that drinking is a routine and expected part of social gatherings and celebrations, including among children and youth.

BYOB events differ from traditional licensed events in that they may reduce opportunities to monitor alcohol consumption and intervene when individuals become intoxicated.



NWHU BRIEFING NOTE	
TOPIC: Bring Your Own Alcoholic Beverage (BYOB) Events: Public Health Considerations for Municipalities	
DATE: June 3, 2026	PAGE: 5 of 6
PREPARED BY: Randi Casey	
INTENDED AUDIENCE: Municipalities	

The Northwestern Health Unit therefore does not support the expansion of alcohol availability through BYOB events. Should municipalities choose to permit BYOB events, implementing evidence-informed mitigation measures may help reduce potential harms and support community safety and well-being.



NWHU BRIEFING NOTE	
TOPIC: Bring Your Own Alcoholic Beverage (BYOB) Events: Public Health Considerations for Municipalities	
DATE: June 3, 2026	PAGE: 6 of 6
PREPARED BY: Randi Casey	
INTENDED AUDIENCE: Municipalities	

REFERENCES

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6. Alcohol and Gaming Commission of Ontario (AGCO). *Bring Your Own Liquor at Community and Cultural Events*. Available at: [AGCO Bring Your Own Liquor at Community and Cultural Events](#)
7. Smart Serve Ontario. *Ontario’s Responsible Alcohol Beverage Service Training Program*. Available at: [Smart Serve Ontario](#)

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

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

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre

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



234-2026-1746

June 1, 2026

On May 25, 2026, our government introduced the proposed [Protecting Ontario's Streets and Communities Act, 2026](#) (Bill 119). Through this legislation, we are proposing new tools to address zoning by-law contraventions which respond to recommendations and requests from municipal leaders. The proposed *Planning Act* changes, if passed, would enable municipalities to use an administrative monetary penalty (AMP) system for zoning by-law contraventions which relate to land uses that are not permitted.

We are interested in receiving your comments on these proposed changes. Comments can be made through the Environmental Registry of Ontario Posting [026-0558 Proposed Planning Act Changes \(Schedule 7 of Bill 119 - Protecting Ontario's Streets and Communities Act, 2026\)](#) from May 26, 2026, to June 25, 2026. The government invites you to review the [Environmental Registry of Ontario and Regulatory Registry of Ontario](#) links provided above and share any feedback you may have.

If you have any questions, please reach out to my Director of Stakeholder Relations, Caucus Affairs and Public Appointments, Tanner Zelenko at tanner.zelenko@ontario.ca.

I look forward to continued collaboration with you to address these and other important issues facing our communities.

Sincerely,

A handwritten signature in blue ink that reads "Robert J. Flack".

Hon. Robert J. Flack

Minister of Municipal Affairs and Housing

c. The Honourable Graydon Smith, Associate Minister of Municipal Affairs and Housing

Robert Dodd, Chief of Staff Minister's Office

Matthew Rae, Parliamentary Assistant, Municipal Affairs and Housing

Laura Smith, Parliamentary Assistant, Municipal Affairs and Housing

Brian Saunderson, Parliamentary Assistant, Municipal Affairs and Housing

Martha Greenberg, Deputy Minister, Municipal Affairs and Housing

David McLean, Assistant Deputy Minister, Municipal Affairs and Housing

Laurie Miller, Assistant Deputy Minister, Municipal Affairs and Housing

Sean Fraser, Assistant Deputy Minister, Municipal Affairs and Housing

Municipal Chief Administrative Officers

Ministry of Infrastructure

Office of the Minister

5th Floor, 777 Bay Street
Toronto, Ontario M7A 2E1
Telephone: 416-327-4412

Ministère de l'Infrastructure

Bureau du ministre

777, rue Bay, 5^e étage
Toronto (Ontario) M7A 2E1
Téléphone: 416-327-4412



May 28, 2026

James Gibson
Reeve
Township of Chapple
cao@chapple.on.ca

Dear Reeve Gibson:

On behalf of the Ministry of Infrastructure, I would like to thank you for attending the 2026 Northwestern Ontario Municipality Association Conference. It was a pleasure to meet with you and your delegation.

Thank you for the joint discussion with the Township of Emo and Rainy River First Nation regarding a regional water supply partnership and your request for provincial support. This joint facility model would expand service coverage and allow for services during emergencies. For emergency funding, I recommended that the delegation engage with the Ministry of Municipal Affairs and Housing.

Ontario continues to support communities with the funding they need for their critical infrastructure projects. As you may be aware, our government is providing \$4 billion in provincial funding for community and housing-enabling infrastructure through the Municipal Housing Infrastructure Program (MHIP), as part of the province's capital plan of \$236 billion to protect Ontario.

Since 2018, our government has also invested \$2.8 billion into the Ontario Community Infrastructure Fund (OCIF) to support small, rural and northern municipalities, the largest investment in this program's history. This includes over \$800,000 for critical infrastructure projects in the Township of Chapple.

Please be advised that the Ministry of Infrastructure supports the development of municipal and local infrastructure through various other funding avenues.

As you are aware, the Infrastructure Ontario (IO) Loan Program continues to offer all Ontario municipalities affordable, long-term fixed-rate loans and short-term construction financing to help municipalities, universities and other eligible public sector partners renew and build Ontario's public infrastructure. As of 2026, Chapple has received a \$400,000 loan for a local infrastructure project.

Our government recognizes the importance of investing in critical core infrastructure to support growth and long-term economic prosperity, especially in Ontario's small, rural and northern communities.

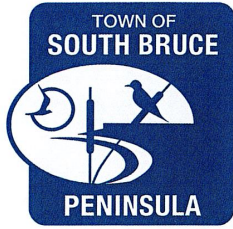
I look forward to continuing to work with you in the future.

Sincerely,

A handwritten signature in blue ink, appearing to read "Todd J. McCarthy". The signature is fluid and cursive, with a long horizontal stroke extending to the left.

The Honourable Todd J. McCarthy
Acting Minister of Infrastructure

CC. MPP Greg Rickford, Kenora – Rainy River



Excerpt from Council Meeting Minutes – June 2, 2026

19. Notice of Motion – Deputy Mayor Hull – Affirming Outdoor Education as an Essential Part of Public Education in Ontario

Deputy Mayor Hull explained the importance of outdoor education and how this motion is in response to the closure of the Toronto District School Board outdoor education centre. He explained that he is asking for the Parks, Recreation and Culture Department to be mindful of outdoor nature-related opportunities for citizens; he is not asking for a formal report.

Discussion included staff evaluation and making a change to the motion to recognize the work staff currently undertake regarding outdoor opportunities.

R-151-2026

It was **Moved** by C. Hull, **Seconded** by J. Kirkland and **Carried**

Whereas outdoor and experiential education provides students with critical opportunities to improve mental health, physical well-being, environmental literacy, teamwork, leadership, resilience, and academic engagement;

And whereas access to nature and outdoor learning opportunities should not depend on a family's income, geography, or ability to afford private camps, cottages, or outdoor recreation;

And whereas many students, especially those living in urban communities, rely on publicly funded school programs as their primary opportunity to experience forests, trails, waterways, dark skies, overnight camping, and land-based learning;

And whereas closures of Outdoor Education Centres risk creating long-term negative consequences for student wellness, environmental stewardship, and equitable access to experiential learning opportunities;

And whereas knowledgeable and experienced outdoor education staff are essential to delivering safe, inclusive, and curriculum-based learning experiences;

And whereas municipalities that benefit from tourism connected to parks, trails, and natural spaces depend on environmentally responsible stewardship by visitors.

Therefore be it resolved that the Town of South Bruce Peninsula requests the Province of Ontario to:

1. Recognize outdoor education as an essential educational service and commit to equitable access for all Ontario students, and
2. Halt the closure of outdoor education centres and restore stable funding for programming across Ontario;

And that the Town's Parks, Recreation and Culture Department continues to evaluate how it can increase nature-related educational opportunities for citizens of all ages and abilities;

And further that this motion be forwarded to the Bluewater District School Board Trustees, MPP Paul Vickers, the Ontario Minister of Education MPP Paul Calandra, AMO, ROMA, The Council of Outdoor Educators of Ontario, and all other municipalities across Ontario.



2025 Annual Report

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Introduction

Thank you for this opportunity to present the AMCTO 2025 Annual Report.

With continually shifting legislation and sectoral expectations, AMCTO members continued to face the challenges of service delivery and community-building with professionalism and commitment. We are proud of the Association's ability to be there every step of the way by providing sector-leading education, professional development, and policy support.

The municipal education environment has been rapidly changing, particularly with the growing presence of artificial intelligence. In 2025, AMCTO took important steps to ensure our assessment models reflect this changing environment while maintaining the overall credibility of our curriculum and our students. In March, AMCTO hosted its first-ever Inspiring Municipal Women's Forum to coincide with International Women's Day. It was a powerful day of knowledge and experience sharing that resonated across a broad audience. AMCTO also ensured that individuals involved in the 2026 municipal elections were prepared to "hit the ground running" with the launch of our most comprehensive and accessible Municipal Elections Training platform to date, with in-person training taking place across Ontario in early 2026.

With the further expansion of strong mayor powers to nearly half the municipalities in the province, AMCTO again played a critical role in advocating for change and supporting implementation. Great work continues on key policy files like the *Municipal Act*, *Municipal Elections Act* and *Municipal Freedom of Information and Protection of Privacy Act*.

With membership continuing on a modest growth path, the Association began to turn our attention to the renewal of our Strategic Plan. The Association has also begun to contemplate our overall brand and recognition within the broader public sector. Implementation of the recommendations from our Diversity, Equity, Inclusion, and Accessibility audit is well underway, including the approval of two exciting education awards.

Thank you for the opportunity to serve you and for counting on AMCTO for your professional growth and support. We look forward to continuing to meet your expectations in 2026!

Sincerely,
David Arbuckle, MPA
Executive Director



Board of Directors

In 2025, the AMCTO Board of Directors gave strategic guidance to address the needs of the Association and municipal professionals in the province.

Through a series of six Board meetings held during the year, the Board achieved the following key accomplishments:

- Execution of a partnership with Mitacs on the new Municipal Innovation Internship Program
- Completion and presentation of the Harassment and Incivility Survey and related research report
- Implementation of the new Board committee structure
- Approval of new education award initiatives as recommended by the Diversity, Equity, Inclusion and Accessibility audit
- Modernization of education assessments
- Beginning of 2027-2030 AMCTO Strategic Plan and Rebranding Discovery initiatives

In 2026, the Board of Directors will lead the launch of the Association's new Strategic Plan, a foundational document that will help guide and support AMCTO as we look towards growth, diversification, and broader sector impact.



Policy & Government Relations Committee

The Policy & Government Relations Committee (PGRC) has the following mandate:

“To assist the Association in developing and maintaining a close liaison with all levels of government through the identification and evaluation of key legislative and regulatory issues affecting the responsibilities of Association members”.

Throughout 2025, the committee's efforts focused on:

- Continuing advocacy to bring forward amendments to the *Municipal Freedom of Information and Protection of Privacy Act, 1990* (MFIPPA) in line with [our previous recommendations](#) to ensure that the act is future-proof and aligns with the *Enhancing Digital Trust and Security Act, 2024*
- Research and analysis of the Harassment and Incivility Survey and related report
- A second edition of a strong mayor authorities scan
- Monitoring trends and impacts of strong mayor powers on municipalities and municipal administration
- Continuing to press for long-term comprehensive updates to the *Municipal Elections Act, 1996* (MEA) post-elections
- Informing advocacy on Bill 9, *Municipal Accountability Act* to protect municipal staff

This past year saw continued recent trends of large omnibus bills that made amendments to various pieces of legislation with direct impacts on municipalities. This included the expansion of strong mayor powers to an additional 170 municipalities, to which our Association responded with regular drop-in meetings, webinars, and a shared resource centre to support members in transitioning to the new framework.

A summary of AMCTO's 2025 key accomplishments is outlined below.

- Delegations with opposition parties to build relationships ahead of the election.
- Met with Minister Flack (Minister of Municipal Affairs and Housing) during the 2025 AMCTO Conference to continue to advocate for review of the MEA after the 2026 municipal and school board elections.
 - Reinforced our concerns about the [impacts of strong mayor powers](#) on municipal professionals and organizational culture, specifically related to the role of the chief administrative officer (CAO), department heads, and organizational structure, as well as our concerns about the continued health and sustainability of local government administration.
- Met with OMERS Governance Special Advisor Robert Poirer to advocate for a seat at the table for management/non-union pension plan contributors who are also AMCTO members.
- Continued to seek clarity from the Ministry of Municipal Affairs and Housing on restricted acts as they relate to strong mayor powers and other legislative gaps.
- Continued engagement with Elections Ontario on its Municipal Working Group regarding the transition and implementation of the single register of electors.

Supporting Our Members

AMCTO staff also undertook research and developed tools with input from PGRC:

- Supported 170 municipalities transitioning to strong mayor powers. This included:
 - Hosting a webinar on implementing strong mayor powers
 - Continuing to update our strong mayor shared resource center
 - Restarting weekly drop-in discussions to support municipal staff in 170 municipalities added to regulations
- Released a [Treasurers Legislative and Regulatory Responsibilities](#) resource
- Released toolkits for supporting AMCTO's [provincial elections priorities](#)
- Released our [Harassment and Incivility Survey](#), related report and [member toolkit](#)

Overall, AMCTO's policy and advocacy work in 2025 has been extremely active in both forwarding the Association's advocacy agenda while balancing responses to provincial intervention in the municipal space. This work also addressed an early provincial election call with timely recommendations for improving the health and resilience of the municipal sector.

Accomplishments from the past year continue to build momentum for advocating for member interests. The PGRC has been instrumental in providing advice and support to AMCTO staff, leveraging their expertise and experiences throughout the term to ensure AMCTO could move its advocacy priorities forward and continue to be a leading voice for local government professionals.



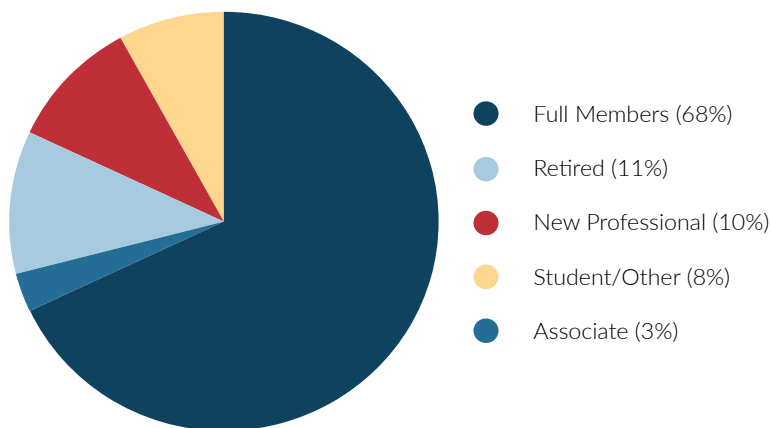
Membership

2025 totals included:

Full Members	1,549
Associate	71
Retired	247
New Professional	226
Members in Transition	31
Honourary	23
Student	134
TOTAL	2,281

There were 337 new members added in 2025. The overall membership total increased by 2% in comparison to 2024 figures.

2025 Membership Distribution



2025 Listing of New Members

NEW MEMBERS

Full, New Professional, Associate

ZONE 1

Tabitha D. Adam
Planning Services Assistant
Municipality of Leamington

Claire Bebbington
Deputy County Solicitor
County of Essex

Jeff Carswell
CAO/Clerk
Township of Southwold

Katrina M. Davis, Dipl.M.A.
Planning Technician
Municipality of Leamington

Catharina Gordon
Corporate Customer Service Coordinator
City of St. Thomas

Janice Guthrie
Commissioner, Finance & City Treasurer
City of Windsor

Jennika A. Harte
Customer Service/Communications
Township of Adelaide Metcalfe

Dawne Homenuik
Administrative Clerk
Town of Amherstburg

Elizabeth Hunt
Manager, Legislative Services
City of London

Colleen Kelly
Deputy Clerk
Municipality of Southwest Middlesex

Pamela Lupa
Manager, Corporate Records
City of London

Alexandra L. McGrath
Building Services Assistant
Municipality of Leamington

Kelly M. McLachlan
Accounting Clerk
Municipality of Lakeshore

Mack Meloche
Treasurer
Municipality of Southwest Middlesex

Michelle L. Melucci
Deputy Clerk
Town of Aylmer

Taylor-Anne M. O'Connor
Licensing Assistant
Municipality of Leamington

Lisa Powers
Executive Assistant
Municipality of Chatham-Kent

Liridona Rafuna
Manager, Elections, Strategic Integration & Policy
City of London

Selena Scebbba
Policy and Committee Coordinator
Town of Amherstburg

ZONE 2

Devan C. Baker
Administrative Assistant/Deputy Clerk
Municipality of Arran-Elderslie

Danielle P. Barranger
Records Management Clerk
Township of Oro-Medonte

Michelle F. Basra
Executive Assistant
Town of Erin

Jillian Bjelan
Deputy Clerk
Municipality of Central Huron



Grady WJ Brennan
Council and Committee Coordinator
City of Guelph

Erin Britnell
Manager, Corporate Performance and Strategy
City of Guelph

Sam Dinsmore
Director, Corporate Services
County of Bruce

Steven Farquharson
Executive Director - Community and Growth
Town of Midland

Tasha L. Grafos
Executive Assistant To The CAO
Township of Wellington North

Jenny Maria Haines
Administrative Coordinator
Town of Collingwood

Sarah Huether
Deputy Clerk
Township of Puslinch

Mike Ip
Interim Director of Public Works
Town of New Tecumseth

Katharine D. Jylha, Dipl.M.A.
Finance Manager
Town of Wasaga Beach

Crystal Kaminski
Manager, Business Services
City of Guelph

Herb S.A Lemon
Public Works Operations Manager
Township of Chatsworth

Sandy S. Little
Deputy CAO
Municipality of North Perth

Roderick MacIntosh
Supervisor of The Clerk's Office
City of Stratford

Melissa McCabe
Development & Agreements Coordinator
City of Barrie

Meaghan McCallum
Planning and Operations Coordinator
Municipality of Huron East

Jordan T. McDonald
Committee Assistant
City of Guelph

Sheri M. Noel
Clerk's Services Assistant
Township of Oro-Medonte

Amy A. Ord
Finance Assistant - Utility & General Receivables
Township of Southgate

Lauren Pastyr
Deputy Treasurer
Township of Algonquin Highlands

Tyler M. Raycraft
Records Management and Information Coordinator
Township of North Huron

Stephanie D. Reibel
Deputy Clerk/Planning Coordinator
Township of North Huron

Brittany A. Rier
Deputy Clerk
County of Grey

Laura Russell, Dipl.M.A.
Deputy Clerk
Township of Tiny

Luke Ryan
Building Official
Town of Orangeville

Brandon Tilker
Asset Management Technical Analyst
Municipality of West Perth

Jodi Ward
Legislative Services Coordinator
Township of Georgian Bluffs



Andrew Wilken
Director, Development & Infrastructure
Town of Hanover

Debra-Ann K. Young
Manager, By-law & Licensing
Town of The Blue Mountains

ZONE 3

Colton Ambrosio
Acting Deputy Clerk
City of Welland

Duncan Bryce
Records and Legislative Coordinator
Town of Tillsonburg

Jake Clarmo
Secretary Treasurer
City of Cambridge

Sarah Conidi
Deputy Clerk
Town of Pelham

Michael Christian
Manager of Operational Services
City of Brantford

Jessica M. Elliott
Coordinator of Legislative Services/Deputy Clerk
County of Oxford

Nora Emtesali
Policy & Program Advisor
Regional Municipality of Waterloo

Shannah Evans
Project Manager, Election Education & Supports
City of Hamilton

Julia Farrugia
Board Clerk/Privacy Officer
Grand Erie Public Health

Elyse Fletcher
Records, Access and Privacy Coordinator
Town of Grimsby

Chris Gratton
Chief Information Officer
City of Woodstock

Jaime A. Griffis
Director, Programming and Promotions
Cambridge Public Library

Kim Grogan
Manager of Financial Services/Treasurer
Township of Zorra

Rebecca JE Hill
Legislative Coordinator
Regional Municipality of Niagara

Chrissy Hodgins
CEO
Cambridge Public Library

Geoff Holman, AMCT, Dipl.M.M.
Director of Municipal Works and Community
Services
City of Thorold

Tharsikaa Irajewaran
Legislative Coordinator
Town of Milton

Mark V. Jackson
Supervisor, Licensing and Enforcement
Town of Milton

Victoria C. Joseph
Records and Licensing Coordinator
Town of Ingersoll

Victoria King
Tax Financial Analyst
County of Brant

PeyPey Lay
Legislative Clerk
City of Kitchener

Jodi Legros, Dipl.M.A.
Deputy Clerk/Legislative Coordinator
Town of Pelham

Chelsea Martin
Coordinator of Community Environmental
Sustainability
County of Oxford



Kimberly McLeod
Manager of Payroll, Benefits & HRIS
City of Cambridge

Maggie J. McLaughlin
Legislative Coordinator/Deputy Clerk
Township of Zorra

Kyra McNamara
Coordinator
Maglin

Richard Dave Michal
Project Manager - Elections Logistics & Operations
City of Hamilton

Melissa Miller
Administrative Coordinator
Regional Municipality of Waterloo

Shannon B. Mista
Legislative and Committees Coordinator
Town of Niagara-on-the-Lake

Scot J. Moore
Business Analyst, Public Works
City of Woodstock

Rupali Negi
Administrative Coordinator
Brock University

Noah R.D. Nickel
Committee Coordinator
Town of Grimsby

Robert C. Osmond
Council and Committee Coordinator
City of Brantford

Clayton Pereira
Director, Revenue Services
City of Hamilton

Spencer Pluck
Deputy Clerk
County of Brant

Jasmina Radomirovic
Council and Committee Coordinator
Town of Oakville

Alana C. Russell
Director of Communications
City of Cambridge

Farshid Sadatsharifi
Accessibility Coordinator
City of Cambridge

Crystal Saunders
Committee Coordinator, Legislative Services
Norfolk County

Kashif Siraj
IT Portfolio & Business Relationship Manager
Regional Municipality of Niagara

Alexandra CH Thorn
Elected Officials Assistant
City of Waterloo

Sandra Smiley Trimble
Council Services Assistant
Haldimand County

Kristin L. Vandergeld
Manager, Licensing
City of Kitchener

Cyndy Winslow
Commissioner, Finance and Regional Treasurer
Regional Municipality of Halton

Stephanie E. Young
Manager of Customer Service
City of Niagara Falls

Cheryl Zahnleiter
Deputy City Manager, Corporate Enterprise
City of Cambridge

Mary Zubert
Senior Financial Analyst
City of Waterloo

ZONE 4

Robert W. Adshead
Corporate Information Coordinator
Township of King



Samia Alamry
Administrative Penalty Tribunal Clerk
Regional Municipality of York

Kevin Alexander
Commissioner, Community and Operations Services
City of Oshawa

Kelly Brodofske
Administrative Assistant, Business Services,
Emergency and Fire Services
Municipality of Clarington

Rob Brodofske
Sr. Manager of Technology Infrastructure and
Cybersecurity
Town of Whitby

Christina M. Bruce
Director, Policy Planning and Special Programs
City of Vaughan

Erinn Campbell
Supervisor, Licensing Services
City of Oshawa

Zhiming (Chanel) Chai
Director of Finance
Regional Municipality of Durham

Lauren Chee Hing
Senior Counsel
Office of The Ombudsman of Ontario

Meaghan Craven
Manager, Policy Planning
Town of Whitchurch – Stouffville

Rheannon B.E. Dillabough
Legislative Services Assistant
Town of Whitchurch - Stouffville

Kristine Doyle
Committee Coordinator
Regional Municipality of York

Maralee Drake
Deputy Clerk
Township of Brock

Melinda C. Fartsalas
Manager By-law Policy & Adjudications
City of Richmond Hill

Assunta Ferrante
Legislative Specialist
City of Vaughan

Tiffany Fraser
Committee Clerk
Regional Municipality of Durham

Cara Des Granges
Legislative Specialist
Town of Whitby

Tanya J. Goddard
Access and Elections Analyst
Town of East Gwillimbury

Stephanie Graham
Coordinator, Strategy and Government Relations
City of Richmond Hill

Dionne A. Grant
Administrative Assistant
Town of Newmarket

Archana Gupta-Harit
Manager - Utility Finance
Regional Municipality of Durham

Rajananthini Kailainathan
Sr. System Analyst
Town of Whitby

Allen Kempton
Legislative Specialist
Town of Whitby

Carolynn Kent
Operations Manager
Realtax Inc.

Jocelyn A. Knibutat
Information Analyst
City of Brampton

Daria Kotliar
Manager, Court Operations
City of Toronto



Blair Labelle
Director of Corporate Services/Municipal Clerk
Township of Scugog

Kelly McCarthy
Deputy City Clerk
City of Toronto

Steven Medvesky
Legislative Services Assistant - Council/Committee
Town of Whitchurch – Stouffville

Samantha Naumoski
Committee Services Coordinator
Town of Georgina

Davneet Rai
Council/Committee Coordinator
Town of Whitchurch – Stouffville
Taelor Davida Joy Reid
Immigration Support Officer
Ministry of Labour, Immigration, Training and Skills
Development

Sonia E. Reis
Manager, Access & Privacy
City of Brampton

Mackenzie Ryan
Administrative Assistant
York Regional Police Service Board

Amanda L. Sawyers
Supervisor, Recreation Customer Service
Town of Caledon

Alexandra V. Sheppard
Specialist, Legislative
Town of Caledon

Rochelle M. Silva
Legislative Assistant
Township of Uxbridge

Laurie A. Soto Maya, Dipl.M.M.
Deputy Clerk
Toronto and Region Conservation Authority

Steven Wilton
Senior Manager, Client Services
Town of Whitby

Alexandra Wruck
Councillors Administrative Assistant
City of Brampton

Fatima Yuen
Supervisor, Secretariat Services
City of Markham

ZONE 5

Sarah RA Bowles
Planning Secretary
Municipality of Hastings Highlands

John F. Connolly
Chief Administrative Officer/Deputy Clerk
Municipality of Marmora and Lake

Marie K. Doherty
Director, People and Corporate Services
City of Belleville

Seth DuChene
Communications Officer/Deputy Clerk
County of Lennox and Addington

Lisa Fitton
Deputy Clerk
Township of Minden Hills

Mark Froment
Corporate and Legislative Services Coordinator -
Deputy Clerk
Township of Cavan Monaghan

Jennifer Hornsby
Finance Manager - Deputy Treasurer
Municipality of Trent Hills

Leah M. Hutton
Acting Deputy Clerk
Township of Havelock Belmont Methuen

Anne Kantharajah
Municipal Clerk
Loyalist Township

Marissa Martin
Records and Information Management Coordinator
County of Peterborough



Sarah McCurdy
Executive Assistant To The Warden, CAO & Clerk
County of Hastings

Arryn McNichol
Acting Director of Finance & IT
County of Prince Edward

Ximena Morris
Manager, Stakeholder Relations
Elections Ontario

Sherry G.M. Mulholland
Deputy Treasurer
Township of Minden Hills

Kyle Ronald Phillips
Chief Building Official
Township of Cavan Monaghan

Elizabeth Lena Ross
Deputy Clerk
Township of Otonabee - South Monaghan

Josephine D. Rowling
Customer Service Representative
Township of Madoc

Julia L. Snoek
Director, Parks, Recreation and Culture
Municipality of Port Hope

Angela Stewart
Coordinator, Municipal Law Enforcement & Licensing
Services
Town of Cobourg

Jessica Uitylugt
Administration and Communications Coordinator
Eastern Ontario Wardens' Caucus

Dawn M. Welch
Legislative Services Coordinator
Municipality of Trent Hills

Luke Williams
Chief Administrative Officer-Clerk
Township of Wollaston

ZONE 6

Kate Bennett
Coordinator of Legislative Services
Town of Petawawa

Jessica Blanchard
Deputy City Clerk
City of Brockville

Leanne Cardiff
PW Clerical Assistant
County of Lanark

Dayna Clark
Executive Assistant/Alternate CEMC
Tay Valley Township

Corrine J. Codina
Specialist
Canada Mortgage and Housing Corporation

Chelsea M. Conklin
Deputy Clerk
Town of Prescott

Caitlin E. Dougherty
Human Resources Coordinator
County of Renfrew

Dawn Flinn
Admin
Village of Westport

Amy Griffin
Finance Officer
City of Ottawa

Nicole Guthrie
Clerk
Township of Lanark Highland

Valeria Rubi Hernandez Rosas
Planning Technician | Secretary Treasurer Committee
of Adjustment
City of Cornwall

Lauren L. Horton
Tax and Water Clerk
Municipality of Mississippi Mills



Meagan J. Jessup
Revenue Coordinator
Town of Renfrew

Jorden Keeley
Deputy Clerk/Communications Manager
Township of Elizabethtown-Kitley

Stephanie Kuca, Dipl.M.A., Dipl.M.M.
Interim Director of Finance
Township of South Frontenac

Tyler Lalonde
Administrative Coordinator
County of Frontenac

Chantal Lapierre
Planning/Building Technician
Municipality of South Dundas

Karine C. McCulloch
Deputy Clerk
City of Clarence-Rockland

Scott H. McKeever
Owner
Canyon Logics

Rob Nolan
Chief Administrative Officer/Clerk
Township of Elizabethtown-Kitley

Julie Prudhomme
Clerk
Township of Alfred and Plantagenet

Judy Reichstein
Policy & Program Analyst
Utilities Kingston

Logan Stanley
Deputy Treasurer
Township of North Dundas

James Walker
Deputy Fire Chief/Training Officer
Township of South Stormont

Heather Woodland
Deputy Clerk
Township of South Frontenac

ZONE 7

Stefanie Allen
Communications and Public Relations Coordinator
Town of Kearney

Karlee H. Britton
Acting Clerk/Administrator
Township of McKellar

Samantha M. Browne
Executive Assistant To The Clerk
City of Elliot Lake

Amber Burgler
Deputy Clerk
Municipality of Huron Shores

Liisa Cotnam
Acting Clerk
Township of Plummer Additional

Jérôme S. Courchesne
Human Resources Assistant/Payroll Clerk
Au Château Home For The Aged of West Nipissing

Sara A. Dinsdale
Acting Clerk Treasurer
Township of Hilton

Lise Harrison
Deputy Treasurer
City of Elliot Lake

Shauna Lehtimaki
Director, Legislative and Information Services
Township of The Archipelago

Angela Loney
Clerk
Township of Machar

Britney E. MacKay
Deputy Treasurer
Township of Hilton

Donna Maitland
CAO Clerk Treasurer
Municipality of Calvin



Steven W. Melnichuk
Director, Information Systems
City of North Bay

Alysha Niemi
Deputy Clerk/Deputy Treasurer
Town of Gore Bay

Marilyn Parent-Lethbridge, AMCT
Acting CAO
Township of White River

Allyson E. Pedwell
Deputy Clerk/Treasurer
Township of McMurrich/Monteith

Wendy Schroeder
Deputy Clerk/Records Management Coordinator
Municipality of Whitestone

Marc G. Serre
CAO/Clerk
Municipality of Markstay - Warren

Megha Trivedi
Treasurer
Township of Prince

Derek Warmington
Manager, Information Systems
City of North Bay

Line Webster
Chief Administrative Officer/Treasurer
Township of Plummer Additional

ZONE 8

Wendy C. Belanger
Clerk-Treasurer
Township of Hilliard

Mélanie Breton
Clerk-Treasurer
Township of Opasatika

Suzzette Chin
Deputy Treasurer
Township of Matachewan

Stephanie Dell
Strategic Initiatives & Workplace Performance
Coordinator
Town of Kirkland Lake

Allison Doyon
Assistant Clerk-Treasurer
Township of Harley

Elisabeth Dupuis
Deputy Clerk
Town of Cochrane

Tammy Fillion
Administrative Secretary/CEMC
Town of Kapuskasing

Susan Garvin-Roy
Deputy Treasurer
Town of Latchford

Scott Green
Manager
Benson Group

Sonya Larsen
Interim Treasurer
Township of Black River-Matheson

Hong J. Lei
Town Manager/Clerk
Township of Black River-Matheson

Monika Malherbe
Chief Administrative Officer
Town of Cochrane

Richard Louis Mineault
Director of Planning, Building & By-Law Services
Town of Iroquois Falls

Shannon L. Pawlikowski
Director of Municipal Services
Township of Fauquier-Strickland

Malorie Robinson
CAO/Clerk-Treasurer
Town of Latchford

Riley A. Stewart
Team Leader
City of Timmins

ZONE 9

Olabisi Akinsanya-Hutka
HR Assistant
Township of Conmee

Kimberly L. Albrecht
Finance and Administration Assistant
Township of Gillies

Liette Cardinal
Finance Administrator
Municipality of Greenstone

Lynda Colby
Town Manager/Clerk
Township of Pickle Lake

Crystal DePeuter
Council and Committee Clerk
City of Thunder Bay

Kim Junko
Interim Treasurer
City of Dryden

Chelsea L. Keough
Executive Assistant, Administration
Township of Manitouwadge

Alexandra Lewis
Communications Coordinator & Deputy Clerk
Town of Fort Frances

Courtney Rose Leah Marriott
Deputy Clerk-Treasurer
Township of Chapple

Ashley Mclean
Office Administrator
Municipality of Sioux Lookout

Karen D. Paisley
Municipal Clerk
Township of Conmee

Ceri Schraa
Deputy Clerk Treasurer
Township of Emo

Laina Smith
Communications Coordinator
City of Dryden

Lesley A. Sterling
Clerk Treasurer
Township of Ignace

Shawna M. Weston
Deputy Clerk
Township of Ear Falls

ZONE 0 (OUT OF PROVINCE)

Cheryl Y. Hyde
Manager of Municipal Clerk's Office
Town of Canmore

Yosif Jarjees
Engineer, Technical Service
Solenio INC

Denis Joannis
President/CEO
Rossbro Engineering Ltd

Brian Lack
President
Simply Voting Inc.

John I. McArthur
Managing Partner
PAG Canada Ltd.

Jaylene L. Robertson
Director, Legislative & Administrative Services
Town of Cochrane

Ryan D. Westerson
Legislative Services Manager
City of Lethbridge

NEW STUDENT MEMBERS

CAMBRIAN COLLEGE

Sabin Bhandari
Student, Business (GEBU)

Ijeoma O. Mbah
Student, Business Analytics



CARLETON UNIVERSITY

Nilofar F. Javid
Student, Public Policy and Administration

David Yang
Student, Bachelor of Public Affairs and Policy
Management

CONESTOGA COLLEGE

Bhairavi Bandekar
Student, Public Service

Mewish Khan
Student, Public Service

Ashpreet Kaur Suri
Student, Public Service

Mengting Xia
Student, Public Service

DURHAM COLLEGE

Jordan E. Handsor
Student, Law Clerk Advanced Diploma

FANSHAWE COLLEGE

Breeanna L. Shepley
Student, Law Clerk

INTERNATIONAL BUSINESS UNIVERSITY

Joceline Joshy Kozhipatt
Student, Master of Business Administration

LAMBTON COLLEGE

Ajay Tushir
Student, Business Management-Human Resources

MCMASTER UNIVERSITY

Pruthvi Sanjaykumar Desai
Student, Master In Civil Engineering

NIAGARA COLLEGE

Elizabeth Catherine Rzczyca
Student, Office Administration - Diploma Executive

QUEEN'S UNIVERSITY

Alysha Ahmad
Student, Master's Public Administration

Dana R. Perovic
Student, Master of Public Administration

SENECA POLYTECHNIC

Rilie Baker
Student, Public Administration

Holly D. Bhagrattie
Student, Public Administration

Sukhpreet Bhatti
Student, Public Administration

Kelly Brodofske
Student, Public Administration

Andrea V. Downer
Student, Public Administration

Adreanna Evans
Student, Public Administration

Lina Nasr El Hag Ali
Student, Public Administration

Nicole Floyd
Student, Public Administration

Kate Gouveia Pereira
Student, Law Clerk

Benjamin J. Hamilton
Student, Public Administration

Nate Hudson
Student, Public Administration

Emma N. Humphries
Student, Public Administration

Syed Jaffrey
Student, Public Administration

Shakirat O. Komolafe
Student, Public Administration

Samantha Nava
Student, Public Administration

Anna Nozadze
Student, Public Administration

Amogha Sathyamurthy
Student, Public Administration

Vaishnavy Sethulingam
Student, Public Administration Program

Li Zhen Zhu
Student, Public Administration

**TORONTO METROPOLITAN UNIVERSITY
(FORMERLY RYERSON)**

Annanya Joshi
Student, Politics and Governance

UNIVERSITY OF GUELPH

Paula E. Power
Student, BA Honours, Criminal Justice and Public
Policy & Political Science

**UNIVERSITY OF ONTARIO INSTITUTE OF
TECHNOLOGY**

Tammy L. Francis
Student, Legal Studies

UNIVERSITY OF TORONTO

Katyayani Bhada
Student, Master of Urban Innovation

Yuvika Bhatia
Student, Master of Public Policy

Ben Chhiba
Student, Master of Urban Innovation

Rodney D'Silva
Student, Sciences

Sahana Gunaratnam
Student, Master of Public Policy

Neha Haider
Student, Master of Urban Design

Anna S. Hancin
Student, Master of Public Policy

Rameel Phillips
Student, Master of Urban Innovation

Francesca Policarpio
Student, Urban Studies

Prahlad Ranjit
Student, Computer Science

Josyl Singh
Student, Master of Public Policy

Neiththa Sivakumar
Student, Architecture/Urban Studies

Yifei Wang
Student, Master of Public Policy

Ananya Yadav
Student, Master of Public Policy

Thomas Yue
Student, Master of Public Policy

Anlin Zhou
Student, Master of Public Policy

Daisy Zhao
Student, Public Policy

UNIVERSITY OF WATERLOO

Yasamin Abdolvahabi
Student, Master of Future Cities

Trisha Bernabe
Student, Master of Future Cities

Ola Doubani
Student, Master of Future Cities

Sameer Gupta
Student, Global Governance

Maryam Momeni
Student, Environmental Studies

Jacob C. Shaddock
Student, Masters of Environment and Business



Sachpreet K. Tutt
Student, Political Science

UNIVERSITY OF WESTERN ONTARIO

Mawunyo Badasu
Student, Public Administration

Danielle Burrell Duggan
Student, Local Government

Jake Collie
Student, Law

Betty Joseph
Student, Doctor of Education

Ethan M. Russell
Student, Honours Business Administration

Riya Sidhu
Student, Bachelors of Health Science

Chiranjeevi Yogarajh
Student, Public Administration

UNIVERSITY OF WINDSOR

Khalid Ashour
Student, MA Political Science

WILFRID LAURIER UNIVERSITY

Helly Shah
Student, Political Science and Criminology

YORK UNIVERSITY

Wasi Syed Babar
Student, Master Public Policy, Administration and Law

Bhavi Gandhi
Student, Master of Public Policy, Administration and Law

Christine Duong Le
Student, Masters Public Policy Administration and Law

Aamina Masood
Student, Master of Public Administration

Christopher Onen
Student, Master of Business Administration

Kathirmayzhi K. Srikanthan
Student, Kinesiology & Health Science

Ayla Taylor
Student, Business and Society

YORKVILLE UNIVERSITY

Sonya Varty
Student, Business Administration



2025 Membership Milestones

5 YEARS OF MEMBERSHIP

Sarah Johnson, AMP, Dipl.M.A.

Sandra Barr, AOMC, Dipl.M.M.

Mallory Bishop

Amy Burkhart, Dipl.M.M.

Alan Joel Bushell

Alice Byl, Dipl.M.A.

Stasia Elana Carr

Emily Cartlidge, CMO, AOMC, Dipl.M.A.

Carly A. Collins

Natasha Coric

Kirsten Mary Cote

Tanya S. Dickinson, Dipl.M.A.

Andria L. Dinner, Dipl.M.A.

Sydney B.R. Dodson

Nichole Dubeau

Jennifer M. Dunster

Alysha Elizabeth Dyjach

Meagan E. Elliott

Nellie A. Evans, Dipl.M.A.

Kevin J. Fox

Tammy Jennifer Godden

Allison Goodwin

Holly Grant, Dipl.M.A.

Michelle L. Heslop

Andrew Hodge, Dipl.M.A.

Kristine A. Horst

Marianne C. Hull

Owen Jaggard

Sarah M. Jenkins

Brian R. Kavanagh, CMO

Joleen Keough

Sarah Kim, Dipl.M.A.

Eric Labelle

Dale Thomas Langlois

Jordyn L. Lavecchia-Smith, Dipl.M.A.

Ashley E. Liznick

Kaylyn Ann MacDonald, Dipl.M.A.

Katy Macpherson, Dipl.M.A.

Kaitlin Mallory, Dipl.M.A.

Jude Alan Malott

Jodi Mancini

Heidi Martin

Nicole Martin, Dipl.M.A.

John Mattocks, Dipl.M.M.

Jenna McCartney, Dipl.M.A.

Ellen McManus

Judith Marie Meyntz, AOMC

Chris G. Mills

JoAnne Doreen Montreuil

Patti J. Mueller, Dipl.M.A.

Dan J. Mulligan

Kara Van Myall, CMO

Sarah O'Connell

Lindsey Lee Patenaude

Jennifer J. Peplinski

Cindy Pigeau

Jessica Pinkse

Nancy Polsinelli

Gloria R. Raybone, Dipl.M.A.

Suzanne Renon, Dipl.M.A.

Katelyn E. Repovs

Carlos A. Robayo

Natashia Roberts

Aimée D. Roy

Cornelia C. Sachse

Sheryl Scott

Megan W. Shannon

William Sikkema

Pamela C. Slowleigh

Rhonda Lee Smith

Michelle A. Starnes, Dipl.M.A.



25 YEARS OF MEMBERSHIP

Lorna Buob
Lise Conde
Linda Lisle
Sandra M. MacDonald, CMO, AOMC, AMCT

30 YEARS OF MEMBERSHIP

Elizabeth Campbell, AMCT
Lou Carpentier, AMCT
Anne-Marie Cunningham, AMCT
Gibson Garrett, AMCT, Dipl.M.M.
Charlotte K. Gravlev
Mary Ellen Greb, AMCT
Brenda J. Guy, AMCT
Carey Holmes, AMCT
Jody Ellen Johnson, AMCT
Elinor M. Kernohan, AMCT
Jacques C. Lacelle, AMCT
Heather Muir, CMO-R
Barbara Penno, AMCT
Cahl Pominville, AMCT
Ilidia M. Sa Melo, CMO, AOMC, AMCT-R
S. Tanya Sceli-Gregory, AMCT
Shelley Elizabeth Stedall, AMCT
Carol O.Trainor Kent, AMCT

35 YEARS OF MEMBERSHIP

Christie Alexander, CMO-R
Mark Becker, AMCT
LouAnn Birkett, AMCT
Kim Galione, CMO-R, Dipl.M.M.
Linda Cranston, AMCT
Mark F. Darroch, CMO-R
Stephen Fahner, AMCT
Monica L. Hawkins, AMCT-R
Nancie J. Irving, CMO-R
Judy Jacobson, AMCT
Andy Koopmans, CMO-R

Judy Kosowan
Janice Lavalley, AMCT
Deborah Leroux, CMO, Dipl.M.M.
Angela Montgomery, AMCT
Darlene Noonan, AMCT
Shirley Strang, AMCT

40 YEARS OF MEMBERSHIP

Lawrence W. Allison, AMCT
Kristine Fletcher, AMCT
R. Brad Loosley, CMO-R
Gail Nisbet, AMCT
John Skorobohacz, AMCT
Elizabeth Vosbough, AMCT

45 YEARS OF MEMBERSHIP

Kevin Bain, AMCT
Patrick W. Giles, AMCT
Robert A. Heuton, AMCT
Nancy Michie, AMCT
Duncan H. Rogers, CMO-R, Dipl.M.M.
Ronald R. Shaw, CMO-R

50 YEARS OF MEMBERSHIP

Kenneth G. Corbiere, AMCT
John E. Craig, AMCT
Michael Fenn, AMCT
Joyce Foster, AMCT
Robert J. Heil, AMCT
Robert A. Lefebvre, AMCT
William F. Naturkach, AMCT
Laurence H. Simons, AMCT



2025-2026 Accreditations

Certified Municipal Officer (CMO) Accreditations

ZONE 1

Mandi Pearson, Dipl.M.M.
Director of Legislative Services, Clerk | Deputy
Operations
Town of Petrolia

ZONE 2

Jerri-Lynn Levitt, Dipl.M.A.
Director of Corporate Services
Municipality of Grey Highlands

Erin Britnell
Manager, Corporate Performance and Strategy
City of Guelph

ZONE 5

Renee Recoskie
Director of Waste Management and Environmental
Services
District Municipality of Muskoka

ZONE 8

Dan Thibeault
CAO Clerk Treasurer
Township of Armstrong

ZONE 9

Shara Lavallee, AMP
CAO/Clerk-Treasurer
Town of Rainy River

Accredited Municipal Professional (AMP) Accreditations

ZONE 2

Holly Malynyk, Dipl.M.A.
Deputy Clerk
Township of Southgate

ZONE 3

Chelsea Martin
Coordinator of Community Environmental
Sustainability
County of Oxford

ZONE 4

David DeForest
Lead, Corporate Policy
City of Mississauga

ZONE 5

Jessica Polley
Deputy Clerk
Municipality of Brighton





Financial Performance

A copy of the auditors' report and audited financial statements for the year ended December 31, 2025 for AMCTO, as prepared by management and audited by the firm BDO Canada LLP is included in this report for consideration.

The "Statement of Financial Position" shows net assets of \$2,580,378 at the end of 2025. This is comprised primarily of reserves and reserve funds for general operations, education and innovations, strategic initiatives and government relations. These reserves and reserve funds have increased by \$354,809 from the 2024 levels from the 2025 Operating Surplus.

The "Statement of Operations" shows that total revenues for 2025 were higher than the total revenues for 2024 as demand for education programs and the Municipal Elections Training Program was strong for the year from the municipal sector. Total expenditures have increased in line with revenues due to direct program delivery costs and an increase to cost-of-living allowance. Cumulatively, the Association realized an Operating Surplus of \$354,809 for the 2025 fiscal year.

In considering the 2025 Operating Surplus, the following key operating variances compared to budget for the year should be noted:

- **Membership (approx. \$10,300 net shortfall)** – The total number of Full Members was nearly on target in 2025 (at 98.5% of budget) resulting in total revenues for membership dues being slightly below plan. Additionally, the number of members who joined the Association with prorated or promotional fee rates was higher than planned, leading to a slight net shortfall in the portfolio for the year.
- **Accreditation Programs (approx. \$5,100 net surplus)** – While the overall number of applications for the Association's three accreditation programs were above target for the year, the main contributors to the increase were from AMP and CMO programs which resulted in a net surplus for the portfolio this year.
- **Education Programs (approx. \$166,800 net surplus)** – Enrollment across education programs was strong, with top line revenues meeting or exceeding in each program. Specifically, overall MAP registration revenues were 20% above plan, Primer on Planning was 20% above plan, and EDMM was over 30% above plan. The higher enrollment came with some additional marking fees putting direct program expenses slightly above plan. The overall net result was an increase in net revenues compared to plan and was large contributor to Association's operating surplus.

- **Professional Development Programs (approx. \$190,000 net surplus)** – The majority of the Association’s core training events were held virtually in 2025 as planned and overall registrations were in line with budget. In 2025, the Municipal Elections Training Program was offered again on AMCTO Connect to include online training materials, reference documents, and digital resources. Subscription from the sector to the program exceeded budgeted targets and significantly contributed to the Association’s operating surplus.
- **Annual Conference (approx. \$40,100 net surplus)** – Overall revenues in delegate registrations, sponsorship and exhibitor tradeshow fees were slightly above plan this year for Windsor. While paid delegate registration was below target, mainly attributed to the location of the event, this was offset with corporate sponsorship and exhibitor revenues exceeding budget by more than 25%. By having strong diversified revenue streams for the Annual Conference, the overall result this year was a net surplus for the Association.
- **Publications (approx. \$6,600 net shortfall)** – For 2025, the number of one-year subscriptions to the Ontario Municipal Directory (OMD) were below target this year by over 30%. This was significantly offset by the total number of three-month subscriptions, being over four times the target for the year. The net result of the under and over performance of the two OMD products was a slight net shortfall for the Association.
- **Legislative Services (approx. \$15,900 net surplus)** – Planned expenses for in-person meetings for the Policy and Government Relations Committee which took place either virtually or hybrid at the AMCTO office resulted in a net surplus for the year.
- **Communications and Marketing (approx. \$68,734 net shortfall)** – Demand for Standard Job Ads was significantly lower than planned, while uptake in Featured Ads was nearly on target in 2025, resulting in an overall net decrease in revenue for the year.
- **Municipal Innovation Internship Program (approx. \$2,000 net surplus)** – While the number of applications to the Municipal Innovation Internship Program (MIIP) this year was below expectations, the program was set-up so that the financial impact on the Association would be neutral with the Association acting mainly as a financial intermediary between the participating municipalities and Mitacs. The Association did receive funding from a partner Association to support the program, and the minor net surplus is the result of that for the year.
- **Administration (approx. \$77,300 net surplus)** – Overall, the Association was on budget in administration costs with a number of areas where costs either exceeded or fell below the budgeted amounts. The average balance in the Association’s short-term investment portfolio was higher than expected due to this year’s annual surplus and an increase in deferred revenue in Q4 2025 from registrations of the in-person elections training taking place in 2026. This resulted in an increase of \$32,000 in investment income compared to budget. Additionally, there was \$14,000 in unrealized gains in the fair market value of the Association’s short-term investment portfolio which was not planned in the operating budget.
- **Staff Wages & Benefits (approx. \$18,300 net shortfall)** – The Association began and ended 2025 with a full staff complement. The net shortfall is from a year-end base salary and pension plan contribution accrual for the final two working days of the year and an accrual for qualified merit-based variable compensation for 2025 performance reviews based on the personnel policy.

Status of AMCTO Reserves

AMCTO continues to hold a strong overall financial position. At the end of 2025, the Association had approximately \$3,636,000 on-hand in the form of cash or investments.

Included in the above-noted funds on-hand were restricted and unrestricted reserves totaling \$2,580,378. Some of these reserves have been set aside to finance future Association activities in the areas of education and innovation; strategic innovations and government relations. In addition, a total of approximately \$1,164,334 has been placed in an Operating Reserve to finance ongoing Association operations in the event that there is ever a serious decline in overall Association revenues.

The AMCTO Board continues to manage the Association's assets and programs in a manner that provides members with key, quality services. The Board will; however, continue to be diligent in pursuing operating efficiencies while also continuing to ensure that funds are set aside and/or utilized so that an appropriate match between the funds on-hand and the Association's longer term strategic goals and objectives is maintained.



**Association of Municipal Managers, Clerks
and Treasurers of Ontario**
Financial Statements
For the year ended December 31, 2025

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Tel: 289 881 1111
Fax: 905 845 8615
www.bdo.ca

BDO Canada LLP
360 Oakville Place Drive, Suite 500
Oakville ON L6H 6K8 Canada

Independent Auditor's Report

To the Members of the Association of Municipal Managers, Clerks and Treasurers of Ontario

Opinion

We have audited the financial statements of the Association of Municipal Managers, Clerks and Treasurers of Ontario (the "Association"), which comprise the statement of financial position as at December 31, 2025, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at December 31, 2025, and its operating results and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.





Independent Auditor's Report (continued)

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

Oakville, Ontario
April 17, 2026



**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Statement of Financial Position**

December 31 **2025** **2024**

Assets

Current assets

Cash	\$	386,298	\$	584,683
Accounts receivable		85,703		139,333
Prepaid expenses		150,337		160,311
		622,338		884,327

Long-term investments (Note 2)

3,249,751 2,307,360

Capital and intangible assets (Note 3)

340,915 392,579

\$ 4,213,004 **\$ 3,584,266**

Liabilities and Net Assets

Current liabilities

Accounts payable and accrued liabilities (Note 4)	\$	431,711	\$	371,633
Deferred revenue		957,580		724,435
		1,389,291		1,096,068

Deferred lease inducement

243,335 262,629

1,632,626 1,358,697

Net assets

Invested in capital and intangible assets	340,915	392,579
Internally restricted funds		
Education and innovations	390,041	336,819
Strategic initiatives	332,094	278,872
Government relations	273,554	220,332
Operations	1,164,334	969,188
Unrestricted	79,440	27,779
	2,580,378	2,225,569

\$ 4,213,004 **\$ 3,584,266**

On behalf of the Board:

_____ Director

_____ Director

The accompanying notes are an integral part of these financial statements.



**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Statement of Operations**

For the year ended December 31	2025	2024
Revenue		
Education	\$ 1,277,100	\$ 1,271,946
Training	1,016,578	656,323
Membership fees	805,542	762,401
Annual meeting	576,957	688,022
Express broadcast service	326,871	359,209
Investment income (Note 2)	115,038	146,752
Publications	31,905	29,712
	4,149,991	3,914,365
Expenses		
Head office operations	1,268,899	1,225,074
Education	607,603	618,834
Annual meeting	477,030	536,842
Office administration	418,350	475,157
Training	435,671	258,410
Legislative review and research	193,518	200,825
Membership	172,855	169,359
Other	119,858	112,605
Amortization of capital and intangible assets	64,138	44,109
Express broadcast service	22,470	18,882
Publications	14,790	17,154
	3,795,182	3,677,251
Excess of revenue over expenses	\$ 354,809	\$ 237,114

The accompanying notes are an integral part of these financial statements.



Association of Municipal Managers, Clerks and Treasurers of Ontario
Statement of Changes in Net Assets

	2025					2024	
	Invested in capital and intangible assets	Education and innovations fund	Strategic initiatives fund	Government relations fund	Operations fund	Unrestricted	Total
Net assets, beginning of year	\$ 392,579	\$ 336,819	\$ 278,872	\$ 220,332	\$ 969,188	\$ 27,779	\$ 2,225,569
Excess of revenue over expenses	-	-	-	-	-	354,809	354,809
Purchase of capital and intangible assets	12,474	-	-	-	-	(12,474)	-
Amortization of capital and intangible assets	(64,138)	-	-	-	-	64,138	-
Fund transfers (Note 1)	-	53,222	53,222	53,222	195,146	(354,812)	-
Net assets, end of year	\$ 340,915	\$ 390,041	\$ 332,094	\$ 273,554	\$ 1,164,334	\$ 79,440	\$ 2,580,378
							\$ 2,225,569

The accompanying notes are an integral part of these financial statements.



**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Statement of Cash Flows**

For the year ended December 31	2025	2024
Cash provided by (used in)		
Operations		
Excess of revenue over expenses	\$ 354,809	\$ 237,114
Adjustments to reconcile excess of revenue over expenses for the year to cash from operations		
Amortization of capital and intangible assets	64,138	44,109
Unrealized gain on long-term investments (Note 2)	(14,312)	(40,982)
Loss on disposal of capital assets	-	6,008
Amortization of deferred lease inducement	(19,294)	(19,412)
	<u>385,341</u>	226,837
Changes in non-cash working capital balances		
Accounts receivable	53,630	(109,456)
Prepaid expenses	9,974	(92,937)
Accounts payable and accrued liabilities	60,078	113,576
Deferred revenue	233,145	31,648
	<u>742,168</u>	169,668
Investing activities		
Acquisition of capital and intangible assets, net of lease inducement	(12,474)	(82,559)
Net increase in long-term investments	(928,079)	(175,927)
	<u>(940,553)</u>	(258,486)
Financing activities		
Increase in deferred lease inducement, net of capitalized amounts	-	20,980
	<u>(198,385)</u>	(67,838)
Decrease in cash during the year	(198,385)	(67,838)
Cash, beginning of year	584,683	652,521
Cash, end of year	\$ 386,298	\$ 584,683

The accompanying notes are an integral part of these financial statements.



**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Notes to Financial Statements**

December 31, 2025

1. Nature of Operations and Summary of Significant Accounting Policies

Nature of Organization

The Association of Municipal Managers, Clerks and Treasurers of Ontario (the "Association") is a not-for-profit organization providing education, accreditation, leadership, and management expertise for Ontario municipal sector. The Association is exempt from income taxes provided certain requirements of the Income Tax Act (Canada) are met.

Basis of Presentation

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Revenue Recognition

The Association follows the deferral method of accounting.

Membership fees are recognized as revenue in the fiscal year to which they relate as the related services are provided by the Association. Fees for education, training, annual meeting, express broadcast service and publications are recognized when the related services are provided and collectability is reasonably assured and are recorded as deferred revenue until the service is provided.

Investment income is recorded to the Unrestricted fund when earned.

Government assistance received are recorded as revenue in the year in which the related expenses are incurred.

Capital and Intangible Assets

Capital and intangible assets are recorded at their cost less accumulated amortization. Amortization is provided on a straight-line basis over the assets' estimated useful lives as follows:

Computer equipment	-	25%
Furniture and fixtures	-	10%
Leasehold improvements	-	straight-line basis over the term of the lease
Website development costs	-	25%

Deferred Lease Inducement

The deferred lease inducement includes leasehold allowances, free-rent and future rent increases. The balance is being amortized on a straight-line basis over the term of the lease.



**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Notes to Financial Statements**

December 31, 2025

1. Nature of Operations and Summary of Significant Accounting Policies (Continued)

Internally Restricted Funds

Internally restricted funds have been designated by the Directors for the following purposes:

- (a) Education and innovations fund - To provide for the development of new education and training materials or other program innovations;
- (b) Strategic initiatives fund - To provide funding to offset budgetary impact of initiatives or studies undertaken by the Association to advance the attainment of strategic goals set out by the board-approved strategic plan;
- (c) Government relations fund - To provide funding for the acquisition of external government relations consulting assistance for specific issues of major importance to the Association's membership; and
- (d) Operations fund - To provide for future operating contingencies.

Allocations to (from) each of these internally restricted funds are determined as part of the annual budget process with further determinations made following review of the annual financial results.

The Members approved a transfer of \$354,812 from Unrestricted fund to internally restricted funds (2024 - \$44,648 from internally restricted funds to Unrestricted fund).

Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant items subject to such estimates and assumptions include the carrying amount of capital and intangible assets, fair value of investments, and accrued liabilities. Actual results could differ from those estimates.

Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial instruments are reported at cost or amortized cost less impairment, except for long-term investments, which are subsequently measured at fair value. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired.

Transaction costs incurred on the acquisition, sale or issue of financial instruments are expensed for those items re-measured at fair value at each balance sheet date and charged to the financial instrument for those measured at amortized cost.



**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Notes to Financial Statements**

December 31, 2025

2. Long-term Investments

	2025		2024	
	Fair Value	Cost	Fair Value	Cost
Money market	\$ 1,140,133	\$ 1,140,133	\$ 286,476	\$ 286,476
Fixed income	2,109,618	2,171,995	2,020,884	2,105,396
	\$ 3,249,751	\$ 3,312,128	\$ 2,307,360	\$ 2,391,872

Included in investment income is \$100,726 of interest income (2024 - \$105,771) and unrealized investment gains of \$14,312 (2024 - unrealized investment gains of \$40,982). The fixed income category is comprised of investments in various fixed income funds.

3. Capital and Intangible Assets

	2025		2024	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Capital Assets				
Computer equipment	\$ 400,840	\$ 383,330	\$ 389,799	\$ 373,507
Furniture and fixtures	172,629	110,466	172,629	103,143
Leasehold improvements	431,186	204,700	431,186	179,928
	1,004,655	698,496	993,614	656,578
Intangible Asset				
Website development costs	145,739	110,983	144,309	88,766
	\$ 1,150,394	\$ 809,479	\$ 1,137,923	\$ 745,344
Net book value		\$ 340,915		\$ 392,579

Included in leasehold improvements is \$249,320 of lease inducements that was funded by the landlord as part of the premises lease.

4. Accounts Payable and Accrued Liabilities

Included in accounts payable and accrued liabilities are government remittances payable of \$125,709 (2024 - \$95,895) which comprises of HST remittances.



**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Notes to Financial Statements**

December 31, 2025

5. Lease Commitments

Minimum annual payments payable under the terms of operating lease for office space and a management system for the next five years and thereafter is approximately as follows:

2026	\$ 103,100
2027	102,650
2028	111,048
2029	115,058
2030	64,566
Thereafter	<u>310,905</u>
	<u>\$ 807,327</u>

6. Financial Instrument Risks

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Association is exposed to market risk arising from changes in the fair value of fixed income denominated investments.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Association's main credit risks relate to its accounts receivable and investments. The Association is also exposed to credit risk arising from the majority of its cash being held at one financial institution, in excess of insured limits.

The above risks have not changed from the prior year.

7. Comparative Information

Certain comparative information has been reclassified to conform with the financial statement presentation adopted in the current year.





2025 Education Program Graduates

As an Association, we are committed to promoting and encouraging continuous improvement and the pursuit of excellence in the municipal profession. We recognize the achievements of members and other municipal professionals through our annual academic awards program where dedication, hard work, commitment to continuous learning and professional development are celebrated.

Congratulations to our 2025 education program graduates and graduates with honours!

Graduates of the Diploma in Municipal Administration (DMA)

Name	Title	Municipality
Jennifer Belaire	Financial Planning Analyst	City of Pembroke
Karlee Britton	Clerk/Administrator	Township of McKellar
Sébastien Dion	Clerk	Municipality of Casselman
Jena Doonan	Deputy Clerk	Township of North Glengarry
Keyaira McQueen		Zone 5
Rory Payton	Supervisor, Municipal Law Enforcement	Town of Caledon
Jenna Spratt	Legislative Coordinator	Regional Municipality of Niagara
Kayla Weichenthal	Treasurer/Deputy Clerk	Township of Carlow/Mayo
Kimberly White	Clerk of Public Works	Town of Iroquois Falls

DMA Graduates with Honours

Name	Title	Municipality
Krystyn Arbuthnot	Planner	Township of Greater Madawaska
Sheril Baldie Jagpat	Manager Administrative Services	Regional Municipality of Durham
Tamara Bates	Legislative Coordinator	City of Hamilton
Jessica Boyes	Deputy Clerk	Town of Huntsville

Name	Title	Municipality
April Bradley	Administrative Assistant	United Counties of Leeds and Grenville
Aakash Desai	Treasurer	Township of Chatsworth
Caitlin Dougherty	Lead, HR Governance, Policy and Compliance	Ontario Health
Kelly Galbraith	Customer Services Manager/Deputy Clerk	City of Kenora
Tasha Grafos	Executive Assistant To The CAO	Township of Wellington North
Holly Grant	CAO/Clerk	Township of Cramahe
Lori Hoddinott	Mayor	Township of McNab/Braeside
Amanda Koning	Administrative Assistant - Environmental Services	City of St. Thomas
Jordyn Lavecchia-Smith	Deputy Clerk	Town of Orangeville
Melissa Lawr	Deputy Clerk - Legislation	Town of Halton Hills
Frank Loeffen	Director of Emergency Services	West Nipissing Fire & Emergency Services
Brianne MacNevin	Deputy Treasurer	Loyalist Township
R. Ian Maglonzo	Assistant, Community Planning	City of Burlington
Jennifer Marshall	Clerk	Town of Innisfil
Crystal Moffatt	Tax Collector	City of Owen Sound
Ryan Moloney	Deputy Chief of Operations	County of Peterborough-Paramedics
Alex Mulholland	Chief Building Official	Town of Bracebridge
Shannon Murphy	Deputy Clerk	Town of Greater Napanee
Emmanuel Pinto	Government Relations Coordinator	County of Peterborough
Hannah Praisley		Zone 5
Bridget Scott		City of Hamilton
Roberta Scully	Grant Coordinator	Municipality of Grey Highlands
Kaitlin Smith	Committee Clerk	Regional Municipality of Durham
Joey Tang	Legislative Coordinator	City of Guelph
Terri Towstiuć	Clerk	Municipality of West Elgin
Jeff Wheeldon	Councillor	Municipality of Brighton
Timothy Wright	Director of Public Works	Township of North Glengarry



Graduates of the Executive Diploma in Municipal Management (EDMM)

Name	Title	Municipality
Steven Farquharson	Executive Director - Community and Growth	Town of Midland
Corrina Giles	Town Clerk	Town of The Blue Mountains
Erin Heffernan	Program Supervisor	United Counties of Leeds and Grenville
Dana Mellor	Administrator	County of Huron
Sean Nicholson	Chief Administrative Officer	Township of Edwardsburgh/Cardinal
Brooke Ross	Manager of Community Development	Township of North Frontenac
Luke Ryan	Building Official	Town of Orangeville

EDMM Graduates with Honours

Name	Title	Municipality
Mike Abraham	Manager of Infrastructure Planning	City of Brantford
Adrian Anderson	Maintenance Planner and Scheduler	City of Ottawa
Caroline Birch	Economic Development & Executive Offices Coordinator	Municipality of Brighton
Kymm Buckham		Zone 2
Amy Burkhart	City Clerk	City of Sarnia
Lori-Dawn Cavin	Manager, Community Recreation & Events	City of Brantford
Paul Chudoba	Manager, By-law Enforcement and Licensing	City of St. Catharines
Howard Cleroux	Manger of Public Works	Township of Whitewater Region
Kelly Cole	Director of Legislative Services/Municipal Clerk	Town of Penetanguishene
Sotabdo Debnath	Senior Project Manager	Regional Municipality of Peel
Ryan Donally	President and CEO	Windsor Essex Regional Chamber of Commerce
Jennifer Esposito	Strategic Initiatives Manager	Municipality of Sioux Lookout
Renee Ford	Executive Assistant To Chief Paramedic	City of Kawartha Lakes
Christine Gilbert	Finance Supervisor/Deputy Treasurer	Town of Saugeen Shores
Courtney Godfrey	Director of Community Services	Municipality of Middlesex Centre
Trevor Hallam	CAO/Clerk	Municipality of Morris-Turnberry

Name	Title	Municipality
Patrick Kelly		City of Ottawa
Amber Leal	Manager, Infrastructure - Growth and Development	Town of Collingwood
Dominique Lefebvre	Planning Manager	United Counties of Prescott and Russell
Kimberly McLeod	Manager of Payroll, Benefits & HRIS	City of Cambridge
Sarah McMillan	Deputy Treasurer/ Manager of Finance	United Counties of Stormont Dundas & Glengarry
Judy Moore		City of Brantford
Diane Moreau	Manager of Water Operations	City of Barrie
Ross Mullen	Manager of IT Infrastructure Services & Support	City of Brantford
Chrystal Murphy	Physician Recruiter/Clinic Manager	Municipality of Kincardine
Karen Pepper	Volunteer Program Analyst	City of Cambridge
Kelly Provost	Director, Economic Development	City of Sarnia
Barbara Prud'homme	Program Manager, Strategies and Partnerships, Community and Health Services	Regional Municipality of York
Tawnya Robertson	Revenue Coordinator	Town of Minto
Alison Scarrow	Manager of Finance & Operations	Catholic Family Services (CFS) Counselling & Wellbeing
Aaron Smit	Director, Information Technology	Town of Milton
Laurie Soto Maya		Zone 4
Tara Stephens	Director of Legislative Services/City Clerk	City of Welland
Tara Tran	Senior Project Manager, Economic Development and Special Projects	City of Brantford
Brad Wright	Director of Development Services	Township of South Frontenac

Recipient of the Academic Excellence Award for the Diploma in Municipal Administration (DMA)

Name	Title	Municipality
Lori Hoddinott	Mayor	Township of McNab/Braeside

Recipient of the Academic Excellence Award for the Executive Diploma in Municipal Management (EDMM)

Name	Title	Municipality
Ryan Donally	President and CEO	Windsor Essex Regional Chamber of Commerce



Thank You to AMCTO's 2025 Volunteers

Our Association's success over the years can be attributed to the hard work and dedication of our members who support us by volunteering on a number of different committees and working groups. Their contributions help us advance our mission of supporting and advocating for and on behalf of Ontario municipal professionals. Thank you to all of our 2025 volunteers!

2025-2026 Board of Directors

PRESIDENT

Danielle Manton, AOMC, Dipl.M.M.*
General Manager, Corporate Services
City of Cambridge

IMMEDIATE PAST PRESIDENT

Paul Shipway, CMO, AOMC, Dipl.M.A.*
Chief Administrative Officer
County of Middlesex

VICE PRESIDENT

Kyle Pratt, MPA, CMM III, CHRL, CMO, Dipl.M.A.*
Chief Administrative Officer
Town of Tillsonburg

DIRECTORS AT LARGE

Joey Anderson, AMP
Intergovernmental Relations Coordinator
City of Ottawa

Kelli Campeau, CMO, AOMC, Dipl.M.A.
General Manager of Corporate Services/Clerk
Township of South Glengarry

Annette Gilchrist, CMO, AOMC, Dipl.M.M.*
CAO/Clerk/Deputy Treasurer
Township of Bonnechere Valley

Madison Zuppa, CMO, AOMC, Dipl.M.A.
Deputy City Clerk
City of Sault Ste. Marie

* *Management Committee*

Continued on next page

DIRECTORS BY ZONE

ZONE 1

Amanda Gubbels, Dipl.M.M.
Chief Administrative Officer
Municipality of Southwest Middlesex

ZONE 2

Alison Gray, CMO, AOMC
Director of Corporate Services/Clerk
Township of Severn

ZONE 3

Amanda Fusco, CMO, AOMC, Dipl.M.A.
Director of Legislative Services/City Clerk
City of Kitchener

ZONE 4

Todd Coles
City Clerk
City of Vaughan

ZONE 5

Kayla Thibeault, CMO, AOMC
Director of Legislative Services/Clerk
Town of Gravenhurst

** Management Committee*

ZONE 6

Tyler Cox, CMO, AOMC, Dipl.M.A.*
Manager, Legislative Services
City of Ottawa

ZONE 7

Kathryn Scott
CAO/Clerk
Town of Blind River

ZONE 8

Chantal Guillemette, AOMC
Chief Administrative Officer
Town of Kapuskasing

ZONE 9

Jonathan Hall, AOMC
CAO/Clerk
Township of Terrace Bay

2025-2026 Award Review Committee

MEMBERS

Danielle Manton, AOMC, Dipl.M.M.
General Manager, Corporate Services
City of Cambridge

Paul Shipway, CMO, AOMC, Dipl.M.A.
Chief Administrative Officer
County of Middlesex

Joey Anderson, AMP
Intergovernmental Relations Coordinator
City of Ottawa

John Elvidge
City Clerk
City of Toronto

Peter Fay
Retired, City Clerk
Zone 4

2025-2026 Policy & Government Relations Committee

CHAIR/PRESIDENTIAL

Joey Anderson, AMP
Intergovernmental Relations Coordinator
City of Ottawa

MEMBERS

Kiel Anderson
Manager Governance, Elected Officials and Business Support Services
City of Ottawa

Martina Chait-Hartwig, AOMC, Dipl.M.A.
Clerk - Deputy CAO
Township of Douro-Dummer

Andrea Coyne, Dipl.M.M.
Deputy Clerk
Town of Oakville

Sarah Goldrup
Deputy Clerk
Town of Caledon

Owen Jaggard
Director of Legislative Services/Clerk
Town of Aylmer

John Paul Newman
Deputy Clerk
Municipality of Clarington

Tobias Novogrodsky
Deputy City Clerk, Election Services
City of Toronto

Paul Pirri, CMO
Director, Economic Development
Municipality of Clarington

Kristin Smith
Access And Privacy Officer
City of Vaughan

Thomas Thayer, CMO, AOMC, Dipl.M.A.
Chief Administrative Officer
Municipality of Bayham

Michael Touw
Chief Administrative Officer
Town of Perth

Dan Wilson
Chief Administrative Officer
Township of Centre Wellington



2025-2026 Zone Executive

ZONE 1

CHAIR

Jennifer Alexander, CMO, AOMC, Dipl.M.A.
Deputy Clerk & Manager Legislative Services
Town of Tecumseh

VICE CHAIR

Jennifer Turk, Dipl.M.M.
Deputy Clerk
Municipality of Lambton Shores

SECRETARY TREASURER

Katherine Hebert, Dipl.M.A.
County Clerk
County of Essex

ZONE DIRECTORS

Shelley Brown, Dipl.M.M., Dipl.M.A.
Deputy Clerk
Municipality of Lakeshore

Brianna Coughlin, CMO
Municipal Clerk
Municipality of Lakeshore

Kendra Kettler
Manager of Legislative Services/Clerk
Municipality of Southwest Middlesex

Jana Nethercott, AOMC
Director of Legislative Services/Clerk
Municipality of Thames Centre

Brenda Percy, CMO
Clerk/Manager, Legislative Services
Municipality of Leamington

Angela Toole
Acting Manager of Municipal Governance and Clerk
Town of Kingsville

ZONE 2

CHAIR

Nina Lecic, CMO, AOMC, Dipl.M.A.
Director of Legislative Services/Town Clerk
Town of Erin

VICE CHAIR

Alan Selby
Retired, Treasurer
Zone 2

2nd VICE CHAIR

Lindsay Cline
Interim Manager of Strategic Initiatives
Municipality of North Perth

PAST CHAIR

Garrett Meades
Acting Manager, Legislative Services/Deputy Clerk
City of Guelph

SECRETARY

Kristine Preston, CMO, Dipl.M.A.
Deputy Clerk
City of Orillia

TREASURER

Laura Aston, AMP, Dipl.M.A.
Payroll Specialist
County of Wellington

ZONE DIRECTORS

Jamie Eckenswiller, AOMC, AMP
Director of Legislative Services/Clerk
Municipality of West Grey

Amanda Knight, CMO, AOMC
Clerk/Director of Legislative Services
Township of Guelph/Eramosa

Carson Lamb, AOMC
Director of Legislative Services/Clerk
Township of North Huron

Jordyn Lavecchia-Smith, Dipl.M.A.
Deputy Clerk
Town of Orangeville

Jerri-Lynn Levitt, CMO, Dipl.M.A.
Director of Corporate Services
Municipality of Grey Highlands

Tracy MacDonald, Dipl.M.A., Dipl.M.M.
Clerk
Township of Springwater

Tyler Zamoszny, AMP, Dipl.M.A.
Deputy Clerk/Planning Coordinator
Township of North Huron

ZONE 3

CHAIR

Valerie Petryniak, CMO, AOMC
Town Clerk & Director of Legislative Services
Town of Halton Hills

VICE CHAIR

Matthew Trennum, Dipl.M.A.
City Clerk
City of Hamilton

PAST CHAIR

Jennifer Shaw, Dipl.M.M.
Director of Legislative Services/City Clerk
City of Cambridge

SECRETARY

Sunayana Katikapalli
Director, Council Services/Clerk
County of Brant

TREASURER

Renee Brown
Deputy Clerk - Administration
Town of Halton Hills

ZONE DIRECTORS

Tim Brubacher, AMP, Dipl.M.A.
Regional Clerk/Director, Council & Administrative
Services
Regional Municipality of Waterloo

Margaret Corbett
Deputy Clerk
City of Niagara Falls

Andrea Coyne, Dipl.M.M.
Deputy Clerk
Town of Oakville

Tanya Daniels, Dipl.M.M.
Former Director of Corporate Services/Clerk
Zone 3

Devanne Kripp, Dipl.M.A., Dipl.M.M.
Deputy Clerk
Municipality of Port Hope

Graham Milne
Regional Clerk
Regional Municipality of Halton

Kyle Pratt, CMO, Dipl.M.A.
Chief Administrative Officer
Town of Tillsonburg

Dianna Saunderson, AMP
Manager, Council Committee Services/Deputy Clerk
City of Kitchener

Greta Susa, AMP, Dipl.M.A.
Manager, Legislative & Legal Services/Deputy Clerk
Town of Milton

ZONE 4

CHAIR

Jaclyn Grossi
Municipal Clerk
Town of Ajax

VICE CHAIR

Denny Timm, CMO
Township Clerk
Township of King



SECRETARY TREASURER

Isabel Leung, CMO, Dipl.M.M.
Deputy City Clerk & Manager, Administrative Services
City of Vaughan

ZONE DIRECTORS

Ryan Ban, AOMC
Deputy City Clerk
City of Richmond Hill

Kathryn Douglas
Supervisor, Legislative Services
Town of Whitby

Adam Foran
Deputy Clerk
Township of King

Ashley MacDougall
Supervisor, Legislative and Accessibility Services
City of Oshawa

ZONE 5

CHAIR

Joel Watts, Dipl.M.M.
Deputy Clerk, Legislative Services
City of Kawartha Lakes

VICE CHAIR

Martina Chait-Hartwig, AOMC, Dipl.M.A.
Clerk/Deputy CAO
Township of Douro-Dummer

PAST CHAIR

Tonia Bennett, CMO, AOMC, Dipl.M.A.
Manager of Legislative Services/County Clerk
County of Northumberland

SECRETARY

Kayla Thibeault, CMO, AOMC
Director of Legislative Services/Clerk
Town of Gravenhurst

TREASURER

Maddison Mather, AOMC, Dipl.M.M.
Manager Legislative Services/Clerk
County of Northumberland

ZONE DIRECTORS

Shrishma Davé
Municipal Clerk/Manager, Legislative Services
Municipality of Port Hope

Tracey McKenzie, CMO
County Clerk/Communications Manager
County of Lennox and Addington

Cathy Monzon-Bradley
Director of Legislative Services/County Clerk
County of Hastings

Cindy Page
Clerk
Township of Cavan Monaghan

Jessica Polley, AMP
Deputy Clerk
Municipality of Brighton

Kari Stevenson, AOMC, Dipl.M.A.
Clerk/Director, Legislative Services
County of Peterborough

Brandi Teeple
Clerk
Township of Stone Mills

Karen Way
Director of Corporate Services/Clerk
Township of Georgian Bay

ZONE 6

CHAIR

Natalie Charette
Interim Clerk
Township of Edwardsburgh/Cardinal

VICE CHAIR

Kimberley Casselman, AOMC
Director of Corporate Services
United Counties of Stormont Dundas & Glengarry



PAST CHAIR

Joey Anderson, AMP
Intergovernmental Relations Coordinator
City of Ottawa

SECRETARY TREASURER

Leslie Drynan, CMO, Dipl.M.M.
General Manager
Port of Johnstown

ZONE DIRECTORS

Jannette Amini, AOMC, CMO, Dipl.M.M.
Manager of Legislative Services/Clerk
County of Frontenac

Sandra Barr, AOMC, Dipl.M.M.
Treasurer/Deputy CAO
Township of Bonnechere Valley

Kayce Dixon
Deputy Clerk
Township of South Glengarry

Kimberley Goyette
Treasurer
Township of North Stormont

Todd Lihou
Communications Officer
United Counties of Stormont Dundas & Glengarry

Julia McCaugherty-Jansman
Clerk
Village of Merrickville – Wolford

Carmen Miller, AOMC, Dipl.M.A.
Clerk
Township of Whitewater Region

Candise Newcombe
Former Deputy Clerk
Zone 6

Ashley Sloan, AMP
Manager of Information and Customer Services/
Deputy Clerk
Township of South Stormont

Laura Stanzel, Dipl.M.A.
Deputy Clerk
Township of Elizabethtown-Kitley

Lindsey Veltkamp, Dipl.M.A.
Municipal Clerk
Township of Augusta

Sheena Earl, Dipl.M.A., Dipl.M.M.
City Clerk
City of Brockville

ZONE 7

CHAIR

Belinda Ketchabaw
CAO/Clerk/Treasurer
Township of Nairn and Hyman

VICE CHAIR

Nicole Gourlay
CAO/Clerk
Town of Kearney

PAST CHAIR

Nicky Kunkel
CAO-Clerk
Township of Bonfield

SECRETARY

Tammy Godden
Clerk
Municipality of St. Charles

TREASURER

Liisa Cotnam
Clerk
Township of Plummer Additional

ZONE DIRECTORS

Melanie Bouffard
Clerk
Municipality of French River

Joseph Burke
Chief Administrative Officer
Town of Espanola



Amanda St. Michel
Deputy Clerk
Township of Sables-Spanish Rivers

ZONE 8

CHAIR

Cassandra Child, AOMC, Dipl.M.A.
Clerk
Town of Cochrane

VICE CHAIR

Chantal Guillemette, AOMC
Chief Administrative Officer
Town of Kapuskasing

SECRETARY

Elisabeth Vachon
Deputy Clerk
Town of Cochrane

TREASURER

Keshia Horbul
Legislative Coordinator, Clerks Department
City of Timmins

ZONE DIRECTORS

Crystal Lee Labbe
Chief Administrative Officer
Township of Larder Lake

Stephane Palmateer, AMCT
Director of Community Services & City Clerk
City of Timmins

Johanna Paradis
Recreation & Community Services Manager
Town of Englehart

ZONE 9

CHAIR

Jonathan Hall, AOMC
CAO/Clerk
Township of Terrace Bay

VICE CHAIR

Susann Bates
Clerk
Town of Atikokan

PAST CHAIR

Heather Pihulak, CMO, AOMC
Deputy CAO/City Clerk
City of Kenora

SECRETARY

Rebecca Howes
Administrative Assistant
Township of Terrace Bay

TREASURER

Samantha Cameron
Finance Manager/Deputy Clerk/Deputy Treasurer
Township of Red Rock

ZONE DIRECTORS

Kerry Bellamy
Clerk
Municipality of Shuniah

Laura Bruni, Dipl.M.A.
Clerk/Treasurer
Township of Gillies

Christine Goulet, AOMC, Dipl.M.A.
Clerk
Municipality of Red Lake

Crystal Gray, Dipl.M.A.
CAO/Clerk-Treasurer
Township of Emo

Shannon Jeffries
Deputy Treasurer
Township of Ear Falls

Joleen Keough
Clerk
Township of Manitouwadge

Krista Power
Director of Legislative Services & City Clerk
City of Thunder Bay

2025-2026 Conference Planning Committee

MEMBERS

Amy Back
District Clerk
District Municipality of Muskoka

Kathleen Bartha
Manager, Legislative Information and Standards
City of Toronto

Jessica Boyes, Dipl.M.A.
Deputy Clerk
Town of Huntsville

Natalie Charette
Interim Clerk
Township of Edwardsburgh/Cardinal

Margaret Corbett
Deputy Clerk
City of Niagara Falls

Bernice Crocker
CAO/Clerk-Treasurer
Township of Faraday

Jonathan Gilston, Dipl.M.A.
Deputy Clerk
Town of Gravenhurst

Jaclyn Grossi
Municipal Clerk
Town of Ajax

Sarah Hutson
Deputy Clerk
Township of Algonquin Highlands

Ashley D. MacDougall
Supervisor, Legislative and Accessibility Services
City of Oshawa

Krista Power
Director of Legislative Services & City Clerk
City of Thunder Bay

Joel Watts, Dipl.M.M.
Deputy Clerk, Legislative Services
City of Kawartha Lakes



2025-2026 AMP Accreditation Review Team

MEMBERS

Joey Anderson, AMP
Intergovernmental Relations Coordinator
City of Ottawa

Kelli Campeau, CMO, AOMC, Dipl.M.A.
General Manager of Corporate Services/Clerk
Township of South Glengarry

Jamie Eckenswiller, AOMC, AMP
Director of Legislative Services/Clerk
Municipality of West Grey

Becky Jamieson, AMP, AOMC, Dipl.M.M.
Commissioner of Corporate Services & Town Clerk
Town of Whitchurch - Stouffville

Carla Preston, CMO, AOMC, Dipl.M.A.
Chief Administrative Officer
Township of Tyendinaga

Dianna Saunderson, AMP
Manager of Council Committee Services/Deputy
Clerk
City of Kitchener

Paul Shipway, CMO, AOMC, Dipl.M.A.
Chief Administrative Officer
County of Middlesex

Greta Susa, AMP, Dipl.M.A.
Manager, Legislative & Legal Services/Deputy Clerk
Town of Milton

Robert Tremblay, CMO, AOMC, Dipl.M.A.
Program Manager, Council & Committee Services
City of Ottawa

Robin van de Moosdyk, AOMC, CMO, AMCT
Legislative Coordinator
Municipality of Brighton

Sabrina VanGerven, AMP, Dipl.M.A.
Treasurer
Township of Amaranth

2025-2026 AMP Mentors

MEMBERS

Tim Brubacher, AMP, Dipl.M.A.
Deputy Clerk/Manager, Council & Administrative
Services
Regional Municipality of Waterloo

Amanda Fusco, CMO, AOMC, Dipl.M.A.
Director of Legislative Services/City Clerk
City of Kitchener

Quinn Gorecki, AMP
Deputy Clerk/Manager, People and Culture
Town of Minto

Kathie Nunno, AMP
Administrative & Accessibility Coordinator
County of Grey



2025-2026 Accreditation Committee

CHAIR

Chantal Guillemette, AOMC
Chief Administrative Officer
Town of Kapuskasing

MEMBERS

Jamie M. Eckenswiller, AOMC, AMP
Director of Legislative Services/Clerk
Municipality of West Grey

James R. Hutson, CMO, AOMC
Director of Legislative Services/Clerk
Municipality of West Perth

Nina Lecic, CMO, AOMC, Dipl.M.A.
Director of Legislative Services/Town Clerk
Town of Erin

Carmen Miller, AOMC, Dipl.M.A.
Clerk
Township of Whitewater Region

Dianna Saunderson, AMP
Manager of Council Committee Services/Deputy
Clerk
City of Kitchener

Greta Susa, AMP, Dipl.M.A.
Manager, Legislative & Legal Services/Deputy Clerk
Town of Milton

Robin van de Moosdyk, AOMC, CMO, AMCT
Legislative Coordinator
Municipality of Brighton

Christine Vigneault, AMP, Dipl.M.A.
Senior Manager, Adjudicative and Risk Management
Services
City of Vaughan

Tyler Zamoszny, AMP, Dipl.M.A.
Deputy Clerk/Planning Coordinator
Township of North Huron



2025-2026 Professional Growth Committee (PGC)

CHAIR

Kelli Campeau, CMO, AOMC, Dipl.M.A.
General Manager of Corporate Services/Clerk
Township of South Glengarry

MEMBERS

Stacy Dedlow, Dipl.M.A.
Committee Support Specialist
City of Peterborough

Jaclyn Grossi
Municipal Clerk
Town of Ajax

Jonathon Hindley, Dipl.M.A.
Deputy City Clerk
City of St. Thomas

Sarah Leach
Acting Town Clerk
Town of Pelham

Lindsey Lee, AOMC, Dipl.M.A.
Former CAO/Clerk
Zone 6

Gloria Raybone, Dipl.M.A.
Supervisor of Customer Service/Tax Collector
City of Brockville

Kristen Van Alphen, Dipl.M.M.
Manager of Legislative Services
City of Owen Sound

Tyler Zamostny, AMP, Dipl.M.A.
Deputy Clerk/Planning Coordinator
Township of North Huron



Municipal Act Review Working Group

CHAIR

Thomas Thayer, CMO, AOMC, Dipl.M.A.
Director of Legislative Services/City Clerk
City of St. Thomas

MEMBERS

Laura Davis, Dipl.M.A.
Deputy City Clerk/Manager of Legislative Services
City of Oshawa

Pamela Fettes, CMO, AOMC, Dipl.M.A.
Director of Administrative Services/Clerk
Town of New Tecumseth

Jeffrey King
City Solicitor
City of Sault Ste. Marie

Stephen O'Brien, AOMC
Deputy Chief Administrative Officer, Corporate
Services
City of Guelph

Kyle Phillips, Dipl.M.A.
Chief Building Official/By-law Enforcement Officer
Township of Cavan Monaghan

Caitlin Salter MacDonald, AOMC
City Clerk
City of Ottawa

Rhonda Smith
CAO/Clerk
Township of Schreiber

Lesley Sterling
Clerk/Treasurer
Township of Ignace

Christine Vigneault, AMP, Dipl.M.A.
Senior Manager, Adjudicative and Risk Management
Services
City of Vaughan





The Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) represents excellence in local government, management, and leadership. Since 1938, we have provided education, accreditation, leadership, and management expertise for Ontario municipal professionals. With 2,200+ members working in municipalities across the province, we are Ontario's largest association of local government professionals and the premier organization for professional development in the sector.

Known as 'The Municipal Experts', AMCTO offers a breadth of expertise and knowledge through year-round education and professional development programming, and through our members across a range of municipal operation areas and legislative issues. We are proud to be recognized as an influential voice for local government professionals regarding key management and legislative issues affecting the sector.

Telephone: (905) 602-4294
Email: amcto@amcto.com

www.amcto.com





2026 Annual General Meeting
Wednesday, June 10, 2026
Huntsville, ON - Deerhurst Resort

1. 2026 Annual General Meeting Notice
2. Minutes from the 2025 Annual General Meeting
For Approval
3. Annual Report Highlights
Verbal - Danielle Manton and Joey Anderson
4. Financial Statements and Auditors Report
For Approval
5. Appointment of Auditors
Verbal - Danielle Manton
6. By-Law Amendments
For Approval
7. Board of Directors Election Confirmation
Verbal - Danielle Manton
8. Recognition of Departing Board Members
Verbal - Danielle Manton
9. AMCTO Presidential Transition
Verbal - Danielle Manton and Kyle Pratt
10. Other Business
Verbal - Danielle Manto

11. Meeting Adjournment

NOTICE OF THE 88th ANNUAL GENERAL MEETING - 2026

The Annual Meeting of AMCTO - the Association of Municipal Managers, Clerks and Treasurers of Ontario for the year 2025 will be held at Deerhurst Resort on Wednesday, June 10, 2026 in Legacy Hall, commencing at 8:30 a.m. for the purpose of:

- a. Confirming the Minutes of the 87th Annual General Meeting held on Wednesday, June 11, 2025;
- b. Receiving the Annual Report of the Association for the year 2025;
- c. Review proposed amendments to AMCTO's Constitution and By-Laws;
- d. Receiving the Financial Statements and Auditors' Report for the fiscal year 2025;
- e. Appointing a firm of auditors for the fiscal year 2026;
- f. Ratifying the election of directors and officers;
- g. Transacting such other business as may be properly brought before the meeting.



signed in Mississauga, Ontario
on May 6, 2026

David Arbuckle
Executive Director and
Secretary-Treasurer



**2025 Annual General Meeting
Wednesday, June 11, 2025
Windsor, ON - Caesar's Windsor Hotel and
Casino**

1. 2025 Annual General Meeting Notice

2. Minutes of the 2024 Annual General Meeting

Moved By A. Gubbels

Seconded By M. Zuppa

THAT the minutes of the 2024 Annual General meeting be approved

Carried

3. Annual Report Highlights

Verbal - Paul Shipway, Tyler Cox

Moved By A. Fusco

Seconded By J. Anderson

THAT the 2024 Annual Report be received

Carried

P.Shipway provided highlights from the annual report. T.Cox outlined key accomplishments of the Policy and Government Relations Committee.

4. Financial Statement and Auditors Report

Moved By J. Hall

Seconded By A. Gilchrist

THAT the financial Statements and Auditors report for the fiscal year ending December 31st, 2024 be received

Carried

5. Appointment of Auditor

Verbal - Paul Shipway

Moved By S. O'Brien
Seconded By A. Gilchrist

THAT AMCTO appoint the firm of BDO Canada LLP as auditors for the Association for the fiscal year ending December 31st, 2025

Carried

6. Constitutional & By-law Amendments

Moved By D. Manton
Seconded By T. Coles

THAT AMCTO approve the amendments to the association's constitution and bylaws

Carried

P.Shipway provided background on the proposed changes to AMCTO Constitution and By-Laws (now By-Law #1) resulting from changes to the Ontario Not-For-Profit Corporations Act.

7. Board of Director Election Confirmation

Verbal - Paul Shipway

P.Shipway provided the names of the Board slate for 2025-2027.

Moved By A. Gilchrist
Seconded By J. Hall

THAT the acclamation and election of the Vice President, Directors at Large and Zoned Directors for their respective terms be confirmed

Carried

8. Departing Board Members

Verbal - Paul Shipway

P.Shipway recognized departing board members D.McMahon and S.O'Brien and thanked them for their service to the Association.

9. Presidential Transition

Verbal - Paul Shipway, Danielle Manton

Presentations were provided to P.Shipway to recognize his contributions as President

D.Manton signed and spoke her oath of office and delivered her opening presidential remarks

10. Other Business

Verbal - Paul Shipway

No other business was presented

11. Adjournment

Moved By A. Gubbels

Seconded By J. Anderson

THAT the 2025 Annual General meeting be adjourned

Carried



2025 Annual Report

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Introduction

Thank you for this opportunity to present the AMCTO 2025 Annual Report.

With continually shifting legislation and sectoral expectations, AMCTO members continued to face the challenges of service delivery and community-building with professionalism and commitment. We are proud of the Association's ability to be there every step of the way by providing sector-leading education, professional development, and policy support.

The municipal education environment has been rapidly changing, particularly with the growing presence of artificial intelligence. In 2025, AMCTO took important steps to ensure our assessment models reflect this changing environment while maintaining the overall credibility of our curriculum and our students. In March, AMCTO hosted its first-ever Inspiring Municipal Women's Forum to coincide with International Women's Day. It was a powerful day of knowledge and experience sharing that resonated across a broad audience. AMCTO also ensured that individuals involved in the 2026 municipal elections were prepared to "hit the ground running" with the launch of our most comprehensive and accessible Municipal Elections Training platform to date, with in-person training taking place across Ontario in early 2026.

With the further expansion of strong mayor powers to nearly half the municipalities in the province, AMCTO again played a critical role in advocating for change and supporting implementation. Great work continues on key policy files like the *Municipal Act*, *Municipal Elections Act* and *Municipal Freedom of Information and Protection of Privacy Act*.

With membership continuing on a modest growth path, the Association began to turn our attention to the renewal of our Strategic Plan. The Association has also begun to contemplate our overall brand and recognition within the broader public sector. Implementation of the recommendations from our Diversity, Equity, Inclusion, and Accessibility audit is well underway, including the approval of two exciting education awards.

Thank you for the opportunity to serve you and for counting on AMCTO for your professional growth and support. We look forward to continuing to meet your expectations in 2026!

Sincerely,
David Arbuckle, MPA
Executive Director



Board of Directors

In 2025, the AMCTO Board of Directors gave strategic guidance to address the needs of the Association and municipal professionals in the province.

Through a series of six Board meetings held during the year, the Board achieved the following key accomplishments:

- Execution of a partnership with Mitacs on the new Municipal Innovation Internship Program
- Completion and presentation of the Harassment and Incivility Survey and related research report
- Implementation of the new Board committee structure
- Approval of new education award initiatives as recommended by the Diversity, Equity, Inclusion and Accessibility audit
- Modernization of education assessments
- Beginning of 2027-2030 AMCTO Strategic Plan and Rebranding Discovery initiatives

In 2026, the Board of Directors will lead the launch of the Association's new Strategic Plan, a foundational document that will help guide and support AMCTO as we look towards growth, diversification, and broader sector impact.



Policy & Government Relations Committee

The Policy & Government Relations Committee (PGRC) has the following mandate:

“To assist the Association in developing and maintaining a close liaison with all levels of government through the identification and evaluation of key legislative and regulatory issues affecting the responsibilities of Association members”.

Throughout 2025, the committee's efforts focused on:

- Continuing advocacy to bring forward amendments to the *Municipal Freedom of Information and Protection of Privacy Act, 1990* (MFIPPA) in line with [our previous recommendations](#) to ensure that the act is future-proof and aligns with the *Enhancing Digital Trust and Security Act, 2024*
- Research and analysis of the Harassment and Incivility Survey and related report
- A second edition of a strong mayor authorities scan
- Monitoring trends and impacts of strong mayor powers on municipalities and municipal administration
- Continuing to press for long-term comprehensive updates to the *Municipal Elections Act, 1996* (MEA) post-elections
- Informing advocacy on Bill 9, *Municipal Accountability Act* to protect municipal staff

This past year saw continued recent trends of large omnibus bills that made amendments to various pieces of legislation with direct impacts on municipalities. This included the expansion of strong mayor powers to an additional 170 municipalities, to which our Association responded with regular drop-in meetings, webinars, and a shared resource centre to support members in transitioning to the new framework.

A summary of AMCTO's 2025 key accomplishments is outlined below.

2025 Committee Highlights

- Advised on topics and issues to raise during ministerial delegation meetings at the Rural Ontario Municipal Association (ROMA) and the Association of Municipalities of Ontario (AMO) conferences.
- Released the [2025 Pre-Budget submission](#) which called on the Province to:
 - Commit to AMO's call for a social and economic prosperity review
 - Provide municipalities funding to address state of good repair (SOGR) backlogs that address their asset management planning and lifecycle costs
 - Complete the Property Tax and Assessment System Review and ensure that the next assessment cycle starts as soon as possible
 - Modernize the legislative and regulatory environment to improve local service delivery
- Continued discussions on issues and challenges with the *Municipal Act, 2001*, and provided leadership to the *Municipal Act Working Group*.
- Discussed opportunities for research projects in support of the Association's advocacy efforts.
- Provided input for AMCTO's written submission to standing committee on Bill 9, *Municipal Accountability Act*, highlighting the challenges members face in municipal workplaces and identifying gaps in the legislation.
- Participated in discussions related to AMCTO's Issue Profile and policy and advocacy framework reviews.
- Provided feedback on the Alcohol and Gaming Commission of Ontario (AGCO) charitable gaming framework to support staff participation in the agency stakeholder roundtable.
- Provided feedback to inform a letter to Canada Post and the Minister of Government Transformation on potential impacts that future service changes could have on local services.

The PGRC continues to serve the Association as a resource through its collective expertise and input. This work enables the Association to have a meaningful venue for legislative and policy discussions while developing a process for putting forth recommendations to the Board of Directors.

Advocating for Members' Interests

AMCTO was active on several fronts responding to Provincial legislation and regulatory initiatives, informed by PGRC:

- Productive 2025 ROMA and AMO Conference delegations:
 - Discussed modernizing MFIPPA with legislative changes and the impacts of artificial intelligence on local elections in the context of Bill 194 with Minister Crawford (Ministry of Public and Business Service Delivery and Procurement).
 - Discussed *Accessibility for Ontarians with Disabilities Act (AODA)* standard challenges and opportunities with Minister Cho (Ministry of Seniors and Accessibility).



- Delegations with opposition parties to build relationships ahead of the election.
- Met with Minister Flack (Minister of Municipal Affairs and Housing) during the 2025 AMCTO Conference to continue to advocate for review of the MEA after the 2026 municipal and school board elections.
 - Reinforced our concerns about the [impacts of strong mayor powers](#) on municipal professionals and organizational culture, specifically related to the role of the chief administrative officer (CAO), department heads, and organizational structure, as well as our concerns about the continued health and sustainability of local government administration.
- Met with OMERS Governance Special Advisor Robert Poirer to advocate for a seat at the table for management/non-union pension plan contributors who are also AMCTO members.
- Continued to seek clarity from the Ministry of Municipal Affairs and Housing on restricted acts as they relate to strong mayor powers and other legislative gaps.
- Continued engagement with Elections Ontario on its Municipal Working Group regarding the transition and implementation of the single register of electors.

Supporting Our Members

AMCTO staff also undertook research and developed tools with input from PGRC:

- Supported 170 municipalities transitioning to strong mayor powers. This included:
 - Hosting a webinar on implementing strong mayor powers
 - Continuing to update our strong mayor shared resource center
 - Restarting weekly drop-in discussions to support municipal staff in 170 municipalities added to regulations
- Released a [Treasurers Legislative and Regulatory Responsibilities](#) resource
- Released toolkits for supporting AMCTO's [provincial elections priorities](#)
- Released our [Harassment and Incivility Survey](#), related report and [member toolkit](#)

Overall, AMCTO's policy and advocacy work in 2025 has been extremely active in both forwarding the Association's advocacy agenda while balancing responses to provincial intervention in the municipal space. This work also addressed an early provincial election call with timely recommendations for improving the health and resilience of the municipal sector.

Accomplishments from the past year continue to build momentum for advocating for member interests. The PGRC has been instrumental in providing advice and support to AMCTO staff, leveraging their expertise and experiences throughout the term to ensure AMCTO could move its advocacy priorities forward and continue to be a leading voice for local government professionals.





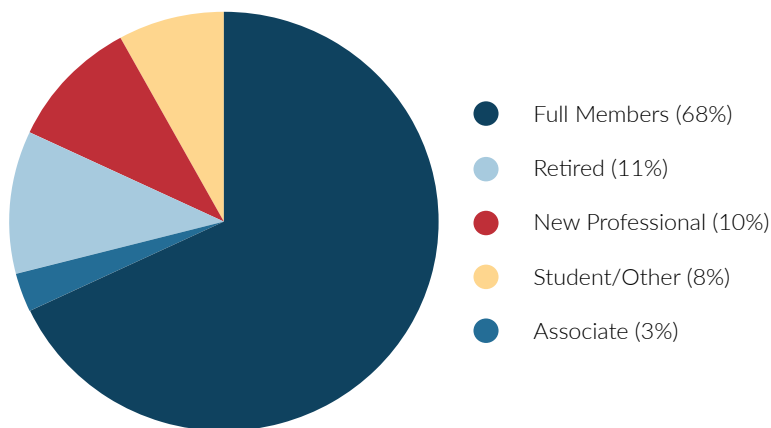
Membership

2025 totals included:

Full Members	1,549
Associate	71
Retired	247
New Professional	226
Members in Transition	31
Honourary	23
Student	134
TOTAL	2,281

There were 337 new members added in 2025. The overall membership total increased by 2% in comparison to 2024 figures.

2025 Membership Distribution



2025 Listing of New Members

NEW MEMBERS

Full, New Professional, Associate

ZONE 1

Tabitha D. Adam
Planning Services Assistant
Municipality of Leamington

Claire Bebbington
Deputy County Solicitor
County of Essex

Jeff Carswell
CAO/Clerk
Township of Southwold

Katrina M. Davis, Dipl.M.A.
Planning Technician
Municipality of Leamington

Catharina Gordon
Corporate Customer Service Coordinator
City of St. Thomas

Janice Guthrie
Commissioner, Finance & City Treasurer
City of Windsor

Jennika A. Harte
Customer Service/Communications
Township of Adelaide Metcalfe

Dawne Homenuik
Administrative Clerk
Town of Amherstburg

Elizabeth Hunt
Manager, Legislative Services
City of London

Colleen Kelly
Deputy Clerk
Municipality of Southwest Middlesex

Pamela Lupa
Manager, Corporate Records
City of London

Alexandra L. McGrath
Building Services Assistant
Municipality of Leamington

Kelly M. McLachlan
Accounting Clerk
Municipality of Lakeshore

Mack Meloche
Treasurer
Municipality of Southwest Middlesex

Michelle L. Melucci
Deputy Clerk
Town of Aylmer

Taylor-Anne M. O'Connor
Licensing Assistant
Municipality of Leamington

Lisa Powers
Executive Assistant
Municipality of Chatham-Kent

Liridona Rafuna
Manager, Elections, Strategic Integration & Policy
City of London

Selena Scebbia
Policy and Committee Coordinator
Town of Amherstburg

ZONE 2

Devan C. Baker
Administrative Assistant/Deputy Clerk
Municipality of Arran-Elderslie

Danielle P. Barranger
Records Management Clerk
Township of Oro-Medonte

Michelle F. Basra
Executive Assistant
Town of Erin

Jillian Bjelan
Deputy Clerk
Municipality of Central Huron



Grady WJ Brennan
Council and Committee Coordinator
City of Guelph

Erin Britnell
Manager, Corporate Performance and Strategy
City of Guelph

Sam Dinsmore
Director, Corporate Services
County of Bruce

Steven Farquharson
Executive Director - Community and Growth
Town of Midland

Tasha L. Grafos
Executive Assistant To The CAO
Township of Wellington North

Jenny Maria Haines
Administrative Coordinator
Town of Collingwood

Sarah Huether
Deputy Clerk
Township of Puslinch

Mike Ip
Interim Director of Public Works
Town of New Tecumseth

Katharine D. Jylha, Dipl.M.A.
Finance Manager
Town of Wasaga Beach

Crystal Kaminski
Manager, Business Services
City of Guelph

Herb S.A Lemon
Public Works Operations Manager
Township of Chatsworth

Sandy S. Little
Deputy CAO
Municipality of North Perth

Roderick MacIntosh
Supervisor of The Clerk's Office
City of Stratford

Melissa McCabe
Development & Agreements Coordinator
City of Barrie

Meaghan McCallum
Planning and Operations Coordinator
Municipality of Huron East

Jordan T. McDonald
Committee Assistant
City of Guelph

Sheri M. Noel
Clerk's Services Assistant
Township of Oro-Medonte

Amy A. Ord
Finance Assistant - Utility & General Receivables
Township of Southgate

Lauren Pastyr
Deputy Treasurer
Township of Algonquin Highlands

Tyler M. Raycraft
Records Management and Information Coordinator
Township of North Huron

Stephanie D. Reibel
Deputy Clerk/Planning Coordinator
Township of North Huron

Brittany A. Rier
Deputy Clerk
County of Grey

Laura Russell, Dipl.M.A.
Deputy Clerk
Township of Tiny

Luke Ryan
Building Official
Town of Orangeville

Brandon Tilker
Asset Management Technical Analyst
Municipality of West Perth

Jodi Ward
Legislative Services Coordinator
Township of Georgian Bluffs



Andrew Wilken
Director, Development & Infrastructure
Town of Hanover

Debra-Ann K. Young
Manager, By-law & Licensing
Town of The Blue Mountains

ZONE 3

Colton Ambrosio
Acting Deputy Clerk
City of Welland

Duncan Bryce
Records and Legislative Coordinator
Town of Tillsonburg

Jake Clarmo
Secretary Treasurer
City of Cambridge

Sarah Conidi
Deputy Clerk
Town of Pelham

Michael Christian
Manager of Operational Services
City of Brantford

Jessica M. Elliott
Coordinator of Legislative Services/Deputy Clerk
County of Oxford

Nora Emtesali
Policy & Program Advisor
Regional Municipality of Waterloo

Shannah Evans
Project Manager, Election Education & Supports
City of Hamilton

Julia Farrugia
Board Clerk/Privacy Officer
Grand Erie Public Health

Elyse Fletcher
Records, Access and Privacy Coordinator
Town of Grimsby

Chris Gratton
Chief Information Officer
City of Woodstock

Jaime A. Griffis
Director, Programming and Promotions
Cambridge Public Library

Kim Grogan
Manager of Financial Services/Treasurer
Township of Zorra

Rebecca JE Hill
Legislative Coordinator
Regional Municipality of Niagara

Chrissy Hodgins
CEO
Cambridge Public Library

Geoff Holman, AMCT, Dipl.M.M.
Director of Municipal Works and Community
Services
City of Thorold

Tharsikaa Irajewaran
Legislative Coordinator
Town of Milton

Mark V. Jackson
Supervisor, Licensing and Enforcement
Town of Milton

Victoria C. Joseph
Records and Licensing Coordinator
Town of Ingersoll

Victoria King
Tax Financial Analyst
County of Brant

PeyPey Lay
Legislative Clerk
City of Kitchener

Jodi Legros, Dipl.M.A.
Deputy Clerk/Legislative Coordinator
Town of Pelham

Chelsea Martin
Coordinator of Community Environmental
Sustainability
County of Oxford



Kimberly McLeod
Manager of Payroll, Benefits & HRIS
City of Cambridge

Maggie J. McLaughlin
Legislative Coordinator/Deputy Clerk
Township of Zorra

Kyra McNamara
Coordinator
Maglin

Richard Dave Michal
Project Manager - Elections Logistics & Operations
City of Hamilton

Melissa Miller
Administrative Coordinator
Regional Municipality of Waterloo

Shannon B. Mista
Legislative and Committees Coordinator
Town of Niagara-on-the-Lake

Scot J. Moore
Business Analyst, Public Works
City of Woodstock

Rupali Negi
Administrative Coordinator
Brock University

Noah R.D. Nickel
Committee Coordinator
Town of Grimsby

Robert C. Osmond
Council and Committee Coordinator
City of Brantford

Clayton Pereira
Director, Revenue Services
City of Hamilton

Spencer Pluck
Deputy Clerk
County of Brant

Jasmina Radomirovic
Council and Committee Coordinator
Town of Oakville

Alana C. Russell
Director of Communications
City of Cambridge

Farshid Sadatsharifi
Accessibility Coordinator
City of Cambridge

Crystal Saunders
Committee Coordinator, Legislative Services
Norfolk County

Kashif Siraj
IT Portfolio & Business Relationship Manager
Regional Municipality of Niagara

Alexandra CH Thorn
Elected Officials Assistant
City of Waterloo

Sandra Smiley Trimble
Council Services Assistant
Haldimand County

Kristin L. Vandergeld
Manager, Licensing
City of Kitchener

Cyndy Winslow
Commissioner, Finance and Regional Treasurer
Regional Municipality of Halton

Stephanie E. Young
Manager of Customer Service
City of Niagara Falls

Cheryl Zahnleiter
Deputy City Manager, Corporate Enterprise
City of Cambridge

Mary Zubert
Senior Financial Analyst
City of Waterloo

ZONE 4

Robert W. Adshead
Corporate Information Coordinator
Township of King



Samia Alamry
Administrative Penalty Tribunal Clerk
Regional Municipality of York

Kevin Alexander
Commissioner, Community and Operations Services
City of Oshawa

Kelly Brodofske
Administrative Assistant, Business Services,
Emergency and Fire Services
Municipality of Clarington

Rob Brodofske
Sr. Manager of Technology Infrastructure and
Cybersecurity
Town of Whitby

Christina M. Bruce
Director, Policy Planning and Special Programs
City of Vaughan

Erinn Campbell
Supervisor, Licensing Services
City of Oshawa

Zhiming (Chanel) Chai
Director of Finance
Regional Municipality of Durham

Lauren Chee Hing
Senior Counsel
Office of The Ombudsman of Ontario

Meaghan Craven
Manager, Policy Planning
Town of Whitchurch – Stouffville

Rheannon B.E. Dillabough
Legislative Services Assistant
Town of Whitchurch - Stouffville

Kristine Doyle
Committee Coordinator
Regional Municipality of York

Maralee Drake
Deputy Clerk
Township of Brock

Melinda C. Fartsalas
Manager By-law Policy & Adjudications
City of Richmond Hill

Assunta Ferrante
Legislative Specialist
City of Vaughan

Tiffany Fraser
Committee Clerk
Regional Municipality of Durham

Cara Des Granges
Legislative Specialist
Town of Whitby

Tanya J. Goddard
Access and Elections Analyst
Town of East Gwillimbury

Stephanie Graham
Coordinator, Strategy and Government Relations
City of Richmond Hill

Dionne A. Grant
Administrative Assistant
Town of Newmarket

Archana Gupta-Harit
Manager - Utility Finance
Regional Municipality of Durham

Rajananthini Kailainathan
Sr. System Analyst
Town of Whitby

Allen Kempton
Legislative Specialist
Town of Whitby

Carolynn Kent
Operations Manager
Realtax Inc.

Jocelyn A. Knibutat
Information Analyst
City of Brampton

Daria Kotliar
Manager, Court Operations
City of Toronto



Blair Labelle
Director of Corporate Services/Municipal Clerk
Township of Scugog

Kelly McCarthy
Deputy City Clerk
City of Toronto

Steven Medvesky
Legislative Services Assistant - Council/Committee
Town of Whitchurch – Stouffville

Samantha Naumoski
Committee Services Coordinator
Town of Georgina

Davneet Rai
Council/Committee Coordinator
Town of Whitchurch – Stouffville
Taelor Davida Joy Reid
Immigration Support Officer
Ministry of Labour, Immigration, Training and Skills
Development

Sonia E. Reis
Manager, Access & Privacy
City of Brampton

Mackenzie Ryan
Administrative Assistant
York Regional Police Service Board

Amanda L. Sawyers
Supervisor, Recreation Customer Service
Town of Caledon

Alexandra V. Sheppard
Specialist, Legislative
Town of Caledon

Rochelle M. Silva
Legislative Assistant
Township of Uxbridge

Laurie A. Soto Maya, Dipl.M.M.
Deputy Clerk
Toronto and Region Conservation Authority

Steven Wilton
Senior Manager, Client Services
Town of Whitby

Alexandra Wruck
Councillors Administrative Assistant
City of Brampton

Fatima Yuen
Supervisor, Secretariat Services
City of Markham

ZONE 5

Sarah RA Bowles
Planning Secretary
Municipality of Hastings Highlands

John F. Connolly
Chief Administrative Officer/Deputy Clerk
Municipality of Marmora and Lake

Marie K. Doherty
Director, People and Corporate Services
City of Belleville

Seth DuChene
Communications Officer/Deputy Clerk
County of Lennox and Addington

Lisa Fitton
Deputy Clerk
Township of Minden Hills

Mark Froment
Corporate and Legislative Services Coordinator -
Deputy Clerk
Township of Cavan Monaghan

Jennifer Hornsby
Finance Manager - Deputy Treasurer
Municipality of Trent Hills

Leah M. Hutton
Acting Deputy Clerk
Township of Havelock Belmont Methuen

Anne Kantharajah
Municipal Clerk
Loyalist Township

Marissa Martin
Records and Information Management Coordinator
County of Peterborough



Sarah McCurdy
Executive Assistant To The Warden, CAO & Clerk
County of Hastings

Arryn McNichol
Acting Director of Finance & IT
County of Prince Edward

Ximena Morris
Manager, Stakeholder Relations
Elections Ontario

Sherry G.M. Mulholland
Deputy Treasurer
Township of Minden Hills

Kyle Ronald Phillips
Chief Building Official
Township of Cavan Monaghan

Elizabeth Lena Ross
Deputy Clerk
Township of Otonabee - South Monaghan

Josephine D. Rowling
Customer Service Representative
Township of Madoc

Julia L. Snoek
Director, Parks, Recreation and Culture
Municipality of Port Hope

Angela Stewart
Coordinator, Municipal Law Enforcement & Licensing
Services
Town of Cobourg

Jessica Uitylugt
Administration and Communications Coordinator
Eastern Ontario Wardens' Caucus

Dawn M. Welch
Legislative Services Coordinator
Municipality of Trent Hills

Luke Williams
Chief Administrative Officer-Clerk
Township of Wollaston

ZONE 6

Kate Bennett
Coordinator of Legislative Services
Town of Petawawa

Jessica Blanchard
Deputy City Clerk
City of Brockville

Leanne Cardiff
PW Clerical Assistant
County of Lanark

Dayna Clark
Executive Assistant/Alternate CEMC
Tay Valley Township

Corrine J. Codina
Specialist
Canada Mortgage and Housing Corporation

Chelsea M. Conklin
Deputy Clerk
Town of Prescott

Caitlin E. Dougherty
Human Resources Coordinator
County of Renfrew

Dawn Flinn
Admin
Village of Westport

Amy Griffin
Finance Officer
City of Ottawa

Nicole Guthrie
Clerk
Township of Lanark Highland

Valeria Rubi Hernandez Rosas
Planning Technician | Secretary Treasurer Committee
of Adjustment
City of Cornwall

Lauren L. Horton
Tax and Water Clerk
Municipality of Mississippi Mills



Meagan J. Jessup
Revenue Coordinator
Town of Renfrew

Jorden Keeley
Deputy Clerk/Communications Manager
Township of Elizabethtown-Kitley

Stephanie Kuca, Dipl.M.A., Dipl.M.M.
Interim Director of Finance
Township of South Frontenac

Tyler Lalonde
Administrative Coordinator
County of Frontenac

Chantal Lapierre
Planning/Building Technician
Municipality of South Dundas

Karine C. McCulloch
Deputy Clerk
City of Clarence-Rockland

Scott H. McKeever
Owner
Canyon Logics

Rob Nolan
Chief Administrative Officer/Clerk
Township of Elizabethtown-Kitley

Julie Prudhomme
Clerk
Township of Alfred and Plantagenet

Judy Reichstein
Policy & Program Analyst
Utilities Kingston

Logan Stanley
Deputy Treasurer
Township of North Dundas

James Walker
Deputy Fire Chief/Training Officer
Township of South Stormont

Heather Woodland
Deputy Clerk
Township of South Frontenac

ZONE 7

Stefanie Allen
Communications and Public Relations Coordinator
Town of Kearney

Karlee H. Britton
Acting Clerk/Administrator
Township of McKellar

Samantha M. Browne
Executive Assistant To The Clerk
City of Elliot Lake

Amber Burgler
Deputy Clerk
Municipality of Huron Shores

Liisa Cotnam
Acting Clerk
Township of Plummer Additional

Jérôme S. Courchesne
Human Resources Assistant/Payroll Clerk
Au Château Home For The Aged of West Nipissing

Sara A. Dinsdale
Acting Clerk Treasurer
Township of Hilton

Lise Harrison
Deputy Treasurer
City of Elliot Lake

Shauna Lehtimaki
Director, Legislative and Information Services
Township of The Archipelago

Angela Loney
Clerk
Township of Machar

Britney E. MacKay
Deputy Treasurer
Township of Hilton

Donna Maitland
CAO Clerk Treasurer
Municipality of Calvin



Steven W. Melnichuk
Director, Information Systems
City of North Bay

Alysha Niemi
Deputy Clerk/Deputy Treasurer
Town of Gore Bay

Marilyn Parent-Lethbridge, AMCT
Acting CAO
Township of White River

Allyson E. Pedwell
Deputy Clerk/Treasurer
Township of McMurrich/Monteith

Wendy Schroeder
Deputy Clerk/Records Management Coordinator
Municipality of Whitestone

Marc G. Serre
CAO/Clerk
Municipality of Markstay - Warren

Megha Trivedi
Treasurer
Township of Prince

Derek Warmington
Manager, Information Systems
City of North Bay

Line Webster
Chief Administrative Officer/Treasurer
Township of Plummer Additional

ZONE 8

Wendy C. Belanger
Clerk-Treasurer
Township of Hilliard

Mélanie Breton
Clerk-Treasurer
Township of Opasatika

Suzzette Chin
Deputy Treasurer
Township of Matachewan

Stephanie Dell
Strategic Initiatives & Workplace Performance
Coordinator
Town of Kirkland Lake

Allison Doyon
Assistant Clerk-Treasurer
Township of Harley

Elisabeth Dupuis
Deputy Clerk
Town of Cochrane

Tammy Fillion
Administrative Secretary/CEMC
Town of Kapuskasing

Susan Garvin-Roy
Deputy Treasurer
Town of Latchford

Scott Green
Manager
Benson Group

Sonya Larsen
Interim Treasurer
Township of Black River-Matheson

Hong J. Lei
Town Manager/Clerk
Township of Black River-Matheson

Monika Malherbe
Chief Administrative Officer
Town of Cochrane

Richard Louis Mineault
Director of Planning, Building & By-Law Services
Town of Iroquois Falls

Shannon L. Pawlikowski
Director of Municipal Services
Township of Fauquier-Strickland

Malorie Robinson
CAO/Clerk-Treasurer
Town of Latchford

Riley A. Stewart
Team Leader
City of Timmins



ZONE 9

Olabisi Akinsanya-Hutka
HR Assistant
Township of Conmee

Kimberly L. Albrecht
Finance and Administration Assistant
Township of Gillies

Liette Cardinal
Finance Administrator
Municipality of Greenstone

Lynda Colby
Town Manager/Clerk
Township of Pickle Lake

Crystal DePeuter
Council and Committee Clerk
City of Thunder Bay

Kim Junko
Interim Treasurer
City of Dryden

Chelsea L. Keough
Executive Assistant, Administration
Township of Manitouwadge

Alexandra Lewis
Communications Coordinator & Deputy Clerk
Town of Fort Frances

Courtney Rose Leah Marriott
Deputy Clerk-Treasurer
Township of Chapple

Ashley Mclean
Office Administrator
Municipality of Sioux Lookout

Karen D. Paisley
Municipal Clerk
Township of Conmee

Ceri Schraa
Deputy Clerk Treasurer
Township of Emo

Laina Smith
Communications Coordinator
City of Dryden

Lesley A. Sterling
Clerk Treasurer
Township of Ignace

Shawna M. Weston
Deputy Clerk
Township of Ear Falls

ZONE 0 (OUT OF PROVINCE)

Cheryl Y. Hyde
Manager of Municipal Clerk's Office
Town of Canmore

Yosif Jarjees
Engineer, Technical Service
Solenio INC

Denis Joannis
President/CEO
Rossbro Engineering Ltd

Brian Lack
President
Simply Voting Inc.

John I. McArthur
Managing Partner
PAG Canada Ltd.

Jaylene L. Robertson
Director, Legislative & Administrative Services
Town of Cochrane

Ryan D. Westerson
Legislative Services Manager
City of Lethbridge

NEW STUDENT MEMBERS

CAMBRIAN COLLEGE

Sabin Bhandari
Student, Business (GEBU)

Ijeoma O. Mbah
Student, Business Analytics



CARLETON UNIVERSITY

Nilofar F. Javid
Student, Public Policy and Administration

David Yang
Student, Bachelor of Public Affairs and Policy
Management

CONESTOGA COLLEGE

Bhairavi Bandekar
Student, Public Service

Mewish Khan
Student, Public Service

Ashpreet Kaur Suri
Student, Public Service

Mengting Xia
Student, Public Service

DURHAM COLLEGE

Jordan E. Handsor
Student, Law Clerk Advanced Diploma

FANSHAWE COLLEGE

Breeanna L. Shepley
Student, Law Clerk

INTERNATIONAL BUSINESS UNIVERSITY

Joceline Joshy Kozhipatt
Student, Master of Business Administration

LAMBTON COLLEGE

Ajay Tushir
Student, Business Management-Human Resources

MCMASTER UNIVERSITY

Pruthvi Sanjaykumar Desai
Student, Master In Civil Engineering

NIAGARA COLLEGE

Elizabeth Catherine Rzczyca
Student, Office Administration - Diploma Executive

QUEEN'S UNIVERSITY

Alysha Ahmad
Student, Master's Public Administration

Dana R. Perovic
Student, Master of Public Administration

SENECA POLYTECHNIC

Rilie Baker
Student, Public Administration

Holly D. Bhagrattie
Student, Public Administration

Sukhpreet Bhatti
Student, Public Administration

Kelly Brodofske
Student, Public Administration

Andrea V. Downer
Student, Public Administration

Adreanna Evans
Student, Public Administration

Lina Nasr El Hag Ali
Student, Public Administration

Nicole Floyd
Student, Public Administration

Kate Gouveia Pereira
Student, Law Clerk

Benjamin J. Hamilton
Student, Public Administration

Nate Hudson
Student, Public Administration

Emma N. Humphries
Student, Public Administration

Syed Jaffrey
Student, Public Administration

Shakirat O. Komolafe
Student, Public Administration



Samantha Nava
Student, Public Administration

Anna Nozadze
Student, Public Administration

Amogha Sathyamurthy
Student, Public Administration

Vaishnavy Sethulingam
Student, Public Administration Program

Li Zhen Zhu
Student, Public Administration

**TORONTO METROPOLITAN UNIVERSITY
(FORMERLY RYERSON)**

Annanya Joshi
Student, Politics and Governance

UNIVERSITY OF GUELPH

Paula E. Power
Student, BA Honours, Criminal Justice and Public
Policy & Political Science

**UNIVERSITY OF ONTARIO INSTITUTE OF
TECHNOLOGY**

Tammy L. Francis
Student, Legal Studies

UNIVERSITY OF TORONTO

Katyayani Bhada
Student, Master of Urban Innovation

Yuvika Bhatia
Student, Master of Public Policy

Ben Chhiba
Student, Master of Urban Innovation

Rodney D'Silva
Student, Sciences

Sahana Gunaratnam
Student, Master of Public Policy

Neha Haider
Student, Master of Urban Design

Anna S. Hancin
Student, Master of Public Policy

Rameel Phillips
Student, Master of Urban Innovation

Francesca Policarpio
Student, Urban Studies

Prahlad Ranjit
Student, Computer Science

Josyl Singh
Student, Master of Public Policy

Neiththa Sivakumar
Student, Architecture/Urban Studies

Yifei Wang
Student, Master of Public Policy

Ananya Yadav
Student, Master of Public Policy

Thomas Yue
Student, Master of Public Policy

Anlin Zhou
Student, Master of Public Policy

Daisy Zhao
Student, Public Policy

UNIVERSITY OF WATERLOO

Yasamin Abdolvahabi
Student, Master of Future Cities

Trisha Bernabe
Student, Master of Future Cities

Ola Doubani
Student, Master of Future Cities

Sameer Gupta
Student, Global Governance

Maryam Momeni
Student, Environmental Studies

Jacob C. Shaddock
Student, Masters of Environment and Business



Sachpreet K. Tutt
Student, Political Science

UNIVERSITY OF WESTERN ONTARIO

Mawunyo Badasu
Student, Public Administration

Danielle Burrell Duggan
Student, Local Government

Jake Collie
Student, Law

Betty Joseph
Student, Doctor of Education

Ethan M. Russell
Student, Honours Business Administration

Riya Sidhu
Student, Bachelors of Health Science

Chiranjeevi Yogarajh
Student, Public Administration

UNIVERSITY OF WINDSOR

Khalid Ashour
Student, MA Political Science

WILFRID LAURIER UNIVERSITY

Helly Shah
Student, Political Science and Criminology

YORK UNIVERSITY

Wasi Syed Babar
Student, Master Public Policy, Administration and Law

Bhavi Gandhi
Student, Master of Public Policy, Administration and Law

Christine Duong Le
Student, Masters Public Policy Administration and Law

Aamina Masood
Student, Master of Public Administration

Christopher Onen
Student, Master of Business Administration

Kathirmayzhi K. Srikanthan
Student, Kinesiology & Health Science

Ayla Taylor
Student, Business and Society

YORKVILLE UNIVERSITY

Sonya Varty
Student, Business Administration



2025 Membership Milestones

5 YEARS OF MEMBERSHIP

Sarah Johnson, AMP, Dipl.M.A.

Sandra Barr, AOMC, Dipl.M.M.

Mallory Bishop

Amy Burkhart, Dipl.M.M.

Alan Joel Bushell

Alice Byl, Dipl.M.A.

Stasia Elana Carr

Emily Cartlidge, CMO, AOMC, Dipl.M.A.

Carly A. Collins

Natasha Coric

Kirsten Mary Cote

Tanya S. Dickinson, Dipl.M.A.

Andria L. Dinner, Dipl.M.A.

Sydney B.R. Dodson

Nichole Dubeau

Jennifer M. Dunster

Alysha Elizabeth Dyjach

Meagan E. Elliott

Nellie A. Evans, Dipl.M.A.

Kevin J. Fox

Tammy Jennifer Godden

Allison Goodwin

Holly Grant, Dipl.M.A.

Michelle L. Heslop

Andrew Hodge, Dipl.M.A.

Kristine A. Horst

Marianne C. Hull

Owen Jaggard

Sarah M. Jenkins

Brian R. Kavanagh, CMO

Joleen Keough

Sarah Kim, Dipl.M.A.

Eric Labelle

Dale Thomas Langlois

Jordyn L. Lavecchia-Smith, Dipl.M.A.

Ashley E. Liznick

Kaylyn Ann MacDonald, Dipl.M.A.

Katy Macpherson, Dipl.M.A.

Kaitlin Mallory, Dipl.M.A.

Jude Alan Malott

Jodi Mancini

Heidi Martin

Nicole Martin, Dipl.M.A.

John Mattocks, Dipl.M.M.

Jenna McCartney, Dipl.M.A.

Ellen McManus

Judith Marie Meyntz, AOMC

Chris G. Mills

JoAnne Doreen Montreuil

Patti J. Mueller, Dipl.M.A.

Dan J. Mulligan

Kara Van Myall, CMO

Sarah O'Connell

Lindsey Lee Patenaude

Jennifer J. Peplinski

Cindy Pigeau

Jessica Pinkse

Nancy Polsinelli

Gloria R. Raybone, Dipl.M.A.

Suzanne Renon, Dipl.M.A.

Katelyn E. Repovs

Carlos A. Robayo

Natashia Roberts

Aimée D. Roy

Cornelia C. Sachse

Sheryl Scott

Megan W. Shannon

William Sikkema

Pamela C. Slowleigh

Rhonda Lee Smith

Michelle A. Starnes, Dipl.M.A.



2025-2026 Accreditations

Certified Municipal Officer (CMO) Accreditations

ZONE 1

Mandi Pearson, Dipl.M.M.
Director of Legislative Services, Clerk | Deputy
Operations
Town of Petrolia

ZONE 2

Jerri-Lynn Levitt, Dipl.M.A.
Director of Corporate Services
Municipality of Grey Highlands

Erin Britnell
Manager, Corporate Performance and Strategy
City of Guelph

ZONE 5

Renee Recoskie
Director of Waste Management and Environmental
Services
District Municipality of Muskoka

ZONE 8

Dan Thibeault
CAO Clerk Treasurer
Township of Armstrong

ZONE 9

Shara Lavallee, AMP
CAO/Clerk-Treasurer
Town of Rainy River

Accredited Municipal Professional (AMP) Accreditations

ZONE 2

Holly Malynyk, Dipl.M.A.
Deputy Clerk
Township of Southgate

ZONE 3

Chelsea Martin
Coordinator of Community Environmental
Sustainability
County of Oxford

ZONE 4

David DeForest
Lead, Corporate Policy
City of Mississauga

ZONE 5

Jessica Polley
Deputy Clerk
Municipality of Brighton





Financial Performance

A copy of the auditors' report and audited financial statements for the year ended December 31, 2025 for AMCTO, as prepared by management and audited by the firm BDO Canada LLP is included in this report for consideration.

The "Statement of Financial Position" shows net assets of \$2,580,378 at the end of 2025. This is comprised primarily of reserves and reserve funds for general operations, education and innovations, strategic initiatives and government relations. These reserves and reserve funds have increased by \$354,809 from the 2024 levels from the 2025 Operating Surplus.

The "Statement of Operations" shows that total revenues for 2025 were higher than the total revenues for 2024 as demand for education programs and the Municipal Elections Training Program was strong for the year from the municipal sector. Total expenditures have increased in line with revenues due to direct program delivery costs and an increase to cost-of-living allowance. Cumulatively, the Association realized an Operating Surplus of \$354,809 for the 2025 fiscal year.

In considering the 2025 Operating Surplus, the following key operating variances compared to budget for the year should be noted:

- **Membership (approx. \$10,300 net shortfall)** – The total number of Full Members was nearly on target in 2025 (at 98.5% of budget) resulting in total revenues for membership dues being slightly below plan. Additionally, the number of members who joined the Association with prorated or promotional fee rates was higher than planned, leading to a slight net shortfall in the portfolio for the year.
- **Accreditation Programs (approx. \$5,100 net surplus)** – While the overall number of applications for the Association's three accreditation programs were above target for the year, the main contributors to the increase were from AMP and CMO programs which resulted in a net surplus for the portfolio this year.
- **Education Programs (approx. \$166,800 net surplus)** – Enrollment across education programs was strong, with top line revenues meeting or exceeding in each program. Specifically, overall MAP registration revenues were 20% above plan, Primer on Planning was 20% above plan, and EDMM was over 30% above plan. The higher enrollment came with some additional marking fees putting direct program expenses slightly above plan. The overall net result was an increase in net revenues compared to plan and was large contributor to Association's operating surplus.

- **Professional Development Programs (approx. \$190,000 net surplus)** – The majority of the Association’s core training events were held virtually in 2025 as planned and overall registrations were in line with budget. In 2025, the Municipal Elections Training Program was offered again on AMCTO Connect to include online training materials, reference documents, and digital resources. Subscription from the sector to the program exceeded budgeted targets and significantly contributed to the Association’s operating surplus.
- **Annual Conference (approx. \$40,100 net surplus)** – Overall revenues in delegate registrations, sponsorship and exhibitor tradeshow fees were slightly above plan this year for Windsor. While paid delegate registration was below target, mainly attributed to the location of the event, this was offset with corporate sponsorship and exhibitor revenues exceeding budget by more than 25%. By having strong diversified revenue streams for the Annual Conference, the overall result this year was a net surplus for the Association.
- **Publications (approx. \$6,600 net shortfall)** – For 2025, the number of one-year subscriptions to the Ontario Municipal Directory (OMD) were below target this year by over 30%. This was significantly offset by the total number of three-month subscriptions, being over four times the target for the year. The net result of the under and over performance of the two OMD products was a slight net shortfall for the Association.
- **Legislative Services (approx. \$15,900 net surplus)** – Planned expenses for in-person meetings for the Policy and Government Relations Committee which took place either virtually or hybrid at the AMCTO office resulted in a net surplus for the year.
- **Communications and Marketing (approx. \$68,734 net shortfall)** – Demand for Standard Job Ads was significantly lower than planned, while uptake in Featured Ads was nearly on target in 2025, resulting in an overall net decrease in revenue for the year.
- **Municipal Innovation Internship Program (approx. \$2,000 net surplus)** – While the number of applications to the Municipal Innovation Internship Program (MIIP) this year was below expectations, the program was set-up so that the financial impact on the Association would be neutral with the Association acting mainly as a financial intermediary between the participating municipalities and Mitacs. The Association did receive funding from a partner Association to support the program, and the minor net surplus is the result of that for the year.
- **Administration (approx. \$77,300 net surplus)** – Overall, the Association was on budget in administration costs with a number of areas where costs either exceeded or fell below the budgeted amounts. The average balance in the Association’s short-term investment portfolio was higher than expected due to this year’s annual surplus and an increase in deferred revenue in Q4 2025 from registrations of the in-person elections training taking place in 2026. This resulted in an increase of \$32,000 in investment income compared to budget. Additionally, there was \$14,000 in unrealized gains in the fair market value of the Association’s short-term investment portfolio which was not planned in the operating budget.
- **Staff Wages & Benefits (approx. \$18,300 net shortfall)** – The Association began and ended 2025 with a full staff complement. The net shortfall is from a year-end base salary and pension plan contribution accrual for the final two working days of the year and an accrual for qualified merit-based variable compensation for 2025 performance reviews based on the personnel policy.

Status of AMCTO Reserves

AMCTO continues to hold a strong overall financial position. At the end of 2025, the Association had approximately \$3,636,000 on-hand in the form of cash or investments.

Included in the above-noted funds on-hand were restricted and unrestricted reserves totaling \$2,580,378. Some of these reserves have been set aside to finance future Association activities in the areas of education and innovation; strategic innovations and government relations. In addition, a total of approximately \$1,164,334 has been placed in an Operating Reserve to finance ongoing Association operations in the event that there is ever a serious decline in overall Association revenues.

The AMCTO Board continues to manage the Association's assets and programs in a manner that provides members with key, quality services. The Board will; however, continue to be diligent in pursuing operating efficiencies while also continuing to ensure that funds are set aside and/or utilized so that an appropriate match between the funds on-hand and the Association's longer term strategic goals and objectives is maintained.



**Association of Municipal Managers, Clerks
and Treasurers of Ontario**
Financial Statements
For the year ended December 31, 2025

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Tel: 289 881 1111
Fax: 905 845 8615
www.bdo.ca

BDO Canada LLP
360 Oakville Place Drive, Suite 500
Oakville ON L6H 6K8 Canada

Independent Auditor's Report

To the Members of the Association of Municipal Managers, Clerks and Treasurers of Ontario

Opinion

We have audited the financial statements of the Association of Municipal Managers, Clerks and Treasurers of Ontario (the "Association"), which comprise the statement of financial position as at December 31, 2025, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at December 31, 2025, and its operating results and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.





Independent Auditor's Report (continued)

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

Oakville, Ontario
April 17, 2026



**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Statement of Financial Position**

December 31 **2025** **2024**

Assets

Current assets

Cash	\$	386,298	\$	584,683
Accounts receivable		85,703		139,333
Prepaid expenses		150,337		160,311
		622,338		884,327

Long-term investments (Note 2)

3,249,751 2,307,360

Capital and intangible assets (Note 3)

340,915 392,579

\$ 4,213,004 \$ 3,584,266

Liabilities and Net Assets

Current liabilities

Accounts payable and accrued liabilities (Note 4)	\$	431,711	\$	371,633
Deferred revenue		957,580		724,435
		1,389,291		1,096,068

Deferred lease inducement

243,335 262,629

1,632,626 1,358,697

Net assets

Invested in capital and intangible assets	340,915	392,579
Internally restricted funds		
Education and innovations	390,041	336,819
Strategic initiatives	332,094	278,872
Government relations	273,554	220,332
Operations	1,164,334	969,188
Unrestricted	79,440	27,779
	2,580,378	2,225,569

\$ 4,213,004 \$ 3,584,266

On behalf of the Board:

_____ Director

_____ Director

The accompanying notes are an integral part of these financial statements.



**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Statement of Operations**

For the year ended December 31	2025	2024
Revenue		
Education	\$ 1,277,100	\$ 1,271,946
Training	1,016,578	656,323
Membership fees	805,542	762,401
Annual meeting	576,957	688,022
Express broadcast service	326,871	359,209
Investment income (Note 2)	115,038	146,752
Publications	31,905	29,712
	4,149,991	3,914,365
Expenses		
Head office operations	1,268,899	1,225,074
Education	607,603	618,834
Annual meeting	477,030	536,842
Office administration	418,350	475,157
Training	435,671	258,410
Legislative review and research	193,518	200,825
Membership	172,855	169,359
Other	119,858	112,605
Amortization of capital and intangible assets	64,138	44,109
Express broadcast service	22,470	18,882
Publications	14,790	17,154
	3,795,182	3,677,251
Excess of revenue over expenses	\$ 354,809	\$ 237,114

The accompanying notes are an integral part of these financial statements.



Association of Municipal Managers, Clerks and Treasurers of Ontario
Statement of Changes in Net Assets

	2025					2024		
	Invested in capital and intangible assets	Education and innovations fund	Strategic initiatives fund	Government relations fund	Operations fund	Unrestricted	Total	
Net assets, beginning of year	\$ 392,579	\$ 336,819	\$ 278,872	\$ 220,332	\$ 969,188	\$ 27,779	\$ 2,225,569	\$ 1,988,455
Excess of revenue over expenses	-	-	-	-	-	354,809	354,809	237,114
Purchase of capital and intangible assets	12,474	-	-	-	-	(12,474)	-	-
Amortization of capital and intangible assets	(64,138)	-	-	-	-	64,138	-	-
Fund transfers (Note 1)	-	53,222	53,222	53,222	195,146	(354,812)	-	-
Net assets, end of year	\$ 340,915	\$ 390,041	\$ 332,094	\$ 273,554	\$ 1,164,334	\$ 79,440	\$ 2,580,378	\$ 2,225,569

The accompanying notes are an integral part of these financial statements.



**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Statement of Cash Flows**

For the year ended December 31	2025	2024
Cash provided by (used in)		
Operations		
Excess of revenue over expenses	\$ 354,809	\$ 237,114
Adjustments to reconcile excess of revenue over expenses for the year to cash from operations		
Amortization of capital and intangible assets	64,138	44,109
Unrealized gain on long-term investments (Note 2)	(14,312)	(40,982)
Loss on disposal of capital assets	-	6,008
Amortization of deferred lease inducement	(19,294)	(19,412)
	<u>385,341</u>	226,837
Changes in non-cash working capital balances		
Accounts receivable	53,630	(109,456)
Prepaid expenses	9,974	(92,937)
Accounts payable and accrued liabilities	60,078	113,576
Deferred revenue	233,145	31,648
	<u>742,168</u>	169,668
Investing activities		
Acquisition of capital and intangible assets, net of lease inducement	(12,474)	(82,559)
Net increase in long-term investments	(928,079)	(175,927)
	<u>(940,553)</u>	(258,486)
Financing activities		
Increase in deferred lease inducement, net of capitalized amounts	-	20,980
	<u>(198,385)</u>	(67,838)
Decrease in cash during the year	(198,385)	(67,838)
Cash, beginning of year	584,683	652,521
Cash, end of year	\$ 386,298	\$ 584,683

The accompanying notes are an integral part of these financial statements.



**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Notes to Financial Statements**

December 31, 2025

1. Nature of Operations and Summary of Significant Accounting Policies

Nature of Organization

The Association of Municipal Managers, Clerks and Treasurers of Ontario (the "Association") is a not-for-profit organization providing education, accreditation, leadership, and management expertise for Ontario municipal sector. The Association is exempt from income taxes provided certain requirements of the Income Tax Act (Canada) are met.

Basis of Presentation

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Revenue Recognition

The Association follows the deferral method of accounting.

Membership fees are recognized as revenue in the fiscal year to which they relate as the related services are provided by the Association. Fees for education, training, annual meeting, express broadcast service and publications are recognized when the related services are provided and collectability is reasonably assured and are recorded as deferred revenue until the service is provided.

Investment income is recorded to the Unrestricted fund when earned.

Government assistance received are recorded as revenue in the year in which the related expenses are incurred.

Capital and Intangible Assets

Capital and intangible assets are recorded at their cost less accumulated amortization. Amortization is provided on a straight-line basis over the assets' estimated useful lives as follows:

Computer equipment	-	25%
Furniture and fixtures	-	10%
Leasehold improvements	-	straight-line basis over the term of the lease
Website development costs	-	25%

Deferred Lease Inducement

The deferred lease inducement includes leasehold allowances, free-rent and future rent increases. The balance is being amortized on a straight-line basis over the term of the lease.



**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Notes to Financial Statements**

December 31, 2025

1. Nature of Operations and Summary of Significant Accounting Policies (Continued)

Internally Restricted Funds

Internally restricted funds have been designated by the Directors for the following purposes:

- (a) Education and innovations fund - To provide for the development of new education and training materials or other program innovations;
- (b) Strategic initiatives fund - To provide funding to offset budgetary impact of initiatives or studies undertaken by the Association to advance the attainment of strategic goals set out by the board-approved strategic plan;
- (c) Government relations fund - To provide funding for the acquisition of external government relations consulting assistance for specific issues of major importance to the Association's membership; and
- (d) Operations fund - To provide for future operating contingencies.

Allocations to (from) each of these internally restricted funds are determined as part of the annual budget process with further determinations made following review of the annual financial results.

The Members approved a transfer of \$354,812 from Unrestricted fund to internally restricted funds (2024 - \$44,648 from internally restricted funds to Unrestricted fund).

Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant items subject to such estimates and assumptions include the carrying amount of capital and intangible assets, fair value of investments, and accrued liabilities. Actual results could differ from those estimates.

Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial instruments are reported at cost or amortized cost less impairment, except for long-term investments, which are subsequently measured at fair value. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired.

Transaction costs incurred on the acquisition, sale or issue of financial instruments are expensed for those items re-measured at fair value at each balance sheet date and charged to the financial instrument for those measured at amortized cost.



**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Notes to Financial Statements**

December 31, 2025

2. Long-term Investments

	2025		2024	
	Fair Value	Cost	Fair Value	Cost
Money market	\$ 1,140,133	\$ 1,140,133	\$ 286,476	\$ 286,476
Fixed income	2,109,618	2,171,995	2,020,884	2,105,396
	\$ 3,249,751	\$ 3,312,128	\$ 2,307,360	\$ 2,391,872

Included in investment income is \$100,726 of interest income (2024 - \$105,771) and unrealized investment gains of \$14,312 (2024 - unrealized investment gains of \$40,982). The fixed income category is comprised of investments in various fixed income funds.

3. Capital and Intangible Assets

	2025		2024	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Capital Assets				
Computer equipment	\$ 400,840	\$ 383,330	\$ 389,799	\$ 373,507
Furniture and fixtures	172,629	110,466	172,629	103,143
Leasehold improvements	431,186	204,700	431,186	179,928
	1,004,655	698,496	993,614	656,578
Intangible Asset				
Website development costs	145,739	110,983	144,309	88,766
	\$ 1,150,394	\$ 809,479	\$ 1,137,923	\$ 745,344
Net book value		\$ 340,915		\$ 392,579

Included in leasehold improvements is \$249,320 of lease inducements that was funded by the landlord as part of the premises lease.

4. Accounts Payable and Accrued Liabilities

Included in accounts payable and accrued liabilities are government remittances payable of \$125,709 (2024 - \$95,895) which comprises of HST remittances.



**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Notes to Financial Statements**

December 31, 2025

5. Lease Commitments

Minimum annual payments payable under the terms of operating lease for office space and a management system for the next five years and thereafter is approximately as follows:

2026	\$ 103,100
2027	102,650
2028	111,048
2029	115,058
2030	64,566
Thereafter	<u>310,905</u>
	<u>\$ 807,327</u>

6. Financial Instrument Risks

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Association is exposed to market risk arising from changes in the fair value of fixed income denominated investments.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Association's main credit risks relate to its accounts receivable and investments. The Association is also exposed to credit risk arising from the majority of its cash being held at one financial institution, in excess of insured limits.

The above risks have not changed from the prior year.

7. Comparative Information

Certain comparative information has been reclassified to conform with the financial statement presentation adopted in the current year.





2025 Education Program Graduates

As an Association, we are committed to promoting and encouraging continuous improvement and the pursuit of excellence in the municipal profession. We recognize the achievements of members and other municipal professionals through our annual academic awards program where dedication, hard work, commitment to continuous learning and professional development are celebrated.

Congratulations to our 2025 education program graduates and graduates with honours!

Graduates of the Diploma in Municipal Administration (DMA)

Name	Title	Municipality
Jennifer Belaire	Financial Planning Analyst	City of Pembroke
Karlee Britton	Clerk/Administrator	Township of McKellar
Sébastien Dion	Clerk	Municipality of Casselman
Jena Doonan	Deputy Clerk	Township of North Glengarry
Keyaira McQueen		Zone 5
Rory Payton	Supervisor, Municipal Law Enforcement	Town of Caledon
Jenna Spratt	Legislative Coordinator	Regional Municipality of Niagara
Kayla Weichenthal	Treasurer/Deputy Clerk	Township of Carlow/Mayo
Kimberly White	Clerk of Public Works	Town of Iroquois Falls

DMA Graduates with Honours

Name	Title	Municipality
Krystyn Arbuthnot	Planner	Township of Greater Madawaska
Sheril Baldie Jagpat	Manager Administrative Services	Regional Municipality of Durham
Tamara Bates	Legislative Coordinator	City of Hamilton
Jessica Boyes	Deputy Clerk	Town of Huntsville

Name	Title	Municipality
April Bradley	Administrative Assistant	United Counties of Leeds and Grenville
Aakash Desai	Treasurer	Township of Chatsworth
Caitlin Dougherty	Lead, HR Governance, Policy and Compliance	Ontario Health
Kelly Galbraith	Customer Services Manager/Deputy Clerk	City of Kenora
Tasha Grafos	Executive Assistant To The CAO	Township of Wellington North
Holly Grant	CAO/Clerk	Township of Cramahe
Lori Hoddinott	Mayor	Township of McNab/Braeside
Amanda Koning	Administrative Assistant - Environmental Services	City of St. Thomas
Jordyn Lavecchia-Smith	Deputy Clerk	Town of Orangeville
Melissa Lawr	Deputy Clerk - Legislation	Town of Halton Hills
Frank Loeffen	Director of Emergency Services	West Nipissing Fire & Emergency Services
Brianne MacNevin	Deputy Treasurer	Loyalist Township
R. Ian Maglonzo	Assistant, Community Planning	City of Burlington
Jennifer Marshall	Clerk	Town of Innisfil
Crystal Moffatt	Tax Collector	City of Owen Sound
Ryan Moloney	Deputy Chief of Operations	County of Peterborough-Paramedics
Alex Mulholland	Chief Building Official	Town of Bracebridge
Shannon Murphy	Deputy Clerk	Town of Greater Napanee
Emmanuel Pinto	Government Relations Coordinator	County of Peterborough
Hannah Praisley		Zone 5
Bridget Scott		City of Hamilton
Roberta Scully	Grant Coordinator	Municipality of Grey Highlands
Kaitlin Smith	Committee Clerk	Regional Municipality of Durham
Joey Tang	Legislative Coordinator	City of Guelph
Terri Towstiuć	Clerk	Municipality of West Elgin
Jeff Wheeldon	Councillor	Municipality of Brighton
Timothy Wright	Director of Public Works	Township of North Glengarry



Graduates of the Executive Diploma in Municipal Management (EDMM)

Name	Title	Municipality
Steven Farquharson	Executive Director - Community and Growth	Town of Midland
Corrina Giles	Town Clerk	Town of The Blue Mountains
Erin Heffernan	Program Supervisor	United Counties of Leeds and Grenville
Dana Mellor	Administrator	County of Huron
Sean Nicholson	Chief Administrative Officer	Township of Edwardsburgh/Cardinal
Brooke Ross	Manager of Community Development	Township of North Frontenac
Luke Ryan	Building Official	Town of Orangeville

EDMM Graduates with Honours

Name	Title	Municipality
Mike Abraham	Manager of Infrastructure Planning	City of Brantford
Adrian Anderson	Maintenance Planner and Scheduler	City of Ottawa
Caroline Birch	Economic Development & Executive Offices Coordinator	Municipality of Brighton
Kymm Buckham		Zone 2
Amy Burkhart	City Clerk	City of Sarnia
Lori-Dawn Cavin	Manager, Community Recreation & Events	City of Brantford
Paul Chudoba	Manager, By-law Enforcement and Licensing	City of St. Catharines
Howard Cleroux	Manger of Public Works	Township of Whitewater Region
Kelly Cole	Director of Legislative Services/Municipal Clerk	Town of Penetanguishene
Sotabdo Debnath	Senior Project Manager	Regional Municipality of Peel
Ryan Donally	President and CEO	Windsor Essex Regional Chamber of Commerce
Jennifer Esposito	Strategic Initiatives Manager	Municipality of Sioux Lookout
Renee Ford	Executive Assistant To Chief Paramedic	City of Kawartha Lakes
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Courtney Godfrey	Director of Community Services	Municipality of Middlesex Centre
Trevor Hallam	CAO/Clerk	Municipality of Morris-Turnberry



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Barbara Prud'homme	Program Manager, Strategies and Partnerships, Community and Health Services	Regional Municipality of York
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Tara Tran	Senior Project Manager, Economic Development and Special Projects	City of Brantford
Brad Wright	Director of Development Services	Township of South Frontenac

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Thank You to AMCTO's 2025 Volunteers

Our Association's success over the years can be attributed to the hard work and dedication of our members who support us by volunteering on a number of different committees and working groups. Their contributions help us advance our mission of supporting and advocating for and on behalf of Ontario municipal professionals. Thank you to all of our 2025 volunteers!

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Continued on next page

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Planning Technician
Town of Plympton-Wyoming

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Program Manager, Council & Committee Services
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Legislative Coordinator
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Manager of Clerk Services
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The Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) represents excellence in local government, management, and leadership. Since 1938, we have provided education, accreditation, leadership, and management expertise for Ontario municipal professionals. With 2,200+ members working in municipalities across the province, we are Ontario's largest association of local government professionals and the premier organization for professional development in the sector.

Known as 'The Municipal Experts', AMCTO offers a breadth of expertise and knowledge through year-round education and professional development programming, and through our members across a range of municipal operation areas and legislative issues. We are proud to be recognized as an influential voice for local government professionals regarding key management and legislative issues affecting the sector.

Telephone: (905) 602-4294
Email: amcto@amcto.com

www.amcto.com



**Association of Municipal Managers, Clerks
and Treasurers of Ontario**
Financial Statements
For the year ended December 31, 2025

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Tel: 289 881 1111
Fax: 905 845 8615
www.bdo.ca

BDO Canada LLP
360 Oakville Place Drive, Suite 500
Oakville ON L6H 6K8 Canada

Independent Auditor's Report

To the Members of the Association of Municipal Managers, Clerks and Treasurers of Ontario

Opinion

We have audited the financial statements of the Association of Municipal Managers, Clerks and Treasurers of Ontario (the "Association"), which comprise the statement of financial position as at December 31, 2025, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Association as at December 31, 2025, and its operating results and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



Independent Auditor's Report (continued)

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants

Oakville, Ontario
April 17, 2026

**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Statement of Financial Position**

December 31 **2025** **2024**

Assets

Current assets

Cash	\$	386,298	\$	584,683
Accounts receivable		85,703		139,333
Prepaid expenses		150,337		160,311
		622,338		884,327

Long-term investments (Note 2) 3,249,751 2,307,360

Capital and intangible assets (Note 3) **340,915** 392,579

\$ 4,213,004 **\$ 3,584,266**

Liabilities and Net Assets

Current liabilities

Accounts payable and accrued liabilities (Note 4)	\$	431,711	\$	371,633
Deferred revenue		957,580		724,435
		1,389,291		1,096,068

Deferred lease inducement **243,335** 262,629

1,632,626 1,358,697

Net assets

Invested in capital and intangible assets	340,915	392,579
Internally restricted funds		
Education and innovations	390,041	336,819
Strategic initiatives	332,094	278,872
Government relations	273,554	220,332
Operations	1,164,334	969,188
Unrestricted	79,440	27,779

2,580,378 2,225,569

\$ 4,213,004 **\$ 3,584,266**

On behalf of the Board:

_____ Director

_____ Director

The accompanying notes are an integral part of these financial statements.

**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Statement of Operations**

For the year ended December 31	2025	2024
Revenue		
Education	\$ 1,277,100	\$ 1,271,946
Training	1,016,578	656,323
Membership fees	805,542	762,401
Annual meeting	576,957	688,022
Express broadcast service	326,871	359,209
Investment income (Note 2)	115,038	146,752
Publications	31,905	29,712
	<u>4,149,991</u>	<u>3,914,365</u>
Expenses		
Head office operations	1,268,899	1,225,074
Education	607,603	618,834
Annual meeting	477,030	536,842
Office administration	418,350	475,157
Training	435,671	258,410
Legislative review and research	193,518	200,825
Membership	172,855	169,359
Other	119,858	112,605
Amortization of capital and intangible assets	64,138	44,109
Express broadcast service	22,470	18,882
Publications	14,790	17,154
	<u>3,795,182</u>	<u>3,677,251</u>
Excess of revenue over expenses	\$ 354,809	\$ 237,114

The accompanying notes are an integral part of these financial statements.

Association of Municipal Managers, Clerks and Treasurers of Ontario
Statement of Changes in Net Assets

For the year ended December 31	2025					2024	
	Invested in capital and intangible assets	Education and innovations fund	Strategic initiatives fund	Government relations fund	Operations fund	Unrestricted	Total
Net assets, beginning of year	\$ 392,579	\$ 336,819	\$ 278,872	\$ 220,332	\$ 969,188	\$ 27,779	\$ 2,225,569
Excess of revenue over expenses	-	-	-	-	-	354,809	354,809
Purchase of capital and intangible assets	12,474	-	-	-	-	(12,474)	-
Amortization of capital and intangible assets	(64,138)	-	-	-	-	64,138	-
Fund transfers (Note 1)	-	53,222	53,222	53,222	195,146	(354,812)	-
Net assets, end of year	\$ 340,915	\$ 390,041	\$ 332,094	\$ 273,554	\$ 1,164,334	\$ 79,440	\$ 2,580,378
							\$ 2,225,569

The accompanying notes are an integral part of these financial statements.

**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Statement of Cash Flows**

For the year ended December 31	2025	2024
Cash provided by (used in)		
Operations		
Excess of revenue over expenses	\$ 354,809	\$ 237,114
Adjustments to reconcile excess of revenue over expenses for the year to cash from operations		
Amortization of capital and intangible assets	64,138	44,109
Unrealized gain on long-term investments (Note 2)	(14,312)	(40,982)
Loss on disposal of capital assets	-	6,008
Amortization of deferred lease inducement	(19,294)	(19,412)
	385,341	226,837
Changes in non-cash working capital balances		
Accounts receivable	53,630	(109,456)
Prepaid expenses	9,974	(92,937)
Accounts payable and accrued liabilities	60,078	113,576
Deferred revenue	233,145	31,648
	742,168	169,668
Investing activities		
Acquisition of capital and intangible assets, net of lease inducement	(12,474)	(82,559)
Net increase in long-term investments	(928,079)	(175,927)
	(940,553)	(258,486)
Financing activities		
Increase in deferred lease inducement, net of capitalized amounts	-	20,980
	(198,385)	(67,838)
Decrease in cash during the year		
Cash, beginning of year	584,683	652,521
Cash, end of year	\$ 386,298	\$ 584,683

The accompanying notes are an integral part of these financial statements.

**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Notes to Financial Statements**

December 31, 2025

1. Nature of Operations and Summary of Significant Accounting Policies

Nature of Organization

The Association of Municipal Managers, Clerks and Treasurers of Ontario (the "Association") is a not-for-profit organization providing education, accreditation, leadership, and management expertise for Ontario municipal sector. The Association is exempt from income taxes provided certain requirements of the Income Tax Act (Canada) are met.

Basis of Presentation

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Revenue Recognition

The Association follows the deferral method of accounting.

Membership fees are recognized as revenue in the fiscal year to which they relate as the related services are provided by the Association. Fees for education, training, annual meeting, express broadcast service and publications are recognized when the related services are provided and collectability is reasonably assured and are recorded as deferred revenue until the service is provided.

Investment income is recorded to the Unrestricted fund when earned.

Government assistance received are recorded as revenue in the year in which the related expenses are incurred.

Capital and Intangible Assets

Capital and intangible assets are recorded at their cost less accumulated amortization. Amortization is provided on a straight-line basis over the assets' estimated useful lives as follows:

Computer equipment	-	25%
Furniture and fixtures	-	10%
Leasehold improvements	-	straight-line basis over the term of the lease
Website development costs	-	25%

Deferred Lease Inducement

The deferred lease inducement includes leasehold allowances, free-rent and future rent increases. The balance is being amortized on a straight-line basis over the term of the lease.

**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Notes to Financial Statements**

December 31, 2025

1. Nature of Operations and Summary of Significant Accounting Policies (Continued)

Internally Restricted Funds

Internally restricted funds have been designated by the Directors for the following purposes:

- (a) Education and innovations fund - To provide for the development of new education and training materials or other program innovations;
- (b) Strategic initiatives fund - To provide funding to offset budgetary impact of initiatives or studies undertaken by the Association to advance the attainment of strategic goals set out by the board-approved strategic plan;
- (c) Government relations fund - To provide funding for the acquisition of external government relations consulting assistance for specific issues of major importance to the Association's membership; and
- (d) Operations fund - To provide for future operating contingencies.

Allocations to (from) each of these internally restricted funds are determined as part of the annual budget process with further determinations made following review of the annual financial results.

The Members approved a transfer of \$354,812 from Unrestricted fund to internally restricted funds (2024 - \$44,648 from internally restricted funds to Unrestricted fund).

Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Significant items subject to such estimates and assumptions include the carrying amount of capital and intangible assets, fair value of investments, and accrued liabilities. Actual results could differ from those estimates.

Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial instruments are reported at cost or amortized cost less impairment, except for long-term investments, which are subsequently measured at fair value. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired.

Transaction costs incurred on the acquisition, sale or issue of financial instruments are expensed for those items re-measured at fair value at each balance sheet date and charged to the financial instrument for those measured at amortized cost.

**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Notes to Financial Statements**

December 31, 2025

2. Long-term Investments

	2025		2024	
	Fair Value	Cost	Fair Value	Cost
Money market	\$ 1,140,133	\$ 1,140,133	\$ 286,476	\$ 286,476
Fixed income	2,109,618	2,171,995	2,020,884	2,105,396
	\$ 3,249,751	\$ 3,312,128	\$ 2,307,360	\$ 2,391,872

Included in investment income is \$100,726 of interest income (2024 - \$105,771) and unrealized investment gains of \$14,312 (2024 - unrealized investment gains of \$40,982). The fixed income category is comprised of investments in various fixed income funds.

3. Capital and Intangible Assets

	2025		2024	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Capital Assets				
Computer equipment	\$ 400,840	\$ 383,330	\$ 389,799	\$ 373,507
Furniture and fixtures	172,629	110,466	172,629	103,143
Leasehold improvements	431,186	204,700	431,186	179,928
	1,004,655	698,496	993,614	656,578
Intangible Asset				
Website development costs	145,739	110,983	144,309	88,766
	\$ 1,150,394	\$ 809,479	\$ 1,137,923	\$ 745,344
Net book value		\$ 340,915		\$ 392,579

Included in leasehold improvements is \$249,320 of lease inducements that was funded by the landlord as part of the premises lease.

4. Accounts Payable and Accrued Liabilities

Included in accounts payable and accrued liabilities are government remittances payable of \$125,709 (2024 - \$95,895) which comprises of HST remittances.

**Association of Municipal Managers,
Clerks and Treasurers of Ontario
Notes to Financial Statements**

December 31, 2025

5. Lease Commitments

Minimum annual payments payable under the terms of operating lease for office space and a management system for the next five years and thereafter is approximately as follows:

2026	\$ 103,100
2027	102,650
2028	111,048
2029	115,058
2030	64,566
Thereafter	<u>310,905</u>
	<u>\$ 807,327</u>

6. Financial Instrument Risks

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Association is exposed to market risk arising from changes in the fair value of fixed income denominated investments.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Association's main credit risks relate to its accounts receivable and investments. The Association is also exposed to credit risk arising from the majority of its cash being held at one financial institution, in excess of insured limits.

The above risks have not changed from the prior year.

7. Comparative Information

Certain comparative information has been reclassified to conform with the financial statement presentation adopted in the current year.

FINANCIAL PERFORMANCE

A copy of the auditors' report and audited financial statements for the year ended December 31, 2025 for the AMCTO, as prepared by management and audited by the firm BDO Canada LLP is attached to this report for consideration.

The "Statement of Financial Position" shows net assets of \$2,580,378 at the end of 2025. This is comprised primarily of reserves and reserve funds for general operations, education and innovations, strategic initiatives and government relations. These reserves and reserve funds have increased by \$354,809 from the 2024 levels from the 2025 Operating Surplus.

The "Statement of Operations" shows that total revenues for 2025 were higher than the total revenues for 2024 as demand for Education programs and the Municipal Elections Training was strong for the year from the municipal sector. Total expenditures have increased in line with revenues due direct program delivery costs and an increase to cost-of-living allowance. Cumulatively, the Association realized an Operating Surplus of \$354,809 for the 2025 fiscal year.

In considering the 2025 Operating Surplus, the following key operating variances compared to budget for the year should be noted:

- **Membership (approx. \$10,300 net shortfall)** – The total number of Full Members was nearly on target in 2025 (at 98.5% of budget) resulting in total revenues for membership dues being slightly below plan. Additionally, the number of Members who joined the Association with prorated or promotional fee rates was higher than planned, leading to a slight net shortfall in the portfolio for the year.
- **Accreditation Programs (approx. \$5,100 net surplus)** – While the overall number of applications for the Association's three accreditation programs were above target for the year, the main contributors to the increase were from AMP and CMO programs which resulted in a net surplus for the portfolio this year.
- **Education Programs (approx. \$166,800 net surplus)** – Enrollment across Education programs was strong with top line revenues meeting or exceeding in each program. Specifically, overall MAP registration revenues were 20% above plan, Primer on Planning was 20% above plan and EDMM was over 30% above plan. The higher enrollment came with some additional marking fees putting direct program expenses slightly above plan. The overall net result was an increase in net revenues compared to plan and was large contributor to Association's operating surplus.
- **Professional Development Programs (approx. \$190,000 net surplus)** – The majority of the Association's core training events were held virtually in 2025 as planned and overall registrations were in line with budget. In 2025, the Municipal Elections Training was offered again on AMCTO Connect to include online training materials, reference documents, digital

resources. Subscription from the sector to the elections training program exceeded budgeted targets and significantly contributed to the Association's operating surplus.

- **Annual Conference (approx. \$40,100 net surplus)** – Overall revenues in delegate registrations, sponsorship and exhibitor tradeshow fees were slightly above plan this year for Windsor. While paid delegate registration was below target, mainly attributed to the location of the event, this was offset with corporate sponsorship and exhibitor revenues exceeding budget by more than 25%. By having strong diversified revenue streams for the Annual Conference, the overall result this year was a net surplus for the Association.
- **Publications (approx. \$6,600 net shortfall)** – For 2025, the number one-year subscriptions to the Ontario Municipal Directory (OMD) were below target this year by over 30%. This was significantly offset by the total number of three-month subscriptions, being over 4 times the target for the year. The net result of the under and over performance of the two OMD products was a slight net shortfall for the Association.
- **Legislative Services (approx. \$15,900 net surplus)** – Planned expense for in-person meetings for the Legislative & Policy Advisory Committee took place either virtually or hybrid at the AMCTO office resulting in a net surplus for the year.
- **Communications and Marketing (approx. \$68,734 net shortfall)** – Demand for Standard Job Ads was significantly lower than planned, while uptake in Featured Ads was nearly on target in 2025, resulting in an overall net decrease in revenue for the year.
- **Municipal Innovation Internship Program (approx. \$2,000 net surplus)** – While the number of applications to the Municipal Innovation Internship Program (MIIP) this year was below expectations, the program was set-up so that the financial impact on the Association would be neutral with the Association acting mainly as a financial intermediary between the participating municipalities and Mitacs. The Association did receive funding from a partner Association to support the program, and the minor net surplus is the result of that for the year.
- **Administration (approx. \$77,300 net surplus)** – Overall, the Association was on budget in administration costs with a number of areas where costs either exceeded or fell below the budgeted amounts. The average balance in the Association's short-term investment portfolio was higher than expected due to this year's annual surplus and an increase in deferred revenue in Q4 2025 from registrations of the in-person elections training taking place in 2026. This resulted in an increase of \$32,000 in investment income compared to budget. Additionally, there was \$14,000 in unrealized gains in the fair market value of the Association's short-term investment portfolio which was not planned in the operating budget.
- **Staff Wages & Benefits (approx. \$18,300 net shortfall)** – The Association began and ended 2025 with a full staff complement. The net shortfall is from a year-end base salary and pension plan contribution accrual for the final 2 working days of the year and an

accrual for qualified merit-based variable compensation for 2025 performance reviews based on the personnel policy.

Status of AMCTO Reserves

AMCTO continues to hold a strong overall financial position. At the end of 2025, the Association had approximately \$3,636,000 on-hand in the form of cash or investments.

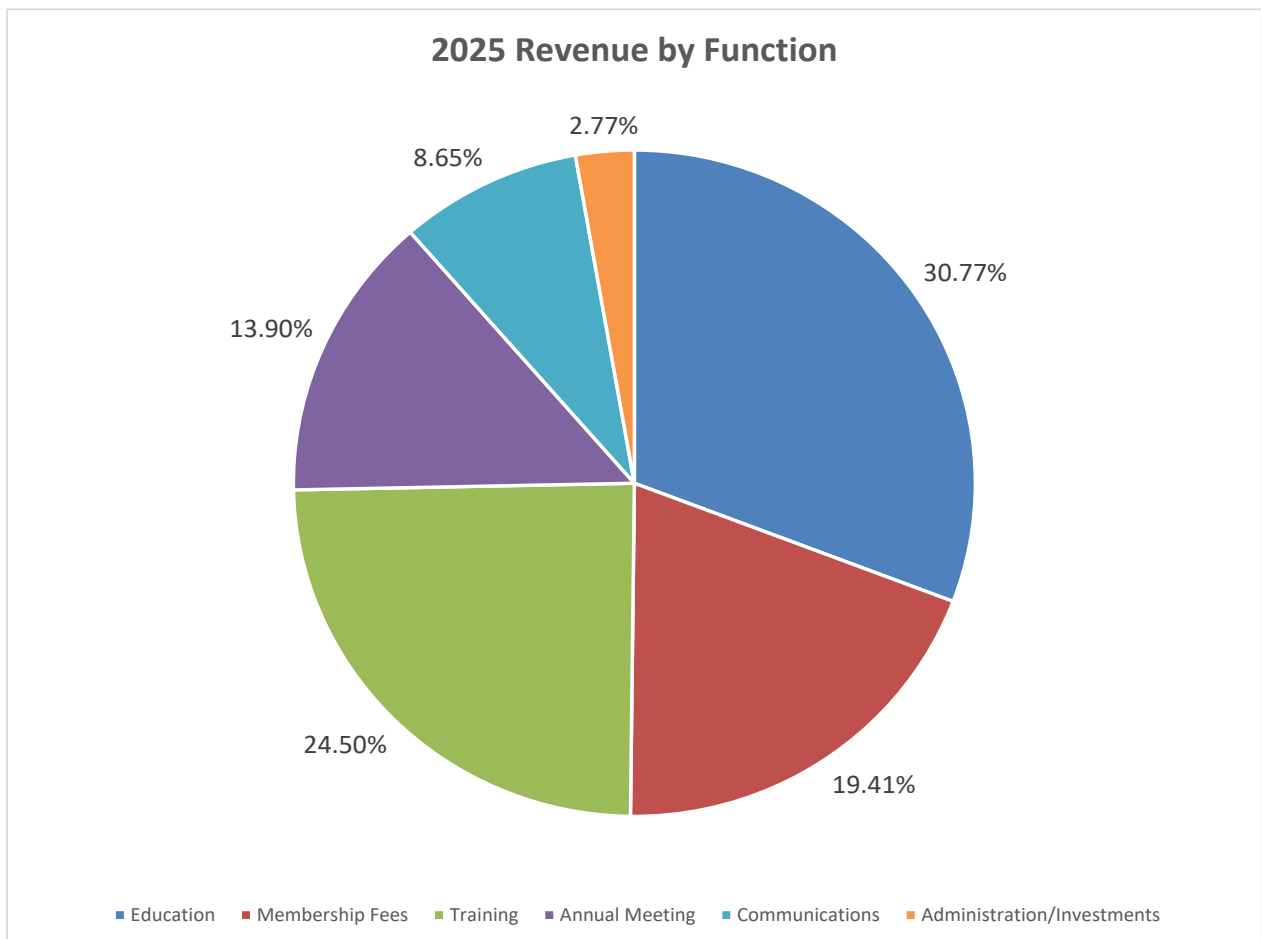
Included in the above-noted funds on-hand were restricted and unrestricted Reserves totaling \$2,580,378. Some of these Reserves have been set aside to finance future Association activities in the areas of education and innovation; strategic innovations and government relations. In addition, a total of approximately \$1,164,334 has been placed in an Operating Reserve to finance ongoing Association operations in the event that there is ever a serious decline in overall Association revenues.

The AMCTO Board continues to manage the Association's assets and programs in a manner that provides members with key, quality services. The Board will; however, continue to be diligent in pursuing operating efficiencies while also continuing to ensure that funds are set aside and/or utilized so that an appropriate match between the funds on-hand and the Association's longer term strategic goals and objectives is maintained.

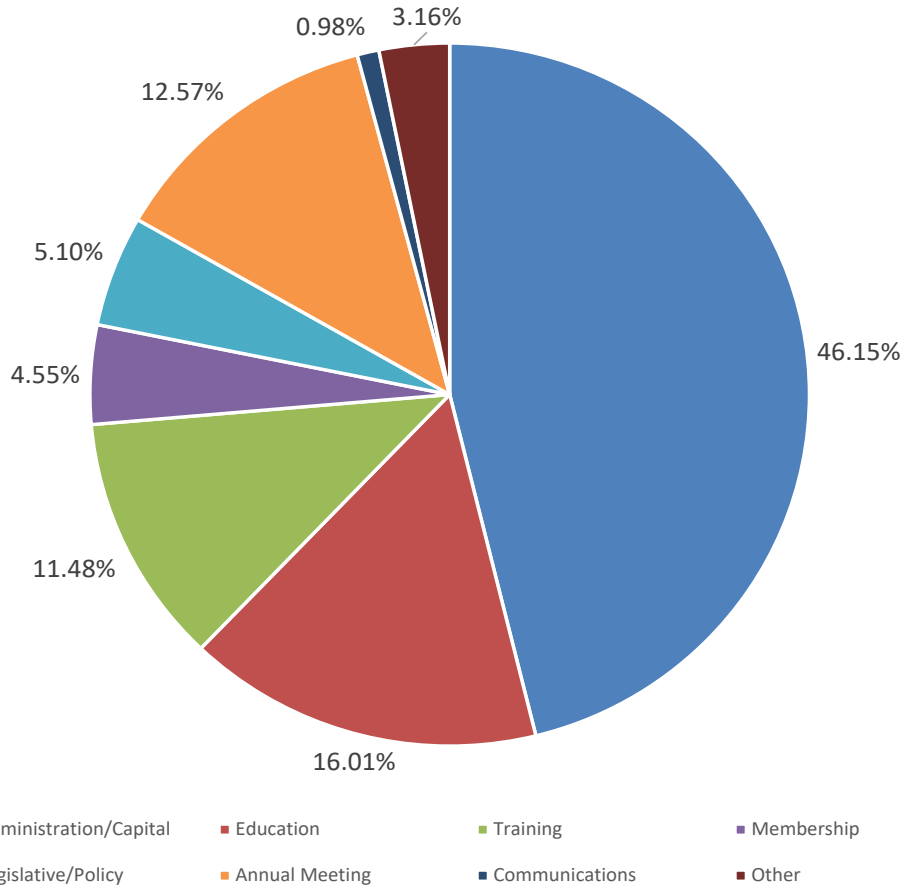
FINANCE

- 2025 revenues from all sources totaled \$4,149,991.
 - This represents an increase of \$235,626 or approximately 6.02% as compared to 2024.
- 2025 expenditures increased to a total of \$3,795,182.
 - This represents an increase of 3.21% or \$117,931 relative to the 2024 expenditures.

The attached charts show the distribution of revenues and expenditures among the various functions of the Association.



2025 Expenditures by Function





AMCTO

THE MUNICIPAL EXPERTS

Bylaw No. 1

As Revised June, 2019 and February, 2025

Constitution & Bylaws

ARTICLE I - INCORPORATION

The Association is governed under the laws of the Province of Ontario as a Corporation without Share Capital under the Not-for-Profit Corporations Act, 2010 (Ontario) ("Act").

ARTICLE II – ZONES

Section 1 – Zone Structure

For the purposes of this by-law, the Province of Ontario is divided into nine geographic areas as follows ("Zones"):

Zone 1 - The Counties of Elgin, Essex, Lambton and Middlesex and the Municipality of Chatham-Kent;

Zone 2 - The Counties of Bruce, Dufferin, Grey, Huron, Perth, Simcoe and Wellington;

Zone 3 - The Counties of Brant, Haldimand, Norfolk and Oxford, the Regional Municipalities of Halton, Niagara and Waterloo, and the City of Hamilton;

Zone 4 – The City of Toronto and the Regional Municipalities of Durham, Peel and York;

Zone 5 - The Counties of Haliburton, Hastings, Lennox and Addington, Northumberland, Peterborough, and Prince Edward, the District Municipality of Muskoka and the City of Kawartha Lakes;

Zone 6 - The Counties of Frontenac, Lanark and Renfrew, the United Counties of Leeds and Grenville, Prescott and Russell, Stormont, Dundas and Glengarry, and the City of Ottawa;

Zone 7 - The Districts of Algoma, Manitoulin, Nipissing, Parry Sound and Sudbury and the City of Greater Sudbury;

Zone 8 - The Districts of Cochrane and Timiskaming, and;

Zone 9 - The Districts of Kenora, Rainy River and Thunder Bay.

ARTICLE III - MEMBERSHIP

Section 1 – Membership Classes

The Association has three classes of members: (i) FULL MEMBER, (ii) ASSOCIATE MEMBER and (iii) HONOURARY MEMBER. For the purpose of the by-law a Member shall mean either a Full Member, Associate Member or Honourary Member.

Section 2 – Full Member

A Full Member shall be a person who has been admitted to membership in the Association and who is employed by, or under contract directly or indirectly with, a municipal corporation or a local board as defined in the Municipal Act, 2001 S.O. 2001 Chapter 25.

Section 3 – Associate Member

An Associate Member shall be a person who has been admitted to membership in the Association, and does not meet the requirements of a Full Member.

Section 4 – Honourary Member

The Board may bestow an honorary membership on any person at any time as determined by the Board.

Section 5 – Member Subclasses

The Full and Associate member classes may have subclasses of membership as determined by the Board of Directors from time to time.

Section 6 – Member Qualifications

The following persons shall be eligible for membership in the Corporation:

- (a) Individuals who support the objects and activities of the corporation, meet the qualifications of a Member and who apply to the Directors for admission and who pay the membership fee.

Section 7 – Particulars of Membership

- (a) Annual membership shall be valid for one (1) year from the date of application;
- (b) The benefits included for any category of membership shall be determined from time to time by the Board;
- (c) The amount of the annual membership fee shall be determined from time to time by the Board.

Section 8 – Membership

A membership in the Corporation is not transferrable and automatically terminates if the Member resigns or such membership is otherwise terminated in accordance with the Act.

Section 9 – Membership Fees

The Board may fix and collect membership fees in the amount and manner it determines from time to time, provided that membership fees may not be increased more than once in any 12-month period and that membership fees shall be paid in advance of the Annual General Meeting. Any Members delinquent in the payment of fees on the date of the Annual General Meeting will not be entitled to vote on matters raised at the Meeting. Any members delinquent in the payment of fees subsequent to the Annual General Meeting

shall have their member privileges revoked and their membership suspended by resolution of the Board of Directors.

Section 10 – Disciplinary Act or Termination of Membership for Cause

- (a) Upon 15 days' written notice to a Member, the Board may pass a resolution authorizing disciplinary action or the termination of membership for violating any provision of the articles or By-Law;
- (b) The notice shall set out the reasons for the disciplinary action or termination of membership. The Member receiving the notice shall be entitled to give the Board a written submission opposing the disciplinary action or termination not less than 5 days before the end of the 15 day period. The Board shall consider the written submission of the Member before making a final decision regarding disciplinary action or termination of membership.

Section 11 – Membership Rights

Only Full Members, shall be entitled to notice of, attendance at, and a vote at a Members meeting. They shall also be entitled to hold office on the Board of Directors, hold office as an Officer or be a chairperson of a Zone.

Associate Members and Honourary Members shall not be entitled to vote at Members' meetings but are entitled to notice of and attendance at such meetings.

ARTICLE IV – OFFICERS

Section 1 – Officers

At its first meeting following the annual meeting of the Corporation, the Board shall appoint the previous year's Vice-President as the Association President and Chair of

the Board and may appoint any other person to be treasurer and secretary. The office of treasurer and secretary may be held by the same person and may be known as the secretary-treasurer. At this same meeting, the Board will also appoint a Vice-President for a one-year term as elected by the membership prior to the Annual General Meeting. The Board may appoint such other Officers and agents as it deems necessary, and who shall have such authority and shall perform such duties as the Board may prescribe from time to time.

Section 2 – Office Held at Board’s Discretion

Any Officer shall cease to hold office upon resolution of the Board.

Section 3 – Duties

Officers shall be responsible for the duties assigned to them and they may delegate to others the performance of any or all of such duties.

Section 4 – Duties of Chair

The Chair shall perform the duties described in Schedule A and such other duties as may be required by law or as the Board may determine from time to time.

Section 5 – Duties of the President

The President shall perform the duties described in Schedule A and such other duties as may be required by law or as the Board may determine from time to time.

Section 6 – Duties of the Treasurer

The Treasurer shall perform the duties described in Schedule A and such other duties as may be required by law or as the Board may determine from time to time.

Section 7 – Duties of the Secretary

The Secretary shall perform the duties described in Schedule A and such other duties as may be required by law or as the Board may determine from time to time.

ARTICLE V – DIRECTORS

Section 1 – Duties of the Board of Directors

The Board shall:

- (a) manage the affairs of the Corporation;
- (b) employ a qualified person to fulfill the role of Chief Executive Officer;
- (c) determine the policy of the Corporation;
- (d) raise and receive funds for the benefit of the Corporation; and
- (e) perform such duties as are normally performed by a Board of Directors and those duties specifically provided in this by-law.

Section 2 – Board of Directors

The Board shall consist of sixteen (16) Directors.

- (a) Nine (9) **Zone** Directors who are Full Members shall be **the duly elected Zone Representatives for their respective Zone.**
- (b) Four Directors who are Full Members shall be elected at-large.
- (c) The thirteen (13) Directors shall be elected for a two-year term on a staggered basis as set out in this Section. In addition, the President, Vice-President and Immediate Past President shall be Directors by virtue of their offices. The term of office for the President, Vice-President and Immediate Past President shall be

AMCTO Bylaw No. 1

- one year each.
- (d) For the purpose of staggering the election of Zone representatives to the Board of Directors, Zones 1, 3, 5, 7 and 9 will elect representatives on the even-numbered years, and Zones 2, 4, 6 and 8 will elect representatives on the odd-numbered years. Two Director-at-Large representatives shall be elected annually and ratified at the Annual General Meeting.

Section 3 – Quorum

Nine (9) Directors shall constitute a quorum at any meeting of the Board.

Section 4 – Vacancies

The office of a Director shall be vacated immediately:

- (a) If the Director resigns office by written notice to the secretary, which resignation shall be effective at the time it is received by the secretary or at the time specified in the notice, whichever is later;
- (b) If the Director dies or becomes bankrupt;
- (c) If the Director is found to be incapable of managing property by a court or under Ontario law; or
- (d) If, at a meeting of the Members, a resolution is passed by at least a majority of the votes cast by the Members removing the Director before the expiration of the Director's term of office.

Section 5 – Filling Vacancies

A vacancy on the Board shall be filled as follows:

- (a) A quorum of Directors may fill a vacancy among the Directors;
- (b) If there is not a quorum of Directors or there has been a failure to elect the minimum number of Directors set out in the articles, the Directors in office shall, without delay, call a special meeting of Members to fill the vacancy and, if they fail to call such a meeting, the meeting may be called by any Member;
- (c) If the vacancy occurs as a result of the Members removing a Director, the Members may fill the vacancy by a majority vote and any Director elected to fill the vacancy shall hold office for the remainder of the removed Director's term; and
- (d) The Board may fill any other vacancy by a majority vote, and the appointee shall hold office for the remainder of the unexpired portion of the term of the vacating Director. After that, the appointee shall be eligible to be elected as a Director.

Section 6 – Qualification & Term Limits

- (a) Only a Full Member of the Corporation may be elected a Director and any Director so elected shall cease to be a Director after thirty (30) days written notice from the Secretary that his/her membership has lapsed and he/she has ceased to be a duly enrolled member of the Corporation; and
- (b) The Director shall be at least 18 years of age and meet such qualifications as prescribed by the Act.

(c) Zone Directors and At-Large

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Directors may serve no more than four (4) consecutive full terms. For clarity, any time served by an appointed Director to fill a vacancy for the remainder of a vacated term shall not be counted toward this limit.

(d) Notwithstanding subsection (c), a Director who has completed four consecutive full terms remains eligible to be a Director for subsequent terms if they are elected Vice President. Such a Director may serve the full three-year Presidential sequence (i.e. as Vice-President, President, and Immediate Past President) without regard to the limit at subsection (c).

~~(c)~~(e) Any Director whose term ends for any reason, whether expiry of their term, resignation, removal or otherwise who has reached the four-term limit or who has completed their service in the full three-year Presidential sequence, whether fully or partially, shall be ineligible to serve as a Director for one (1) full term following the expiration of the term in which they cease to be a Director.

Section 7 – Removal

The members may by special resolution passed by at least two-thirds of the votes cast at a general meeting of members of which notice specifying the intention to pass such resolution has been given, remove any Director elected by the members before the expiration of his/her term of office and may, by a majority of the votes cast elect any member in his/her stead for the remainder of his/her term.

Section 8 – Remuneration

The Directors shall serve without

remuneration, provided that the Board may by resolution from time to time award special remuneration or pay sums in respect of out-of-pocket expenses out of the funds of the Corporation to any Director who performs any special work or service for, or undertakes any special commission on behalf of, the Corporation outside the work or services ordinarily required by a Director. Confirmation by the members of any such remuneration or payment shall not be required.

Section 9 – Directors Interested in Other Companies etc.

Inasmuch as the Directors are likely to be associated with other companies, corporations or associations with which from time to time the Corporation must or may have business dealings, no contract or other transaction between the Corporation or any other company, corporation, or association shall be affected by the fact that Directors are interested in or are shareholders, directors or officers of such other company, corporation or association.

Section 10 – Declaration of Interest

It shall be the duty of every Director who is in any way, whether directly or indirectly, interested in a contract or arrangement or proposed contract or proposed arrangement with the Corporation to declare such interest to the extent, in the manner and at the time required by the applicable provisions of the Act and to refrain from voting in respect of the contract or arrangement or proposed contract or proposed arrangement of and when prohibited by the Act.

Section 11 – Directors Contracting with Corporation

No Director or officer shall be disqualified from contracting with the Corporation either as vendor, purchaser or otherwise, nor shall any contract or arrangement with the Corporation entered into by any Director or officer or in which any Director or officer is

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interested or any transaction on behalf of the Corporation conducted by a member or officer which transaction such member or officer shall himself/herself be a party or in which he/she is otherwise personally interested be avoided, nor shall any member or officer so contracting or being so interested be liable to account to the Corporation for any profit realized by him/her from or in connection with any such contract or arrangement or transaction by reason of such member or officer holding office in the Corporation or by reason of the fiduciary relationship thereby established.

Section 12 – Committees

- (a) The Board of Directors from time to time shall set up as needed committees for various matters specifying the purpose, number of committee members and their respective duties and authority except those for which their powers set out in the Act are not permitted to be delegated; and
- (b) The Board may dissolve any committee by resolution at any time.

Section 13 – Protection of Directors and Officers and Committee members

No Director, officer or committee member of the Corporation is liable for the acts, neglects or defaults of any other Director, Officer, committee member or employee of the Corporation or for joining in any receipts or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by resolution of the Board or for or on behalf of the Corporation or for the insufficiency or deficiency of any security in or upon which any of the money of or belonging to the Corporation shall be placed out or invested or for any loss or damage arising from the bankruptcy,

insolvency or tortious act of any person, firm or Corporation with whom or which any monies, securities or effects shall be lodged or deposited or for any other loss, damage or misfortune whatever which may happen in the execution of the duties of his or her respective office or trust provided that they have:

- (a) Complied with the Act and the Corporation's articles and By-laws; and
- (b) Exercised their powers and discharged their duties in accordance with the Act.

Section 14 – Indemnity of Directors, Officers and Committee members

Every Director and every officer and member of each committee of the Board and his/her heirs, executors and administrators and estate and effects respectively shall, from time to time and at all times, be indemnified and saved harmless out of the funds of the Corporation from and against:

- (a) all costs, charges, and expenses whatsoever which such Director, officer or member sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against him/her, for or in respect of any act, deed, matter or thing whatsoever made, done or permitted by him/her in or about the execution of the duties of his/her office;
- (b) all other costs, charges and expenses which he/she sustains or incurs in or about or in relation to the affairs of the Corporation;

except such costs, charges or expenses as are occasioned by his/her own wilful neglect or default.

ARTICLE VI - NOMINATIONS

Section 1 - Elections

The manner of holding elections including the forms to be used, the method of voting and the rules of procedure pertaining thereto, shall be prescribed by the Board of Directors.

Section 2 - Nominations

The methods to be used to solicit and accept nominations, including the forms to be used, the conditions pertaining to the acceptance of nominations, the timing of nominations and any other rules or procedures pertaining to the nominations process shall be established and amended from time to time by the Board of Directors. Any provision related to nominations and adopted by the Board of Directors shall be sent to all members of the Association within 60 days of its adoption by the Board.

Section 3 – Restriction

If an eligible Member of the Corporation who has been nominated for a position on the Board of Director is nominated for another position on the Board, the first nomination shall be deemed to have been withdrawn at the time the second nomination is filed.

ARTICLE VII - FINANCES

Section 1 – Incurring Debt

The Board of Directors shall not incur any debt for which Association funds are not on hand and available.

Section 2 – Fiscal Year

The Fiscal Year of the Association shall be from January 1st to December 31st.

Section 3 - Audit

- (a) There shall be an annual audit of the accounts of the Association by an auditor appointed by the membership at each Annual General Meeting who shall not be a member of the Association.
- (b) The auditor or auditors so appointed shall hold office until the next Annual General Meeting, and if an appointment is not then made, shall continue in office until a successor is appointed.
- (c) The remuneration of the auditor or auditors shall be fixed by the Directors.
- (d) The report of the auditor or auditors to the members shall be presented at the Annual General Meeting and shall be open to inspection by any member.
- (e) The auditor or auditors shall be given notice of any Annual or Special General Meeting of the members in the same manner in which members of the Association are given notice and shall have the right to attend, at their expense, any Annual General Meeting or any Special General Meeting of the members at which any financial statement of the Association is to be discussed, for the purpose of explaining the statement or any part thereof.

ARTICLE VIII – MEETINGS

Section 1 – Annual General Meeting and Other General Meetings

The Annual General Meeting and other general meetings of the members of the Association shall be held at a time and place designated by the Board of Directors. At least thirty days' notice, and no more

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than 50 days' notice, shall be given to the membership of such dates and places as may be designated for such meetings.

For the purpose of transacting business at the Annual General Meeting and other general meetings, the lesser of 50 members or 10% of the total membership, present in person, who are eligible to vote as per ARTICLE III – Section 11 shall constitute a quorum.

If a quorum is present at the opening of a meeting of members, the members present may proceed with the business of the meeting even if a quorum is not present throughout the meeting.

Section 2 – Tabling of Resolutions at Meetings of Members

Any resolution, other than a resolution to amend the Association's by-laws, to be tabled at a meeting, must be filed with the Secretary at least 14 days prior to the date fixed for the meeting. Resolutions proposing to amend the Association's by-laws must be filed in accordance with ARTICLE XI – Section 1.

The Secretary shall send a notice of the agenda for the meeting to the members not less than seven days prior to the date fixed for the meeting. No other resolution shall be permitted to be proposed at the meeting

without the consent of a two-thirds vote of the members present at the meeting.

Section 3 – First Meeting of New Board

Each newly elected Board may, if a quorum be present, without notice hold its first meeting for the purpose of organization and the election and appointment of officers immediately following the Annual Meeting at which the election and appointment of the Board is recorded.

Section 4 – Regular Meeting of the Board

Meetings of the Board shall be held from time to time at the call of the Chairperson or a Vice-Chairperson or any two (2) Directors, and the Secretary shall call a meeting when directed or authorized by the Chairperson or a Vice-Chairperson or any two (2) Directors. Notice of every meeting so called shall be given to each Director not less than twenty-four (24) hours before the time when the meeting is to be held.

Section 5 – Place of Meeting

Meetings of the Board may be held at the head office of the Corporation or at any other convenient place as designated by the Board from time to time. The Chairperson shall preside at all meetings of the Board and, in his absence, a Vice-Chairperson shall preside, and, in the absence of the Chairperson and Vice-Chairperson the Directors present shall elect one (1) of their number to preside.

Section 6 – Special Meeting of the Board

Special meetings of the Board of Directors shall be held at the call of the Chairperson or on written request of any five members of the Board.

Section 7 – Notice of Special Meeting of the Board

At least five days' notice of the time, place and purpose of all special meetings of the Board of Directors shall be given to each member of the Board by the Secretary. Such notice may be given in person, by telephone, or by mail, facsimile transmission, or electronic mail sent to the member's last known address.

Section 8 – Committee Meetings

Board Committees and Special Committees of the Association shall hold meetings in accordance with their Terms of Reference as established by the Board of Directors. All meetings of Committees shall be held at the call of the Chair or on written request of

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a majority of the members of the Committee.

Section 9 – Zone Meetings

In order to extend the educational and professional development activities of the Association, the formation of Zone Meetings shall be encouraged and authorized. The Terms of Reference for all Association Zones shall be established by the Board of Directors.

Section 10 – Virtual Meetings

Meetings of Members, of the Board, and of any Zones or Committees may be held by means of virtual conferencing technology in a hybrid format or a fully remote format, provided that the technology used permits all participants to communicate with each other adequately, and that the technology provides privacy and security that satisfies the Board. Individuals who participate in a meeting via virtual conferencing technology are deemed to be present at the meeting.

ARTICLE IX - ACCREDITATION

Section 1 – Accreditation Criteria

Accreditation criteria and any changes thereto shall be determined by the Board of Directors.

Section 2 – Ineligibility for Accreditation

Non-members are not eligible to receive or retain the Certified Municipal Officer (CMO) designation, the Accredited Municipal Professional (AMP) designation, or the Accredited Ontario Municipal Clerk (AOMC) designation.

Section 3 – Certified Municipal Officer (CMO), Accredited Municipal Professional (AMP), and Accredited Ontario Municipal Clerk (AOMC)

The Association shall confer the Certified Municipal Officer (CMO) designation, the

Accredited Municipal Professional (AMP) designation, and the Accredited Ontario Municipal Clerk (AOMC) designation upon individuals that comply with the criteria established by the Association and the Association's Code of Ethics and Values and who are recommended to the Board of Directors by the Registrar.

Section 4 – Accredited Municipal Clerk Treasurer (AMCT) and Accredited Municipal Clerk Treasurer – Associate (AMCT (A)) Transitional Provision

The Association shall confer the Accredited Municipal Clerk Treasurer (AMCT) accreditation upon those individuals who, prior to December 31st 1998, held the Accredited Municipal Clerk Treasurer or Accredited Municipal Clerk Treasurer – Associate accreditation or became eligible to hold the Accredited Municipal Clerk Treasurer accreditation in accordance with the criteria established by the Association. No further Accredited Municipal Clerk Treasurer or Accredited Municipal Clerk Treasurer – Associate accreditations will be conferred following December 31st, 1998.

ARTICLE X - PROFESSIONAL CONDUCT

Section 1 – Code of Ethics and Values

The Corporation has adopted a Code of Ethics and Values to govern the actions of the Members.

The members of the Association accept these Ethics and Values as a desirable means to achieving increased professional status for the Association.

These Ethics and Values are based on principles that the members accept as necessary for maintaining the high standards of behaviour to which the membership adheres. These Ethics and Values will be applied under stated guidelines to ensure the protection of the rights of any member of the Association whose conduct allegedly violates them.

Section 2 - Disciplinary Board

The Disciplinary Board shall be composed of the Immediate Past President of the AMCTO, as Chair, and the next two preceding Past Presidents, who are active members. The Disciplinary Board shall be cognizant of frivolous complaints and shall, at all times, bear in mind the spirit of the Ethics and Values of the Association and observe judicial confidentiality in reviewing all charges of violation. It is not the purpose of the Disciplinary Board to inquire into matters which are more properly considered the affairs of a particular municipality.

Section 3 - Charge

A charge, that a member (hereinafter called the 'respondent') has violated the Ethics and Values of the Association, shall be made in writing to the Chair of the Disciplinary Board. The complaint must contain a clear and concise statement including pertinent dates outlining the alleged breach and must be signed by the complainant, who must be a member in good standing of the Association. The Chair of the Disciplinary Board shall, within fourteen (14) days, acknowledge receipt of the complaint from the complainant.

Section 4 - Notification of the Disciplinary Board on the Respondent

The Chair of the Disciplinary Board shall, upon receipt of the complaint, forward a copy to the members of the Disciplinary Board and advise the respondent, in writing, of the statement of alleged facts constituting the breach of the Ethics and Values. The

notice to the respondent shall also identify the complainant.

Section 5 - Informal Procedure

The Disciplinary Board shall, at a meeting convened within thirty (30) days of receipt of the complaint, decide if the nature of the

alleged breach makes it subject to informal resolution. This decision shall be based on the Disciplinary Board's opinion as to whether the alleged breach could be mediated by informal discussion by the complainant and the respondent. If this is the case, a member of the Disciplinary Board shall be appointed to approach the complainant and the respondent separately to determine what they believe should be the outcome of the complaint procedure. Upon the agreement of both parties, the appointed member of the Disciplinary Board shall attempt to achieve this outcome through discussion and/or correspondence, if agreed to by the Disciplinary Board, without resorting to the formal complaint procedure. If the desired outcome is not achieved, any person may bring the complaint forward.

Section 6 - Investigation

In the event that the informal procedure is not applicable or is unsuccessful, the Disciplinary Board may appoint one or two of its members to investigate the complaint. These investigators shall undertake an objective review of the circumstances surrounding the alleged breach of the Ethics and Values. The investigators shall offer the complainant and the respondent an opportunity to submit a written statement of position or evidence with respect to the allegations. The investigators shall, within ninety (90) days of the receipt of the complaint, submit their findings to the Disciplinary Board. These findings shall not include any recommendation concerning the complaint.

Section 7 - Notice of Hearing

Upon receipt of the investigator's report, the Disciplinary Board shall enquire as to whether or not the respondent wishes to attend a hearing before the Board. In the event that the respondent declines or fails to respond within ten (10) days, the Committee shall convene a hearing. In any event, a hearing shall be held as soon as is practical.

Section 8 - Hearing

The Disciplinary Board shall conduct a hearing with the purpose of outlining pertinent facts. Attendance at the hearing shall be limited to members of the Disciplinary Board, the complainant, the respondent and legal counsel for the complainant, the respondent and the Association. Additional persons may be allowed to attend with the agreement of the respondent.

Section 9 - Findings and Decision

Subsequent to the hearing or subsequent to an admission of a breach of the Rules by the respondent, the Disciplinary Board shall make its findings based on the evidence brought before it at the hearing. The decision reached by the Board shall be limited to:

- (a) dismissing the complaint or taking one or more of the following actions;
- (b) reprimanding the respondent and/or;
- (c) rescinding the respondent's accreditation and/or;
- (d) temporarily or permanently suspending the respondent from the Association and confiscating the rights and privileges associated with the said membership.

The Disciplinary Board shall advise the respondent, in writing, within ten (10) days of the hearing of the Board's findings. The respondent may, within fourteen (14) days of the receipt of the Disciplinary Board's findings, apply to the Board of Directors of the Association for permission for a review before the Board of Directors. Such a request will be dealt with by the Board of Directors within thirty days and if so agreed to by the Board of Directors, a rehearing will be held as soon as is

practical. No further appeal will be allowed.

Section 10 – Annual Ethics Report

Annually, the association will release an ethics report highlighting any action the Disciplinary Board has taken while maintaining the confidentiality of any affected individuals.

ARTICLE XI – BY-LAWS

Section 1 - Amendments

The by-laws may be amended at the Annual General Meeting of the members by a majority of the individuals required, in accordance with ARTICLE VIII – Section 1, to be present at the meeting. Amendments to be made at the Annual General Meeting of the members may be proposed either by:

- (a) Resolution of the Board of Directors or;
- (b) By petition of any two Full members and submitted to the Secretary not

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less than sixty days prior to the date of the Annual General Meeting.

Notice of such petition or resolution shall be mailed to all members not less than thirty (30) days prior to the Annual General Meeting at which such proposed amendment or amendments will be voted on.

Section 2 – Interim Action

Any action, by-law or resolution that might have been adopted by the Board of Directors shall be valid if written memorandum of such action, by-law or resolution is served by the Secretary at the direction of the President, upon all persons entitled to vote thereon and approved in writing by a quorum of the Board of Directors. For this purpose, mailing such memorandum to the last known address of the member shall be deemed sufficient service.

ARTICLE XII - PROCEDURE

Section 1 – Ruling on Procedure

In all matters of procedure arising at any meeting not provided for by law, or by this by-law, the question shall be decided by the President and in making such a ruling, the President shall base the decision on Roberts Rules of Order.

SCHEDULE A
Position Description of the Chairperson

Responsibilities and Expectations

compensation review, consistent with Board policy.

Leadership

Guides and directs the governance process, centering the work of the board on the organization's mission, vision and strategic direction.

Board conduct

Sets a high standard for Board conduct by modeling, articulating and upholding rules of conduct set out in Board By-laws and policies. Intervenes when necessary in instances involving conflict-of-interest, confidentiality and other Board policies.

Agendas

Establishes agendas for Board and Committee meetings, in collaboration with the Executive Director.

Board learning and development

Leads the development of the Board's knowledge and capabilities by playing a central role in orientation of new Board members, mentoring a Chair-elect and providing continuing education for the entire board.

Meeting management

Presides over Board and Committee meetings in a manner that encourages participation and information sharing while moving the Board toward timely closure and prudent decision-making.

Succession planning

Participates in the recruitment of new Board members and in the process of identifying candidates to serve as Chairperson-elect.

Committee direction

Appoints Committee chairs and members, subject to Board approval. Works with Committee chairpersons to align the work of Committees with the vision and goals.

Executive Director relationship

Serves as the board's central point of official communication with the Executive Director. Develops a positive, collaborative relationship with the Executive Director, including acting as a sounding board for the Executive Director on emerging issues and alternative courses of action. Stays up-to-date about the organization and determines when an issue needs to be brought to the attention of the full board or a committee.

Executive Director performance appraisal

Leads the processes of Executive Director goal-setting, performance evaluation and

Position Description of the President

Role Statement

The President provides leadership to the Board, ensures the integrity of the Board's process and represents the Board to outside parties. The President co-ordinates Board activities in fulfilling its governance responsibilities and facilitates a co-operative relationship among Directors and between the Board and senior management of the Corporation. The President ensures the Board discusses all matters relating to the Board's mandate.

Responsibilities

Agendas

Establish agendas aligned with annual Board goals and preside over Board meetings. Ensure meetings are effective and efficient for the performance of governance work. Ensure that a schedule of Board meetings is prepared annually.

Direction

Serve as the Board's central point of communication with the senior management of the Corporation; provide guidance to senior management regarding the Board's expectations and concerns. In collaboration with senior management, develop standards for Board decision-support packages that include formats for reporting to the Board and level of detail to be provided to ensure that management strategies and planning and performance information are appropriately presented to the Board.

Work Plan

Ensure that a Board work plan is developed and implemented that includes annual goals for the Board and embraces continuous improvement.

Representation

Serve as the Board's primary contact with the public.

Reporting

Report regularly to the Board on issues relevant to its governance responsibilities.

Board Conduct

Set high standards for Board conduct and enforce policies and By-laws concerning Directors' conduct.

Mentorship

Serve as a mentor to other Directors. Ensure that all Directors contribute fully. Address issues associated with underperformance of individual Directors.

Succession Planning

Ensure succession planning occurs for senior management and Board.

Committee Membership

Serve as member on all Board committees.

Position Description of the Treasurer

Role Statement

The Treasurer works collaboratively with the President and senior management to support the Board in achieving its fiduciary responsibilities.

Responsibilities

Custody of Funds

The Treasurer shall have custody of the funds and securities of the Corporation and shall keep full and accurate accounts of all assets, liabilities, receipts and disbursements of the Corporation in the books belonging to the Corporation and shall deposit all monies, securities and other valuable effects in the name and to the credit of the Corporation in such chartered bank or trust company, or, in the case of securities, in such registered dealer in securities as may be designated by the Board from time to time. The Treasurer shall disburse the funds of the Corporation as may be directed by proper authority taking proper vouchers for such disbursements, and shall render to the Chair and Directors at the regular meeting of the Board, or whenever they may require it, an accounting of all the transactions and a statement of the financial position, of the Corporation. The Treasurer shall also perform such other duties as may from time to time be directed by the Board.

Board Conduct

Maintain a high standard for Board conduct and uphold policies and By-laws regarding Directors' conduct, with particular emphasis on fiduciary responsibilities.

Financial Statements

Present to the Members at the annual meeting as part of the annual report, the financial statement of the Corporation approved by the Board together with the report of the auditor or of the person who has conducted the review engagement, as the case may be.

Position Description of the Secretary

Role Statement

The Secretary works collaboratively with the President to support the Board in fulfilling its records management responsibilities.

Responsibilities

Board Conduct

Support the President in maintaining a high standard for Board conduct and uphold policies and the By-laws regarding Directors' conduct, with particular emphasis on records management responsibilities.

Document Management

Keep a roll of the names and addresses of the Members. Ensure the proper

recording and maintenance of minutes of all meetings of the Corporation, the Board and Board committees. Attend to correspondence on behalf of the Board. Have custody of all minute books, documents, registers and the seal of the Corporation and ensure that they are maintained as required by law. Ensure that all reports are prepared and filed as required by law or requested by the Board.

Meetings

Give such notice as required by the By-laws of all meetings of the Corporation, the Board and Board committees. Attend all meetings of the Corporation, the Board and Board committees.



**TOWNSHIP OF
BRUDENELL, LYNDOCH AND RAGLAN**

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

May 6, 2026

RE: Request for Provincial Legislation Amendments, Health and Safety Concerns

Dear Minister Piccini,

Please be advised that at the Regular Council Meeting on May 6th, 2026, Council for the Corporation of the Township of Brudenell, Lyndoch and Raglan approved the following:

Resolution No: 2026-05-06-08

Moved by: Councillor Banks

Seconded by: Councillor Kauffeldt

“Be it resolved that the Council for the Corporation of the Township of Brudenell, Lyndoch and Raglan support the correspondence from the Association of Ontario Road Supervisors (AORS) regarding the Request for Provincial Legislation Amendments, Health and Safety Concerns.

And further that this resolution be forwarded to the Premier of Ontario, Solicitor General of Ontario, Minister of Emergency Preparedness and Response, Minister of Municipal Affairs and Housing, Minister of Transportation, Acting Minister of Infrastructure, Renfrew Nipissing Pembroke MP and MPP, AMO, AORS and all Ontario Municipalities.”

CARRIED

Sincerely,

Tammy Thompson
Deputy Clerk

Township of Brudenell, Lyndoch and Raglan



Minister of Labour, Immigration, Training and Skills Development David Piccini
14th Floor, 400 University Avenue
Toronto, ON M7A 1T7

February 5, 2026

Dear Minister Piccini,

On behalf of Ontario's municipal public works professionals, we are writing to raise an urgent health and safety concern that is increasingly placing municipal workers and subcontractors at risk while they maintain the critical infrastructure our communities rely on every day.

While the Occupational Health and Safety Act establishes important protections against workplace hazards, it does not adequately address a growing and very real threat: unsafe working conditions created by interference, harassment, and dangerous actions from members of the public.

Through consultations with AORS members across the province, we are hearing consistent and deeply troubling examples of escalating behaviour directed at municipal workers - particularly winter maintenance operators. These are not isolated incidents, but a pattern that is becoming increasingly normalized during significant weather events. Examples reported to AORS include:

- An individual throwing a large chunk of ice at an active piece of municipal equipment while it was operating.
- A resident threatening to kill a sidewalk plow operator.
- A man climbing onto a snow plow and refusing to get off until the operator agreed to plow his road next.
- Two municipal staff members being confronted, accosted, and aggressively yelled at in public - one at a gas station and another while simply standing in line for coffee - by individuals angry about road conditions that were not even under that municipality's jurisdiction, as well as a mailbox that had been struck.
- A voicemail left by a resident threatening to shoot a municipal plow driver with a shotgun the next time the street was plowed.
- A resident angry about snow at the end of their driveway jumping in front of an active plow and refusing to move. The plow was delayed for over an hour during a major snow event, placing service levels and the municipality's overall emergency response at risk. The situation was only resolved once supervisors and by-law officers arrived on scene.

These incidents represent only a small sample of what municipal plow drivers and winter maintenance crews are experiencing across Ontario. What was once limited to disgruntled complaints has escalated into direct threats, physical interference, and dangerous confrontations that place workers, subcontractors, and the public at risk. This issue is becoming a systematic threat to municipal service delivery and is only amplified during significant weather events.

Municipal workers and their contracted partners are responsible for maintaining roads, bridges, sidewalks, and other essential services - often in extreme weather and high-risk environments. When these workers are threatened or obstructed, it becomes not only a workplace safety issue, but a broader public safety concern. In some cases, conditions have become so unsafe that

municipal staff and subcontractors have walked off job sites, jeopardizing timely service delivery during critical events.

We respectfully ask the Province to consider the following changes:

- Under the Emergency Management and Civil Protection Act, when a municipality declares a Significant Weather Event, municipal winter maintenance vehicles and operators - including subcontractors working on behalf of municipalities - should be afforded enhanced protection, with interference or obstruction treated with the same severity as interference with police, fire, or paramedic services.
- Establish clear public-safety interference provisions, similar in intent to Ontario's Slow Down, Move Over legislation, that recognize the essential role of municipal roadside workers.
- Consider adopting provisions similar to Manitoba's recently passed Bill 38, an amendment to their Highway Traffic Act effective January 1, 2026, which requires motorists to maintain a minimum distance of 30 metres behind snowplows where speed limits are 80 km/h or lower, and 100 metres where speed limits exceed 80 km/h.

These changes would provide clarity, deterrence, and enforceability—sending a strong message that interference with municipal workers performing essential services will not be tolerated. Just as Ontario protects first responders from obstruction during emergencies, we must extend similar protections to the public works professionals who keep our communities safe, connected, and functioning.

AORS would welcome the opportunity to meet with you and your staff to discuss these concerns further and to collaborate on legislative solutions that better protect municipal workers and subcontractors while strengthening public safety across the province.

Thank you for your consideration of this critical issue.

Sincerely,



Karla Musso-Garcia, CRS-I
President, Association of Ontario Road Supervisors
Operations Manager, Township of Oro-Medonte



Kelly Elliott
Interim Executive Director
Association of Ontario Road Supervisors

Cc (via e-mail)
Premier Doug Ford
Minister of Emergency Preparedness and Response Jill Dunlop
Minister of Municipal Affairs and Housing Rob Flack
Minister of Transportation Prabmeet Sarkaria
Acting Minister of Infrastructure Todd McCarthy
Scott Butler, Good Roads Executive Director
Walid Abou-Hamde, Ontario Road Builders' Association Chief Executive Officer

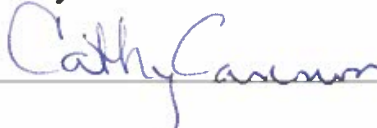
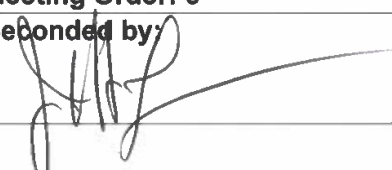


The Corporation of the Municipality of Wawa

REGULAR COUNCIL MEETING

RESOLUTION

Tuesday, June 2, 2026

Resolution # RC26117	Meeting Order: 6
Moved by: 	Seconded by: 

WHEREAS the Association of Ontario Road Supervisors has raised serious concerns regarding the increasing incidents of harassment, threats, intimidation, and physical interference directed toward municipal public works employees and winter maintenance operators across Ontario; and

WHEREAS municipal public works staff and contractors perform essential services that are critical to maintaining safe roads, sidewalks, bridges, and municipal infrastructure, particularly during significant weather events and emergency situations; and

WHEREAS incidents involving threats of violence, obstruction of snowplows and equipment, and dangerous confrontations with municipal workers create unacceptable risks to employee safety, public safety, and municipal service delivery; and

WHEREAS the Association of Ontario Road Supervisors has requested that the Province of Ontario strengthen legislative protections for municipal workers by amending the Emergency Management and Civil Protection Act, establishing enhanced public safety interference provisions, and considering safe following distance requirements for snowplows similar to Manitoba's Bill 38;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Municipality of Wawa hereby supports the requests and recommendations submitted by the Association of Ontario Road Supervisors to the Province of Ontario regarding enhanced protections for municipal public works employees, winter maintenance operators, and contractors; and

Page 2...



The Corporation of the Municipality of Wawa

REGULAR COUNCIL MEETING

RESOLUTION

BE IT FURTHER RESOLVED THAT Council calls upon the Province of Ontario to review and implement legislative and regulatory changes that improve worker safety, deter interference with municipal operations, and recognize municipal public works employees as essential service providers during significant weather events and emergencies; and

BE IT FURTHER RESOLVED THAT a copy of this resolution be forwarded to the Premier of Ontario, the Minister of Transportation, the Minister of Labour, Immigration, Training and Skills Development, the Minister of Municipal Affairs and Housing, the Association of Municipalities of Ontario, the Association of Ontario Road Supervisors, and Ontario municipalities for information and support.

RESOLUTION RESULT		RECORDED VOTE		
<input checked="" type="checkbox"/>	CARRIED	MAYOR AND COUNCIL	YES	NO
<input type="checkbox"/>	DEFEATED	Mitch Hatfield		
<input type="checkbox"/>	TABLED	Cathy Cannon		
<input type="checkbox"/>	RECORDED VOTE (SEE RIGHT)	Melanie Pilon		
<input type="checkbox"/>	PECUNIARY INTEREST DECLARED	Jim Hoffmann		
<input type="checkbox"/>	WITHDRAWN	Joseph Opato		

Disclosure of Pecuniary Interest and the general nature thereof.

Disclosed the pecuniary interest and general name thereof and abstained from the discussion, vote and influence.

Clerk: _____

MAYOR - MELANIE PILON	CLERK - MAURY O'NEILL

This document is available in alternate formats.



Northwestern Ontario Municipal Association

FOR IMMEDIATE RELEASE

NOMA President Shares Northern Ontario Priorities with Prime Minister Mark Carney in Ottawa

June 1, 2026 – OTTAWA, ON – This afternoon, Northwestern Ontario Municipal Association (NOMA) President Rick Dumas had the opportunity to briefly connect with Prime Minister Mark Carney during an event in Ottawa.

During the brief conversation, President Dumas highlighted the importance of modernizing the Trans-Canada Highway system, particularly Highways 11 and 17, and the critical role these corridors play in national connectivity, trade, economic development, and community safety across Northern Ontario and Canada.

President Dumas also presented the Prime Minister with the joint NOMA and FONOM Hill Days Delegation Book from December 2025, which outlines key priorities and advocacy issues identified by Northern Ontario municipalities. The document highlights priorities including bail reform, Highway 11 and 17 modernization, labour immigration and workforce development, natural resource development, and the importance of meaningful collaboration between municipalities and all levels of government.

“NOMA appreciated the opportunity to briefly connect with Prime Minister Mark Carney today and to directly provide him with our joint NOMA and FONOM Hill Days delegation book outlining the priorities and concerns of Northern Ontario municipalities,” said Rick Dumas, President of NOMA. “We appreciated the Prime Minister taking a moment to stop, connect with us, and hear directly about the importance of Highway 11 and 17 modernization, workforce development, natural resource opportunities, and the broader challenges and opportunities facing Northern Ontario communities.”

NOMA looks forward to continuing these important conversations tomorrow alongside FONOM and ROMA during a meeting with Federal Transport Minister Steven MacKinnon focused on transportation connectivity, infrastructure, and Northern Ontario priorities.

-30-



Northwestern Ontario Municipal Association

Media Contacts:

Rick Dumas
President, NOMA

(807) 229-6842
admin@noma.on.ca



Northwestern Ontario Municipal Association

FOR IMMEDIATE RELEASE

Northern Municipal Leaders to Meet with Federal Transport Minister to Advance Highway 11 and 17 Modernization

June 1, 2026 – OTTAWA, ON - Leaders from the Northwestern Ontario Municipal Association (NOMA), the Federation of Northern Ontario Municipalities (FONOM), and the Rural Ontario Municipal Association (ROMA) will meet this week with the Hon. Steven MacKinnon, Federal Minister of Transport and Internal Trade, to advance discussions surrounding the modernization of the Northern segment of Canada's Trans-Canada Highway system through Highways 11 and 17.

The meeting will also include participation from the Hon. George Pirie, Ontario Minister of Northern Economic Development and Growth, reflecting a coordinated municipal-provincial effort to strengthen Canada's east-west transportation corridor and support long-term economic growth, internal trade, and supply chain resiliency.

Discussions will focus on the national importance of Highways 11 and 17 as Canada's only continuous domestic east-west highway corridor connecting Western and Eastern Canada entirely through Canadian territory. Municipal leaders will emphasize the importance of strengthening internal trade, improving transportation safety and reliability, supporting critical mineral and energy development, enhancing Northern and Indigenous connectivity, and building more resilient supply chains and transportation infrastructure.

The organizations will also advocate for strengthened federal-provincial collaboration on infrastructure funding participation, streamlined project approvals, and long-term investments supporting modernization of the Trans-Canada Highway through Northern Ontario.

"This meeting represents an important opportunity to continue building a strong partnership with the federal government around one of Northwestern Ontario's and Canada's most significant infrastructure priorities," said Rick Dumas, President of the Northwestern Ontario Municipal Association. "Highways 11 and 17 are critical to internal trade, supply chain resiliency, economic growth, and Northern connectivity. Modernizing the Trans-Canada Highway through Northern Ontario is not simply a regional issue — it is a national economic and strategic priority that will help support the movement of people, goods, resources, and future investment across Canada."

The meeting builds on ongoing collaboration between municipal organizations and provincial and federal partners to strengthen transportation infrastructure, improve economic competitiveness, and support long-term prosperity across Northern Ontario and Canada.

-30-

P.O. Box 10308, Thunder Bay, ON P7B 6T8 | www.noma.on.ca | p. 807.683.6662 | e. admin@noma.on.ca



Northwestern Ontario Municipal Association

Media Contacts:

Rick Dumas

President, NOMA

(807) 229-6842

admin@noma.on.ca



FOR IMMEDIATE RELEASE

Northern Municipal Leaders Meet with Federal Transport Minister Steven MacKinnon on Modernization of Highways 11 and 17

June 2, 2026 - OTTAWA, ON – Leaders from the Northwestern Ontario Municipal Association (NOMA), the Federation of Northern Ontario Municipalities (FONOM), and the Rural Ontario Municipal Association (ROMA) met today with Federal Transport Minister Steven MacKinnon to discuss the continued modernization and long-term improvement of the Trans-Canada Highway system across Northern Ontario, specifically Highways 11 and 17.

Joining the discussion were Ontario Minister of Northern Economic Development and Growth Hon. George Pirie, and Federal Minister of Jobs and Families and Minister responsible for FedNor Hon. Patty Hajdu, highlighting the growing collaboration between federal, provincial, and municipal partners on one of Canada’s most critical transportation and trade corridors.

The meeting focused on the importance of continued investments in highway twinning, targeted safety improvements, climate resiliency, transportation reliability, and strengthening the movement of people and goods across Northern Ontario and Canada.

The discussion builds on momentum generated following yesterday’s opportunity for NOMA President Rick Dumas to briefly connect directly with Prime Minister Mark Carney and share Northern Ontario municipal priorities, including the modernization of Highways 11 and 17.

“Today’s meeting was another important step forward in ensuring Northern Ontario’s transportation infrastructure remains part of the national conversation,” said Rick Dumas, President of NOMA. “There was strong recognition around the table that Highways 11 and 17 are not simply Northern highways — they are nationally significant trade, supply chain, and community lifelines that connect Canada from coast to coast.”

“Northern municipalities continue to advocate for meaningful investments that improve safety, strengthen economic competitiveness, and ensure our communities remain connected year-round,” said Dave Plourde, President of FONOM. “We appreciated the collaborative and constructive dialogue with Minister MacKinnon, Minister Hajdu, and Minister Pirie.”

“Reliable transportation infrastructure is essential for the economic success, safety, and long-term sustainability of rural and Northern communities across Ontario,” said Christa Lowry, Chair of ROMA. “Today’s meeting demonstrated the importance of all levels of government and municipal partners continuing to work together to advance practical and meaningful improvements to these nationally significant corridors.”

All parties agreed to continue building on today’s discussions and work collaboratively toward advancing meaningful action on highway expansion, safety improvements, and building a Trans-Canada Highway system that connects communities, protects travellers, and supports the long-term economic growth of Northern Ontario and Canada.

-30-



Media Contacts:

Dave Plourde, President, FONOM
705-335-1615 | fonom.info@gmail.com

Rick Dumas, President, NOMA
(807) 229-6842 | admin@noma.on.ca



The Corporation of the Town of Bruce Mines

PO Box 220
9126 Hwy. 17 East
Bruce Mines ON P0R 1C0

MAYOR: LORY PATERI
MUNICIPAL CLERK: JUDY DAVIS

Phone: (705)785-3493
Fax: (705)785-3170
Email: info@brucemines.ca
www.brucemines.ca

May 14, 2026

Sent by email: Doug.fordco@pc.ola.org

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

Dear Honourable Doug Ford,

Re: Bill 97, Plan to Protect Ontario Act (Budget Measures), 2026 – Schedule 7

At its Regular Meeting held on May 4, 2026, the Council of the Town of Bruce Mines reviewed the changes introduced through Schedule 7 of Bill 97, which amends the Freedom of Information and Protection of Privacy Act (FIPPA).

At that meeting, Council adopted a resolution expressing concern regarding these amendments and their impact on transparency and public access to information.

Enclosed is a copy of the resolution supported by Bruce Mines Council.

Sincerely,

Tarra Lapensee
Deputy Clerk
info@brucemines.ca
705-785-3493

cc:

The Honourable Doug Downey, Attorney General of Ontario
The Honourable Bill Rosenberg, Member of Provincial Parliament
Association of Municipalities of Ontario (AMO)
Federation of Northern Ontario Municipalities (FONOM)
Information and Privacy Commissioner of Ontario, Patricia Kosseim
All Ontario Municipalities

WHEREAS THE FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT (FIPPA) RECEIVED ROYAL ASSENT IN 1987, COMING INTO FORCE ON JANUARY 1, 1988; AND

WHEREAS THE MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT (MFIPPA) RECEIVED ROYAL ASSENT IN 1990, COMING INTO FORCE ON JANUARY 1, 1991; AND

WHEREAS BOTH ACTS PROVIDE THE PUBLIC WITH A LEGAL RIGHT OF ACCESS TO GOVERNMENT-HELD INFORMATION, REFLECTING THE PRINCIPLE THAT SUCH INFORMATION BELONGS TO THE PUBLIC UNLESS THERE IS A VALID REASON TO WITHHOLD IT; AND

WHEREAS THE INFORMATION AND PRIVACY COMMISSIONER OF ONTARIO HAS REINFORCED THAT ACCESS TO INFORMATION IS “ESSENTIAL TO THE HEALTHY FUNCTIONING OF A DEMOCRATIC SOCIETY” AND TO TRANSPARENT GOVERNANCE; AND

WHEREAS BILL 97 (2026): PLAN TO PROTECT ONTARIO ACT (BUDGET MEASURES) RECEIVED ROYAL ASSENT ON APRIL 24, 2026, INTRODUCING SIGNIFICANT CHANGES TO FREEDOM OF INFORMATION RULES, INCLUDING NEW EXEMPTIONS FOR MINISTERS’ OFFICES; AND

WHEREAS RECORDS HELD BY THE PREMIER, CABINET MINISTERS, PARLIAMENTARY ASSISTANTS, AND THEIR OFFICES ARE NO LONGER SUBJECT TO FREEDOM OF INFORMATION REQUESTS AND ARE NO LONGER CONSIDERED FOI-ELIGIBLE RECORDS; AND

WHEREAS COUNCIL IS OF THE OPINION THAT THE PASSAGE OF BILL 97 REPRESENTS A STEP BACKWARD FROM LONG-STANDING PROVINCIAL COMMITMENTS TO OPENNESS, TRANSPARENCY, AND ACCOUNTABILITY;

THEREFORE, BE IT RESOLVED THAT THE COUNCIL OF THE CORPORATION OF THE TOWN OF BRUCE MINES FORMALLY EXPRESSES ITS CONCERN WITH THE PASSAGE OF BILL 97 (2026) AND FINDS THAT IT CONSTITUTES A REGRESSION FROM ESTABLISHED PRINCIPLES OF TRANSPARENT GOVERNANCE; AND

BE IT FURTHER RESOLVED THAT COUNCIL URGES THE GOVERNMENT OF ONTARIO TO REPEAL THIS PROVISION OF THE LEGISLATION; AND

BE IT FURTHER RESOLVED THAT A COPY OF THIS RESOLUTION BE FORWARDED TO THE PREMIER OF ONTARIO, DOUG FORD; THE ATTORNEY GENERAL OF ONTARIO, DOUG DOWNEY; THE MEMBER OF PROVINCIAL PARLIAMENT, BILL ROSENBERG; THE ASSOCIATION OF MUNICIPALITIES OF ONTARIO (AMO); THE FEDERATION OF NORTHERN ONTARIO MUNICIPALITIES (FONOM); AND THE INFORMATION AND PRIVACY COMMISSIONER OF ONTARIO, PATRICIA KOSSEIM, AND THAT IT BE CIRCULATED TO ALL MUNICIPALITIES IN ONTARIO.

May 18, 2026

Please be advised that during the regular Council meeting of May 12, 2026 the following resolution regarding reinstating the requirements for compliance with the Freedom of Information and Protection of Privacy Act was carried.

RESOLUTION NO. 2026-208

DATE: **May 12, 2026**

MOVED BY: **Councillor MacNaughton**

SECONDED BY: **Councillor Branderhorst**

WHEREAS all residents of Ontario have the right to fair, open and democratic government; and,

WHEREAS all elected representatives, municipal and provincial alike, in Ontario have a duty to faithfully execute the powers and trust placed in them and willingly swear an oath to this effect and are subject to fair public scrutiny; and,

WHEREAS the Freedom of Information and Protection of Privacy Act (FIPPA) and the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) are essential tools to protect Ontarians against privacy breaches, and abuses of power; and,

WHEREAS the Province of Ontario enacted Bill 97, the Plan to Protect Ontario Act (Budget Measures), 2026, which received Royal Assent on April 24, 2026, and introduced significant amendments to both FIPPA and MFIPPA to alter statutory timelines and privacy governance frameworks;

WHEREAS the amendments introduced via Bill 97 have created a jurisdictional imbalance by excluding records held by provincial Ministers, their offices, and staff from the application of FIPPA, while maintaining the statutory responsibilities and administrative burdens for municipal elected officials and staff under MFIPPA, thereby establishing higher standards for transparency and personal record accountability for municipal governments;

WHEREAS excluding members of the highest offices and their staff from reasonable public access requests and records retention creates security concerns, reinforces the appearance of self-dealing and is contrary to the public interest,

THEREFORE BE IT RESOLVED THAT Prince Edward County Council call on the Province to reinstate requirements for compliance with FIPPA to ensure that the Premier, Ministers, and their staff are subject to proper and fair public scrutiny like all other elected representatives in Ontario; and



From the Office of the Clerk
The Corporation of the County of Prince Edward
T: 613.476.2148 x 1021 | F: 613.476.5727
clerks@pecounty.on.ca | www.thecounty.ca

THAT the Government of Ontario implement recommendations of the Information and Privacy Commissioner of Ontario to increase and ensure proper security, record keeping and democratic accountability; and

THAT this resolution be circulated to Premier Doug Ford, Minister of Finance Bethlenfalvy, Bay of Quinte MPP Tyler Allsopp, the Association of Municipalities of Ontario (AMO), the Federation of Canadian Municipalities (FCM) and the 444 municipalities of Ontario.

CARRIED

Yours truly,

Catalina Blumenberg, **CLERK**

cc: Mayor Steve Ferguson, Councillor MacNaughton, Councillor Branderhorst





The Corporation of the Town of Bruce Mines Item 4b

PO Box 220
9126 Hwy. 17 East
Bruce Mines ON P0R 1C0

MAYOR: LORY PATERI
MUNICIPAL CLERK: JUDY DAVIS

Phone: (705)785-3493
Fax: (705)785-3170
Email: info@brucemines.ca
www.brucemines.ca

May 14, 2026

Sent by email: Doug.fordco@pc.ola.org

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

Dear Honourable Doug Ford,

Re: Bill 97, Plan to Protect Ontario Act (Budget Measures), 2026 – Schedule 7

At its Regular Meeting held on May 4, 2026, the Council of the Town of Bruce Mines reviewed the changes introduced through Schedule 7 of Bill 97, which amends the Freedom of Information and Protection of Privacy Act (FIPPA).

At that meeting, Council adopted a resolution expressing concern regarding these amendments and their impact on transparency and public access to information.

Enclosed is a copy of the resolution supported by Bruce Mines Council.

Sincerely,

Tarra Lapensee
Deputy Clerk
info@brucemines.ca
705-785-3493

cc:

The Honourable Doug Downey, Attorney General of Ontario
The Honourable Bill Rosenberg, Member of Provincial Parliament
Association of Municipalities of Ontario (AMO)
Federation of Northern Ontario Municipalities (FONOM)
Information and Privacy Commissioner of Ontario, Patricia Kosseim
All Ontario Municipalities

WHEREAS THE FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT (FIPPA) RECEIVED ROYAL ASSENT IN 1987, COMING INTO FORCE ON JANUARY 1, 1988; AND

WHEREAS THE MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT (MFIPPA) RECEIVED ROYAL ASSENT IN 1990, COMING INTO FORCE ON JANUARY 1, 1991; AND

WHEREAS BOTH ACTS PROVIDE THE PUBLIC WITH A LEGAL RIGHT OF ACCESS TO GOVERNMENT-HELD INFORMATION, REFLECTING THE PRINCIPLE THAT SUCH INFORMATION BELONGS TO THE PUBLIC UNLESS THERE IS A VALID REASON TO WITHHOLD IT; AND

WHEREAS THE INFORMATION AND PRIVACY COMMISSIONER OF ONTARIO HAS REINFORCED THAT ACCESS TO INFORMATION IS “ESSENTIAL TO THE HEALTHY FUNCTIONING OF A DEMOCRATIC SOCIETY” AND TO TRANSPARENT GOVERNANCE; AND

WHEREAS BILL 97 (2026): PLAN TO PROTECT ONTARIO ACT (BUDGET MEASURES) RECEIVED ROYAL ASSENT ON APRIL 24, 2026, INTRODUCING SIGNIFICANT CHANGES TO FREEDOM OF INFORMATION RULES, INCLUDING NEW EXEMPTIONS FOR MINISTERS’ OFFICES; AND

WHEREAS RECORDS HELD BY THE PREMIER, CABINET MINISTERS, PARLIAMENTARY ASSISTANTS, AND THEIR OFFICES ARE NO LONGER SUBJECT TO FREEDOM OF INFORMATION REQUESTS AND ARE NO LONGER CONSIDERED FOI-ELIGIBLE RECORDS; AND

WHEREAS COUNCIL IS OF THE OPINION THAT THE PASSAGE OF BILL 97 REPRESENTS A STEP BACKWARD FROM LONG-STANDING PROVINCIAL COMMITMENTS TO OPENNESS, TRANSPARENCY, AND ACCOUNTABILITY;

THEREFORE, BE IT RESOLVED THAT THE COUNCIL OF THE CORPORATION OF THE TOWN OF BRUCE MINES FORMALLY EXPRESSES ITS CONCERN WITH THE PASSAGE OF BILL 97 (2026) AND FINDS THAT IT CONSTITUTES A REGRESSION FROM ESTABLISHED PRINCIPLES OF TRANSPARENT GOVERNANCE; AND

BE IT FURTHER RESOLVED THAT COUNCIL URGES THE GOVERNMENT OF ONTARIO TO REPEAL THIS PROVISION OF THE LEGISLATION; AND

BE IT FURTHER RESOLVED THAT A COPY OF THIS RESOLUTION BE FORWARDED TO THE PREMIER OF ONTARIO, DOUG FORD; THE ATTORNEY GENERAL OF ONTARIO, DOUG DOWNEY; THE MEMBER OF PROVINCIAL PARLIAMENT, BILL ROSENBERG; THE ASSOCIATION OF MUNICIPALITIES OF ONTARIO (AMO); THE FEDERATION OF NORTHERN ONTARIO MUNICIPALITIES (FONOM); AND THE INFORMATION AND PRIVACY COMMISSIONER OF ONTARIO, PATRICIA KOSSEIM, AND THAT IT BE CIRCULATED TO ALL MUNICIPALITIES IN ONTARIO.



From the Office of the Clerk
The Corporation of the County of Prince Edward
T: 613.476.2148 x 1021 | F: 613.476.5727
clerks@pecounty.on.ca | www.thecounty.ca

May 18, 2026

Please be advised that during the regular Council meeting of May 12, 2026 the following resolution regarding reinstating the requirements for compliance with the Freedom of Information and Protection of Privacy Act was carried.

RESOLUTION NO. 2026-208

DATE: **May 12, 2026**

MOVED BY: **Councillor MacNaughton**

SECONDED BY: **Councillor Branderhorst**

WHEREAS all residents of Ontario have the right to fair, open and democratic government; and,

WHEREAS all elected representatives, municipal and provincial alike, in Ontario have a duty to faithfully execute the powers and trust placed in them and willingly swear an oath to this effect and are subject to fair public scrutiny; and,

WHEREAS the Freedom of Information and Protection of Privacy Act (FIPPA) and the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) are essential tools to protect Ontarians against privacy breaches, and abuses of power; and,

WHEREAS the Province of Ontario enacted Bill 97, the Plan to Protect Ontario Act (Budget Measures), 2026, which received Royal Assent on April 24, 2026, and introduced significant amendments to both FIPPA and MFIPPA to alter statutory timelines and privacy governance frameworks;

WHEREAS the amendments introduced via Bill 97 have created a jurisdictional imbalance by excluding records held by provincial Ministers, their offices, and staff from the application of FIPPA, while maintaining the statutory responsibilities and administrative burdens for municipal elected officials and staff under MFIPPA, thereby establishing higher standards for transparency and personal record accountability for municipal governments;

WHEREAS excluding members of the highest offices and their staff from reasonable public access requests and records retention creates security concerns, reinforces the appearance of self-dealing and is contrary to the public interest,

THEREFORE BE IT RESOLVED THAT Prince Edward County Council call on the Province to reinstate requirements for compliance with FIPPA to ensure that the Premier, Ministers, and their staff are subject to proper and fair public scrutiny like all other elected representatives in Ontario; and



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THAT the Government of Ontario implement recommendations of the Information and Privacy Commissioner of Ontario to increase and ensure proper security, record keeping and democratic accountability; and

THAT this resolution be circulated to Premier Doug Ford, Minister of Finance Bethlenfalvy, Bay of Quinte MPP Tyler Allsopp, the Association of Municipalities of Ontario (AMO), the Federation of Canadian Municipalities (FCM) and the 444 municipalities of Ontario.

CARRIED

Yours truly,

Catalina Blumenberg, **CLERK**

cc: Mayor Steve Ferguson, Councillor MacNaughton, Councillor Branderhorst



June 1, 2026

The Honourable Doug Ford
Premier of Ontario
Via Email: premier@ontario.ca

Re: Changes to Ontario's Freedom of Information and Protection of Privacy Act

Please be advised the Council of the Municipality of Chatham-Kent, at its regular meeting held on May 25, 2026 supported the attached resolution from the Town of Bruce Mines (Appendix A) and the County of Prince Edward (Appendix B) regarding the above noted matter.

Sincerely,

Judy Shantz, CMO
Director Municipal Governance/Clerk

C

Attorney General
Information and Privacy Commissioner of Ontario
Association of Municipalities of Ontario (AMO),
Federation of Canadian Municipalities (FCM)
Local MPPs
Ontario Municipalities

June 03, 2026

Town of Bruce Mines
- and -
Township of Stone Mills

Sent via email: bteep@stonemills.com
info@brucemines.ca

To whom it may concern:

Re: Resolution 2026-377 Changes to FIPPA

Please be advised that the following resolution was passed at the June 03, 2026 meeting of the Council of the Municipality of Grey Highlands.

2026-377

**That Council receive the 2026-05-14 - Township of Stone Mills - Opposition to changes to Ontario's Freedom of Information Act for information; and That Council receive the 2026-05-14 - Town of Bruce Mines - Concerns over changes to Ontario's Freedom of Information Act for information; and That Council direct staff to send a letter of support to the Township of Stone Mills resolution 30-706-2026 and to the Town of Bruce Mines resolution on Bill 97, Plan to Protect Ontario Act, 2026 - Schedule 7 and to cc the letter to all MPP's, Association of Municipalities of Ontario (AMO), Information and Privacy Commissioner of Ontario (IPC) and All Ontario Municipalities.
CARRIED.**

If you require anything further, please contact this office.

Sincerely,

Amanda Fines-VanAlstine

Amanda Fines-VanAlstine
Manager of Corporate Services/Municipal Clerk
Municipality of Grey Highlands

cc. All MPP's
AMO
IPC; and
All Ontario Municipalities

The Municipality of Grey Highlands
206 Toronto Street South, Unit One - P.O. Box 409 Markdale, Ontario N0C 1H0
519-986-2811 Toll-Free 1-888-342-4059 Fax 519-986-3643
www.greyhighlands.ca info@greyhighlands.ca



The Corporation of the Town of Bruce Mines

PO Box 220
9126 Hwy. 17 East
Bruce Mines ON P0R 1C0

MAYOR: LORY PATERI
MUNICIPAL CLERK: JUDY DAVIS

Phone: (705)785-3493
Fax: (705)785-3170
Email: info@brucemines.ca
www.brucemines.ca

May 14, 2026

Sent by email: Doug.fordco@pc.ola.org

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

Dear Honourable Doug Ford,

Re: Bill 97, Plan to Protect Ontario Act (Budget Measures), 2026 – Schedule 7

At its Regular Meeting held on May 4, 2026, the Council of the Town of Bruce Mines reviewed the changes introduced through Schedule 7 of Bill 97, which amends the Freedom of Information and Protection of Privacy Act (FIPPA).

At that meeting, Council adopted a resolution expressing concern regarding these amendments and their impact on transparency and public access to information.

Enclosed is a copy of the resolution supported by Bruce Mines Council.

Sincerely,

Tarra Lapensee
Deputy Clerk
info@brucemines.ca
705-785-3493

cc:

The Honourable Doug Downey, Attorney General of Ontario
The Honourable Bill Rosenberg, Member of Provincial Parliament
Association of Municipalities of Ontario (AMO)
Federation of Northern Ontario Municipalities (FONOM)
Information and Privacy Commissioner of Ontario, Patricia Kosseim
All Ontario Municipalities

WHEREAS THE FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT (FIPPA) RECEIVED ROYAL ASSENT IN 1987, COMING INTO FORCE ON JANUARY 1, 1988; AND

WHEREAS THE MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT (MFIPPA) RECEIVED ROYAL ASSENT IN 1990, COMING INTO FORCE ON JANUARY 1, 1991; AND

WHEREAS BOTH ACTS PROVIDE THE PUBLIC WITH A LEGAL RIGHT OF ACCESS TO GOVERNMENT-HELD INFORMATION, REFLECTING THE PRINCIPLE THAT SUCH INFORMATION BELONGS TO THE PUBLIC UNLESS THERE IS A VALID REASON TO WITHHOLD IT; AND

WHEREAS THE INFORMATION AND PRIVACY COMMISSIONER OF ONTARIO HAS REINFORCED THAT ACCESS TO INFORMATION IS “ESSENTIAL TO THE HEALTHY FUNCTIONING OF A DEMOCRATIC SOCIETY” AND TO TRANSPARENT GOVERNANCE; AND

WHEREAS BILL 97 (2026): PLAN TO PROTECT ONTARIO ACT (BUDGET MEASURES) RECEIVED ROYAL ASSENT ON APRIL 24, 2026, INTRODUCING SIGNIFICANT CHANGES TO FREEDOM OF INFORMATION RULES, INCLUDING NEW EXEMPTIONS FOR MINISTERS’ OFFICES; AND

WHEREAS RECORDS HELD BY THE PREMIER, CABINET MINISTERS, PARLIAMENTARY ASSISTANTS, AND THEIR OFFICES ARE NO LONGER SUBJECT TO FREEDOM OF INFORMATION REQUESTS AND ARE NO LONGER CONSIDERED FOI-ELIGIBLE RECORDS; AND

WHEREAS COUNCIL IS OF THE OPINION THAT THE PASSAGE OF BILL 97 REPRESENTS A STEP BACKWARD FROM LONG-STANDING PROVINCIAL COMMITMENTS TO OPENNESS, TRANSPARENCY, AND ACCOUNTABILITY;

THEREFORE, BE IT RESOLVED THAT THE COUNCIL OF THE CORPORATION OF THE TOWN OF BRUCE MINES FORMALLY EXPRESSES ITS CONCERN WITH THE PASSAGE OF BILL 97 (2026) AND FINDS THAT IT CONSTITUTES A REGRESSION FROM ESTABLISHED PRINCIPLES OF TRANSPARENT GOVERNANCE; AND

BE IT FURTHER RESOLVED THAT COUNCIL URGES THE GOVERNMENT OF ONTARIO TO REPEAL THIS PROVISION OF THE LEGISLATION; AND

BE IT FURTHER RESOLVED THAT A COPY OF THIS RESOLUTION BE FORWARDED TO THE PREMIER OF ONTARIO, DOUG FORD; THE ATTORNEY GENERAL OF ONTARIO, DOUG DOWNEY; THE MEMBER OF PROVINCIAL PARLIAMENT, BILL ROSENBERG; THE ASSOCIATION OF MUNICIPALITIES OF ONTARIO (AMO); THE FEDERATION OF NORTHERN ONTARIO MUNICIPALITIES (FONOM); AND THE INFORMATION AND PRIVACY COMMISSIONER OF ONTARIO, PATRICIA KOSSEIM, AND THAT IT BE CIRCULATED TO ALL MUNICIPALITIES IN ONTARIO.

**The Corporation of The
Township of Stone Mills**

4504 County Road 4, Centreville, Ontario K0K 1N0
Tel. (613) 378-2475 Fax. (613) 378-0033
Website: www.stonemills.com



May 14, 2026

Sent Via Email Only

Hon. Doug Ford
Premier of Ontario
Legislative Building, Queen's Park
Toronto ON M7A 1A1

Dear Hon. Doug Ford,

Re: Township of Stone Mills opposition to the changes to Ontario's Freedom of
Information and Protection of Privacy Act

Please be advised that during the regular Council meeting of April 13, 2026, Township of
Stone Mills Council passed the following motion,

Resolution 30-706-2026

Whereas the government of Ontario is proposing changes to the Freedom of Information
and Protection of Privacy Act (FIPPA) that would exclude records of the premier, cabinet
ministers and their staff from public access requests;

AND Whereas these changes would apply retroactively and may limit access to records
related to matters of public interest;

AND Whereas the Information and Privacy Commissioner for Ontario has warned that these
changes would reduce transparency and accountability, Freedom of Information laws are an
essential to the public trust and democratic accountability;

Therefore Be It Resolved That Stone Mills Township oppose the proposed changes to
FIPPA;

1. Call on the Province to ensure records related to government business remain
accessible to the public;
2. Urge the Province to consult with the Information and Privacy Commissioner of
Ontario and the public before proceeding;
3. Direct that this motion be circulated to the Premier Doug Ford, appropriate minister,
all MPP's and Ontario municipalities.

Moved By Councillor Woodcock
Seconded By Councillor Milligan
Carried

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

Sincerely,

B Teeple

Brandi Teeple
Township Clerk
Township of Stone Mills
4504 County Road 4
Centreville, ON, K0K 1N0
Phone: 613 378-2475 ext. 225
Email: bteeple@stonemills.com

cc. All Ontario Municipalities
All MPP's



The Corporation of the Municipality of Wawa

REGULAR COUNCIL MEETING

RESOLUTION

Tuesday, May 19, 2026

Resolution # RC26106	Meeting Order: 6
Moved by: <i>John Opato</i>	Seconded by: <i>Cathy Cannon</i>

WHEREAS the Township of Stone Mills passed Resolution No. 30-706-2026 opposing proposed changes to the Freedom of Information and Protection of Privacy Act (FIPPA) that would exclude records of the Premier, Cabinet Ministers, and their staff from public access requests;

AND WHEREAS the Township of Stone Mills has expressed concerns that the proposed amendments may reduce transparency and accountability in government;

NOW THEREFORE BE IT RESOLVED THAT the Council of The Corporation of the Municipality of Wawa hereby supports Resolution No. 30-706-2026 passed by the Township of Stone Mills regarding the proposed changes to the Freedom of Information and Protection of Privacy Act (FIPPA);

AND FURTHER THAT a copy of this resolution be forwarded to the Township of Stone Mills, Premier Doug Ford, the appropriate Provincial Ministers, local Members of Provincial Parliament, and Ontario municipalities.

RESOLUTION RESULT	RECORDED VOTE	YES	NO
<input type="checkbox"/> CARRIED	MAYOR AND COUNCIL		
<input type="checkbox"/> DEFEATED	Mitch Hatfield		
<input type="checkbox"/> TABLED	Cathy Cannon		
<input type="checkbox"/> RECORDED VOTE (SEE RIGHT)	Melanie Pilon		
<input type="checkbox"/> PECUNIARY INTEREST DECLARED	Jim Hoffmann		
<input type="checkbox"/> WITHDRAWN	Joseph Opato		

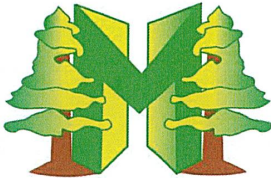
Disclosure of Pecuniary Interest and the general nature thereof.

Disclosed the pecuniary interest and general name thereof and abstained from the discussion, vote and influence.

Clerk: _____

DEPUTY MAYOR - MITCH HATFIELD	CLERK - MAURY O'NEILL
<i>Micheline Hatfield</i>	<i>Maury O'Neill</i>

This document is available in alternate formats.



TOWNSHIP OF MACHAR

Always in Season

www.townshipofmachar.ca

Res End

Jun 2, 2026

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

Via Email: premier@ontario.ca

Dear Premier Doug Ford:

Re: Opposing proposed changes to the Freedom of Information and Protection of Privacy Act (FIPPA)

Please be advised that during the regular Council meeting of Jun 1, 2026, Township of Machar Council passed the following motion,

86-26 McLaren, Ivens

Whereas the government of Ontario is proposing changes to the Freedom of Information and Protection of Privacy Act (FIPPA) that would exclude records of the premier, cabinet ministers and their staff from public access requests;

AND Whereas these changes would apply retroactively and may limit access to records related to matters of public interest;

AND Whereas the Information and Privacy Commissioner for Ontario has warned that these changes would reduce transparency and accountability, Freedom of Information laws are an essential to the public trust and democratic accountability;

Therefore Be It Resolved That the Township of Machar oppose the proposed changes to FIPPA;

1. Call on the Province to ensure records related to government business remain accessible to the public;
2. Urge the Province to consult with the Information and Privacy Commissioner of Ontario and the public before proceeding;
3. Direct that this motion be circulated to the Premier Doug Ford, appropriate minister, all MPP's and Ontario municipalities. CARRIED.

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

Yours truly,

Clerk Administrator

#73 Municipal Rd. N., P.O. Box 70, South River, On. POA 1X0
Phone 705-386-7741, Fax. 705-386-0765

TOWNSHIP OF MACHAR

Resolution Number: 86-26

Moved by:	Ron McLaren <input checked="" type="checkbox"/>	Blair Flowers <input type="checkbox"/>	Pearl Ivens <input type="checkbox"/>	Neil Scarlett <input type="checkbox"/>
Seconded by:	Ron McLaren <input type="checkbox"/>	Blair Flowers <input type="checkbox"/>	Pearl Ivens <input checked="" type="checkbox"/>	Neil Scarlett <input type="checkbox"/>

Jun 1, 2026

Whereas the government of Ontario is proposing changes to the Freedom of Information and Protection of Privacy Act (FIPPA) that would exclude records of the premier, cabinet ministers and their staff from public access requests;

AND Whereas these changes would apply retroactively and may limit access to records related to matters of public interest;

AND Whereas the Information and Privacy Commissioner for Ontario has warned that these changes would reduce transparency and accountability, Freedom of Information laws are an essential to the public trust and democratic accountability;

Therefore Be It Resolved That the Township od Machar oppose the proposed changes to FIPPA;

1. Call on the Province to ensure records related to government business remain accessible to the public;
2. Urge the Province to consult with the Information and Privacy Commissioner of Ontario and the public before proceeding;
3. Direct that this motion be circulated to the Premier Doug Ford, appropriate minister, all MPP's and Ontario municipalities.

Carried by: Lynda Carleton

**Township of Southgate
Administration Office**

185667 Grey County Road 9, RR 1
Dundalk, ON N0C 1B0



Phone: 519-923-2110
Toll Free: 1-888-560-6607
Fax: 519-923-9262
Web: www.southgate.ca

June 4, 2026

Re: Support for the Municipality of Wawa – Opposing Proposed Changes to the Freedom of Information and Protection of Privacy Act

Please be advised that at the June 3, 2026, regular Council meeting, the Council of the Corporation of the Township of Southgate approved the following:

No. 2026-226

Moved By Deputy Mayor Dobreen
Seconded By Councillor Shipston

Be it resolved that the Township of Southgate receive correspondence from the Municipality of Wawa and the Township of Stone Mills re: Proposed Changes to the Freedom of Information and Protection of Privacy Act (FIPPA); and

That Southgate Council oppose the proposed changes to FIPPA; and

1. call on the Province to ensure records related to government business remain accessible to the public; and
2. urge the Province to consult with the Information and Privacy Commissioner of Ontario and the public before proceeding; and

Further, that this resolution and supporting documentation be circulated to Premier Doug Ford, the appropriate Minister, all MPPs and Ontario municipalities.

If you have any questions, please contact our office at (519) 923-2110.

Sincerely,

Lindsey Green

Lindsey Green, Clerk
Township of Southgate

Encl: Municipality of Wawa – Opposing Proposed Changes to the Freedom of Information and Protection of Privacy Act

CC:

Honourable Doug Ford, Premier of Ontario
All MPP's
All Ontario Municipalities



The Corporation of the Municipality of Wawa

REGULAR COUNCIL MEETING

RESOLUTION

Tuesday, May 19, 2026

Resolution # RC26106	Meeting Order: 6
Moved by: <i>John Opato</i>	Seconded by: <i>Cathy Cannon</i>

WHEREAS the Township of Stone Mills passed Resolution No. 30-706-2026 opposing proposed changes to the Freedom of Information and Protection of Privacy Act (FIPPA) that would exclude records of the Premier, Cabinet Ministers, and their staff from public access requests;

AND WHEREAS the Township of Stone Mills has expressed concerns that the proposed amendments may reduce transparency and accountability in government;

NOW THEREFORE BE IT RESOLVED THAT the Council of The Corporation of the Municipality of Wawa hereby supports Resolution No. 30-706-2026 passed by the Township of Stone Mills regarding the proposed changes to the Freedom of Information and Protection of Privacy Act (FIPPA);

AND FURTHER THAT a copy of this resolution be forwarded to the Township of Stone Mills, Premier Doug Ford, the appropriate Provincial Ministers, local Members of Provincial Parliament, and Ontario municipalities.

RESOLUTION RESULT	RECORDED VOTE	YES	NO
<input type="checkbox"/> CARRIED	MAYOR AND COUNCIL		
<input type="checkbox"/> DEFEATED	Mitch Hatfield		
<input type="checkbox"/> TABLED	Cathy Cannon		
<input type="checkbox"/> RECORDED VOTE (SEE RIGHT)	Melanie Pilon		
<input type="checkbox"/> PECUNIARY INTEREST DECLARED	Jim Hoffmann		
<input type="checkbox"/> WITHDRAWN	Joseph Opato		

Disclosure of Pecuniary Interest and the general nature thereof.

Disclosed the pecuniary interest and general name thereof and abstained from the discussion, vote and influence.

Clerk: _____

DEPUTY MAYOR - MITCH HATFIELD	CLERK - MAURY O'NEILL
<i>Micheline Hatfield</i>	<i>Maury O'Neill</i>

This document is available in alternate formats.

**The Corporation of The
Township of Stone Mills**

4504 County Road 4, Centreville, Ontario K0K 1N0
Tel. (613) 378-2475 Fax. (613) 378-0033
Website: www.stonemills.com



May 14, 2026

Sent Via Email Only

Hon. Doug Ford
Premier of Ontario
Legislative Building, Queen's Park
Toronto ON M7A 1A1

Dear Hon. Doug Ford,

Re: Township of Stone Mills opposition to the changes to Ontario's Freedom of Information and Protection of Privacy Act

Please be advised that during the regular Council meeting of April 13, 2026, Township of Stone Mills Council passed the following motion,

Resolution 30-706-2026

Whereas the government of Ontario is proposing changes to the Freedom of Information and Protection of Privacy Act (FIPPA) that would exclude records of the premier, cabinet ministers and their staff from public access requests;

AND Whereas these changes would apply retroactively and may limit access to records related to matters of public interest;

AND Whereas the Information and Privacy Commissioner for Ontario has warned that these changes would reduce transparency and accountability, Freedom of Information laws are an essential to the public trust and democratic accountability;

Therefore Be It Resolved That Stone Mills Township oppose the proposed changes to FIPPA;

1. Call on the Province to ensure records related to government business remain accessible to the public;
2. Urge the Province to consult with the Information and Privacy Commissioner of Ontario and the public before proceeding;
3. Direct that this motion be circulated to the Premier Doug Ford, appropriate minister, all MPP's and Ontario municipalities.

Moved By Councillor Woodcock
Seconded By Councillor Milligan
Carried

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

Sincerely,

B Teeple

Brandi Teeple
Township Clerk
Township of Stone Mills
4504 County Road 4
Centreville, ON, K0K 1N0
Phone: 613 378-2475 ext. 225
Email: bteeple@stonemills.com

cc. All Ontario Municipalities
All MPP's

The Council of the United Counties of Leeds and Grenville

Resolution No. CC-098-2026

Date: May 21, 2026

Moved by Aric Hoogenboom
Seconded by Michael Cameron

WHEREAS municipalities are responsible for the planning, construction, operation, rehabilitation, and replacement of critical public infrastructure; and

WHEREAS municipal engineers play a key role in supporting safe, reliable, and cost-effective infrastructure systems for residents and businesses; and

WHEREAS the Municipal Engineers Association has raised concerns and recommendations regarding the Province's proposed harmonization of municipal road construction standards, which have implications for municipal operations, long-term asset management, and financial sustainability; and

WHEREAS the United Counties of Leeds and Grenville supports advocacy that promotes effective infrastructure planning, responsible funding frameworks, and realistic implementation requirements for municipalities;

NOW THEREFORE BE IT RESOLVED THAT the Council of the United Counties of Leeds and Grenville supports the Municipal Engineers Association's position regarding the Province's proposed harmonization of municipal road construction standards, particularly the concerns about the exemption approval process, mandatory annual reporting, lack of clarity around governance/co-stewardship, and the need for meaningful municipal consultation before implementation proceeds; and

BE IT FURTHER RESOLVED THAT Council urges the Province of Ontario to engage with municipalities and the Municipal Engineers Association to implement practical solutions that reflect municipal capacity, infrastructure needs, and local government realities; and

BE IT FURTHER RESOLVED THAT a copy of this resolution be circulated to the Minister of Transportation, the Minister of Municipal Affairs and Housing, the Minister of

Item# 9.4

Infrastructure, the local Member of Provincial Parliament (MPP), the Municipal Engineers Association (MEA), the Association of Municipalities of Ontario (AMO), the Rural Ontario Municipal Association (ROMA), and Ontario municipalities.

Carried Defeated Deferred


Corinna Smith-Gatcke, Warden



THE CORPORATION
OF
THE TOWN OF HALTON HILLS

Resolution No.: 2026-0071

Title: Request for review of Provincial-Municipal Fiscal Framework

Date: April 20, 2026

Moved by: Councillor J. Brass

Seconded by: Councillor C. Somerville

Item No. 12.2

WHEREAS municipalities, including the Town of Halton Hills, play a critical role in delivering essential services and infrastructure that support growing and evolving communities;

AND WHEREAS municipalities are increasingly contributing to areas that intersect with provincial responsibilities, such as housing, social services, and certain capital obligations, placing additional pressure on property tax-based revenue systems;

AND WHEREAS municipal revenue tools, particularly property taxes, are limited in their ability to keep pace with growth, inflation, and the expanding expectations placed on local governments;

AND WHEREAS the Town of Halton Hills continues to invest in critical infrastructure, including roads, water, stormwater, emergency services, and recreation, to support both existing residents and future growth;

AND WHEREAS the Association of Municipalities of Ontario and the Federation of Canadian Municipalities have identified opportunities to better align municipal funding tools with the realities of modern service delivery and growth pressures;

AND WHEREAS ensuring long-term financial sustainability for municipalities is essential to maintaining service levels, supporting housing targets, and protecting affordability for residents;

NOW THEREFORE BE IT RESOLVED THAT Council of the Town of Halton Hills respectfully requests that the Province of Ontario, in collaboration with AMO, FCM and other municipal partners, undertake a comprehensive review of the provincial–municipal fiscal framework, with a view to strengthening long-term sustainability and alignment of responsibilities;

AND FURTHER THAT this review considers opportunities to:

- better align funding responsibilities with service delivery expectations;
- explore sustainable, growth-related revenue tools that reflect the demands placed on municipalities; and
- support a funding framework that enables municipalities to accommodate growth while protecting affordability for residents;

AND FURTHER THAT the Province be encouraged to continue working collaboratively with municipalities to ensure that funding frameworks become responsive to community needs and evolving growth pressures;

AND FURTHER THAT a copy of this resolution be forwarded to The Honourable Doug Ford, Premier of Ontario; The Honourable Minister of Municipal Affairs and Housing; The Honourable Minister of Finance; The Honourable Minister of Infrastructure; AMO; FCM; The Region of Halton MPP's and MP's; Halton area Municipalities and all Ontario municipalities.



Mayor Ann Lawlor



MUNICIPALITY OF SHUNIAH

COUNCIL RESOLUTION

Date: May 12, 2026

Resolution No.: 203 - 26

Moved By: _____

Seconded By: _____

THAT Council for the Municipality of Shuniah receives and supports the Halton hills request for Review of Provincial-Municipal Fiscal Framework;

AND THAT Council directs the Clerk to forward a copy of this resolution to The Honourable Doug Ford, Premier of Ontario; The Honourable Minister of Municipal Affairs and Housing; The Honourable Minister of Finance; The Honourable Minister of Infrastructure; AMO; FCM; MPP's and MP's; and all Ontario municipalities.

- Carried
- Defeated
- Amended
- Deferred

Wendy Landry
Signature

Municipality of Shuniah, 420 Leslie Avenue, Thunder Bay, Ontario, P7A 1X8